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AGENDA REPORT

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Patrick J. Caceres
Measure Y Coordinator

SUBJECT: Measure Y Evaluation 2011-2012

DATE: May 13, 2013

City Administrator
Approval

Date

5/14/13

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the City Council accepts this *Measure Y Evaluation 2011-2012* report on the status of Measure Y funded programs during fiscal year 2011-2012 (July 1, 2011- June 30, 2012). Please find attached the report *Measure Y Evaluation 2011-2012* as prepared by Resource Development Associates (RDA).

The Violence Prevention and Public Safety Oversight Committee, "Measure Y Oversight Committee" is tasked with reviewing, evaluating, inquiring and making recommendations on the finances and administration of Measure Y funded programs in two areas: violence prevention and community policing. This report on the area of violence prevention was reviewed by the Measure Y Oversight Committee at a meeting on April 22, 2013. For a complete copy of the report visit the following link: <http://oaklandunite.org/about/research-and-reports/>.

For questions regarding this report, please contact Patrick J. Caceres, City Administrator's Office at (510) 238-3325.

Respectfully submitted,

Patrick J. Caceres
Measure Y Coordinator
City Administrator's Office

Prepared by:
Resource Development Associates (RDA)

Item: _____
Public Safety Committee
May 28, 2013

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City of Oakland

MEASURE Y EVALUATION 2011-2012



Acknowledgements

We wish to express our appreciation for the contributions of all of the agencies, organizations and individuals who participated in the 2011-2012 evaluation of the City of Oakland's Measure Y Violence Prevention and Public Safety Act.

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, the Alameda County Probation Department and the California Department of Corrections and Rehabilitation 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, Priya Jagannathan and Dyanna Christie at DHS who provided invaluable hands-on assistance to the VPP programs during this year. We are also grateful to Claudia Albano for her guidance and dedication to this evaluation and to Measure Y.

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.

This report has been prepared by Resource Development Associates.

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Oakland Measure Y 2011-2012

Executive Summary

Measure Y Legislation

The City of Oakland's Measure Y ordinance provides approximately \$5 million annually for the city to spend on violence prevention services with an emphasis on youth and children. The four service areas identified in the legislation and funded via Measure Y include 1. Youth outreach counselors; 2. After and in-school programs for youth and children; 3. Domestic violence and child abuse counselors; and 4. Offender/parolee employment training. Under this mandate, the City funds 29 violence prevention programs that provide an array of services to children, youth, and adults under the age of 25 who are at risk to become victims or perpetrators of violent crime. In addition, three employment positions are funded to ensure the effective implementation of these programs. This evaluation assesses the effectiveness of these 29 programs and three funded positions during the 2011-12 fiscal year (July 1, 2011 through June 30, 2012).

Overview of Methods

To understand each program's short- and long-term outcomes, programs were analyzed at the client, school, and neighborhood levels. Because Measure Y programs vary considerably in their service delivery models and target populations, the research methods used to evaluate each program vary as well, ranging from case studies to geospatial analyses (e.g., for programs conducting street outreach) to quantitative analyses of data from criminal justice systems. For programs that serve clients who cannot be tracked or surveyed as well as for programs that provide intervention and outreach services, custom evaluation strategies were developed to assess service impact. For most programs, the impact of services was examined in terms of clients' risk and resiliency factors, school engagement, and recidivism. Wherever possible, the evaluation uses a pre/post methodology, analyzing outcomes both prior to and subsequent to Measure Y service receipt. For each client, outcomes are analyzed before and after the first date of service. Client-level outcomes are aggregated to report at the program level, and individual program reports include the following information, as available:



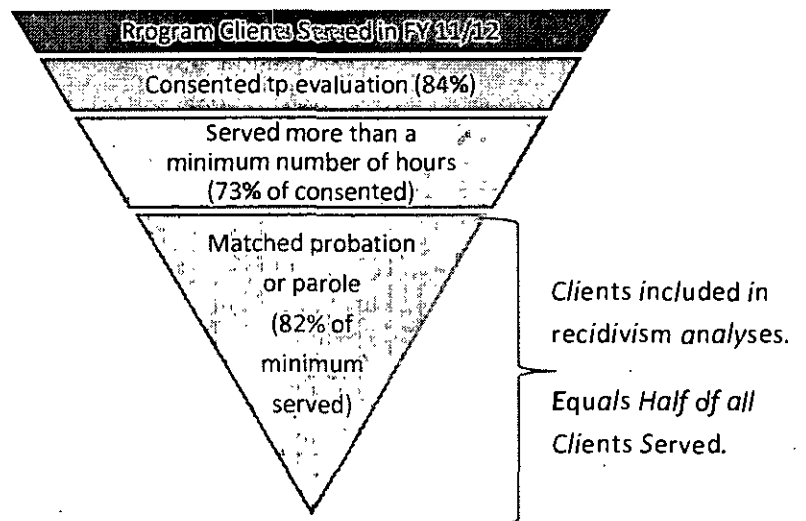
Oakland Measure Y 2011-2012

Type of Analysis	Data Source	Description
Service Provision	<ul style="list-style-type: none"> CitySpan, the City of Oakland's Youth Services Management Information System Program Administrative Data DHS Administrative Data 	Reports the type, volume, intensity, and duration of services.
Service Efficiency	<ul style="list-style-type: none"> CitySpan Program Administrative Data 	Assesses the cost effectiveness of each program; service efficiency is analyzed in terms of cost per client, hour, and/or event.
Service Impact: Risk and Resiliency, Client Satisfaction	<ul style="list-style-type: none"> Pre/post surveys Self-report surveys Success stories 	Examines each program's short- and intermediate-term outcomes on risk and resiliency (i.e. ability to avoid dangerous situations).
Service Impact: School Engagement	<ul style="list-style-type: none"> CitySpan Oakland Unified School District 	Examines each program's rate of truancy and suspension before and after service.
Service Impact: Recidivism	<ul style="list-style-type: none"> CitySpan Alameda County Probation Department California Department of Corrections and Rehabilitation 	Examines each program's recidivism rate, including detail on severity of offense/violation, per quarter and cumulatively for the year before and year after service.

In terms of service impact, recidivism is the most common outcome analyzed across a majority of Measure Y programs. For individuals involved in the criminal justice system, recidivism is defined as a conviction (i.e., criminal offense that is upheld in court) or a technical violation of probation or parole that is upheld in court. For individuals involved in the juvenile justice system, recidivism is defined as a delinquent adjudication (i.e., a minor has been found to have engaged in delinquent behavior) or a technical violation of probation that is upheld in court.

Recidivism Outcomes: Consent and Match Rates

In order to analyze clients' criminal or juvenile justice involvement before and after Measure Y program participation, the evaluation obtained data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR). Measure Y clients who consented to be included in the evaluation and received a minimum threshold of Measure Y service



Oakland Measure Y 2011-2012

were matched to these justice-system datasets, and their outcomes are reported.

Most programs funded by Measure Y obtained consent from the majority of their clients. The evaluators received data only for clients who consent to be included in the evaluation. Although most programs consent over 80% of their clients, there are a few programs with very low consent rates, limiting the amount of data available for analysis. Programs that provide crisis intervention services have particularly low rates of client consent, as it is often inappropriate for service providers to ask clients for their consent in the midst of a traumatic event.

High match rates indicate that Measure Y programs are reaching and serving the populations they are funded to serve (probationers and parolees). A majority of programs served their clients with more than a minimum number of hours (i.e., clients were above program-specific service threshold). Of clients who received more than the minimum number of hours of service, the vast majority matched to records in probation and parole databases. Ten of the 20 programs that were matched to justice system data had match rates of more than 90%, and the match rate was 82% across all 20 programs. Because of these high match rates, the evaluation was able to track and assess the criminal or juvenile justice outcomes of the vast majority of Measure Y clients.

Key Findings

The following summaries of key findings offer an overview of the services provided by each strategy, along with benefits of the investment in the service, and highlights of particularly notable outcomes.

Oakland Measure Y 2011-2012

Family Violence Intervention

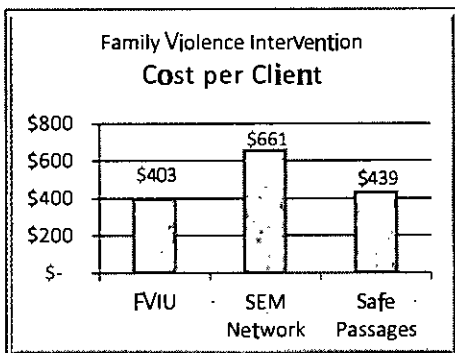
OVERVIEW

Programs in this strategy serve children, youth, and families who have been exposed to violence, including domestic violence, child abuse, and sexual exploitation.

1,335
served

- Family Violence Intervention Unit, operated by Family Violence Law Center, served 988 victims of domestic violence and placed 69 into emergency shelter.
- Sexually Exploited Minors Network, operated by Interagency Children's Policy Council (ICPC), served 282 commercially sexually exploited children through a combination of case management and intensive outreach.
- Early Childhood Mental Health, operated by Safe Passages, served 73 children and families and provided mental health consultation to 332 children at Head Start and Child Development Centers.

INVESTMENT BENEFITS



Family Violence Intervention programs benefit Oakland residents

The cycle of violence is interrupted for victims of family violence and exploited minors.

Children and families develop positive social skills and healthy family environments to prevent future violence.

IMPACT ON PUBLIC SAFETY

A majority of clients benefitted from program services

92% of FVIU respondents reported that they had experienced no further physical abuse since receiving services.

94% of OPD officers who were trained by FVIU reported using the resources they received during the training.

Reduced justice system involvement



57% reduction in the number of clients arrested for new delinquent offenses among clients served by the Sexually Exploited Minors Network.



64% reduction in the number of clients adjudicated for new delinquent offenses among clients served by Sexually Exploited Minors Network.



Among clients served by the Sexually Exploited Minors Network, program participation shows strong harm reduction effects: whereas clients were being adjudicated for delinquent offenses prior to program participation, the majority of offenses following program participation were technical violations of probation.

Oakland Measure Y 2011-2012

School-Based Prevention

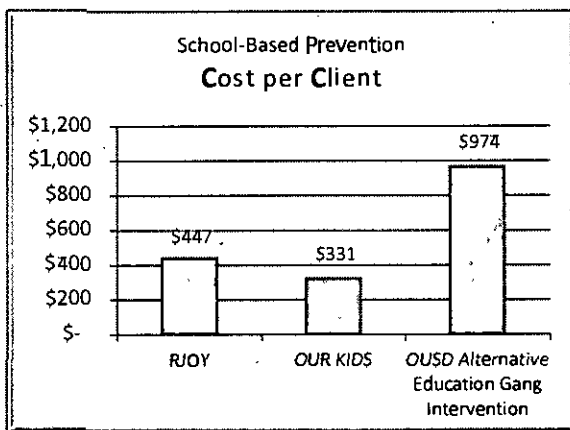
OVERVIEW

Programs in this strategy deliver services within Oakland public schools to improve school climate, re-direct gang-involved youth, and implement conflict resolution and alternatives to suspension.

1,144
served

- OUR KIDS Middle School served 664 at-risk students in 13 middle schools with in-school behavioral health services.
- OUSD Alternative Education Gang Intervention served 182 at-risk students through life skills, parent education, and case management.
- Second Step Violence Prevention curriculum was administered to teachers at 55 school sites.
- Restorative Justice for Oakland Youth served 298 students through restorative justice group services, such as community building and healing circles.

INVESTMENT BENEFITS



School-Based Prevention benefitted students, families, and schools

Gang-involved and at-risk youth were re-directed through violence prevention curricula, life skills coaching, leadership coaching, and behavioral health services.

Programs encouraged school and community members to be aware of gang activity and risk factors, and to plan interventions.

IMPACT ON PUBLIC SAFETY

A majority of clients benefitted from program services

OUR KIDS Middle School students exhibited a statistically significant improvement in resisting negative peer pressure and having positive adult relationships.



86% decline in suspension incidents at West Oakland Middle School, where Restorative Justice for Oakland Youth provides services.



51% decline in suspension incidents at Ralph Bunche High School, where Restorative Justice for Oakland Youth provides services.



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Violent incident and Crisis Response

OVERVIEW	<p>Programs in this strategy provide services to children, youth, and adults who have been exposed to violence. Services are offered while clients are in crisis and after, and are designed to connect individuals and families to resources, reduce the likelihood or re-exposure to violence, and promote healthy outcomes.</p> <ul style="list-style-type: none"> • Crisis Response Services Network, operated by Catholic Charities of the East Bay, reached out to 382 friends and family members of Oakland homicide victims, offering them peer-based case management and mental health support. • Caught in the Crossfire, operated by Youth ALIVE! provided intensive case management services to 133 youth who were hospitalized for violent injuries. 	<p>515 served</p>						
INVESTMENT BENEFITS	<p style="text-align: center;">Violent Incident Crisis Response Cost per Client</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Program</th> <th>Cost per Client</th> </tr> </thead> <tbody> <tr> <td>CCEB</td> <td>\$814</td> </tr> <tr> <td>Youth ALIVE!</td> <td>\$639</td> </tr> </tbody> </table>	Program	Cost per Client	CCEB	\$814	Youth ALIVE!	\$639	<p><i>Crisis Response programs benefit victims and their families</i></p> <p>Programs supported victims of violence and their families and friends with case management and connection to resources.</p> <p>These programs promote positive alternatives to violence and interrupt the cycle of retaliatory violence that can lead to arrest, incarceration, and death.</p>
Program	Cost per Client							
CCEB	\$814							
Youth ALIVE!	\$639							
IMPACT ON PUBLIC SAFETY	<p><i>A majority of clients benefitted from program services</i></p> <p>84% of clients served by the Crisis Response Services Network were assisted in accessing Victims of Crime benefits (in addition to those associated with funeral arrangements).</p>							

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Oakland Street Outreach

SERVICE OVERVIEW	<p>Programs in this strategy work directly with youth and young adults who are at risk of becoming victims or perpetrators of violent crime. They provide a variety of intensive outreach and case management intended to give these individuals access to services and opportunities that will reduce their involvement in illegal activities.</p> <ul style="list-style-type: none"> • California Youth Outreach • Healthy Oakland 	<p>387 served 31,157 reached through street outreach</p>								
	<p>Street Outreach programs help save money</p> <p>Serving clients through Street Outreach programs is a considerably more efficient alternative to incarceration. The cost of incarceration is 34 to 136 times greater than the average cost per client.</p> <p>Sources: CDCR, CJCJ, and CLAO</p>									
INVESTMENT BENEFITS	<table border="1"> <caption>Oakland Street Outreach Cost per Client</caption> <thead> <tr> <th>Category</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>Cost / Client</td> <td>\$1,378</td> </tr> <tr> <td>Cost / Inmate (Adult)</td> <td>\$46,700</td> </tr> <tr> <td>Cost / Inmate (Youth)</td> <td>\$190,000</td> </tr> </tbody> </table>	Category	Cost	Cost / Client	\$1,378	Cost / Inmate (Adult)	\$46,700	Cost / Inmate (Youth)	\$190,000	
	Category	Cost								
Cost / Client	\$1,378									
Cost / Inmate (Adult)	\$46,700									
Cost / Inmate (Youth)	\$190,000									
IMPACT ON PUBLIC SAFETY	<p>Increased education and employment opportunities</p> <p>65% of case managed clients were reenrolled in school or referred to an educational setting.</p> <p>61% of case managed clients were placed in employment.</p> <p>Reduced justice system involvement</p> <p>↓ 67% reduction in the number of clients convicted for new delinquent offenses among clients served by California Youth Outreach.</p> <p>↓ 58% reduction in the number of clients arrested for new delinquent offenses among clients served by Healthy Oakland.</p>	<p>274 consented and received minimum service 161 matched to justice system data</p>								

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Community Organizing

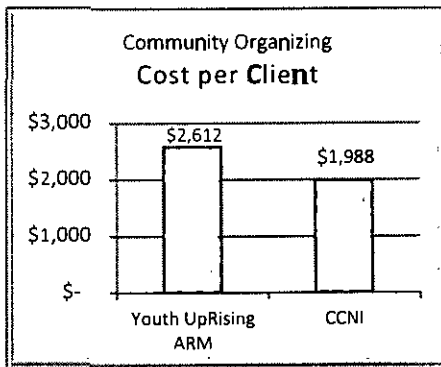
119
served

OVERVIEW

Programs in this strategy work directly with at-risk youth and young adults through a combination of neighborhood- and individual-level activities and interventions with an emphasis on community organizing.

- City-County Neighborhood Initiative (CCNI) hosted neighborhood organizing events that attracted over 1300 residents and reached out to 52 at-risk youth to link them with employment opportunities.
- Youth UpRising Attraction, Retention, and Movement (YU ARM) enrolled 67 at-risk youth in a retreat focusing on leadership development, personal transformation, and social consciousness. The program also provides case management services.

INVESTMENT BENEFITS



Community Organizing programs benefit at-risk youth

At-risk youth were re-directed to job training, skills development, and career achievement goals.

Programs helped build stronger and more organized communities that provide at-risk youth with healthy environments and alternatives to violence.

IMPACT ON PUBLIC SAFETY

Increased employment and training opportunities

62% of clients served by programs in this strategy were placed in employment.

87% of clients served by programs in this strategy were placed in employment training.

1,300+ residents attended CCNI events. CCNI continued to strengthen resident leadership capacity in Sobrante Park, providing technical assistance to the NCPC/RAC co-chairs and helping to organize residents.

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Young Adult Reentry and Employment Services

OVERVIEW

This strategy is comprised of two different types of programs that provide services to justice system-involved adults on probation or parole. Reentry Employment programs provide a range of employment-related services. Project Choice programs provide intensive case management and support services that start while clients are still incarcerated in order to set the groundwork for a successful transition from custody into the community.

388
served

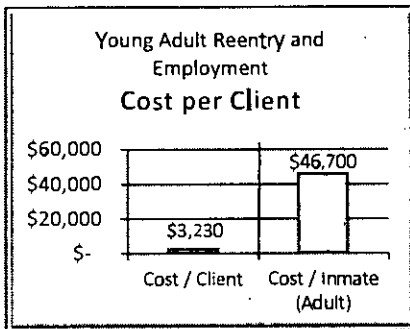
Reentry Employment Programs

- Volunteers of America Bay Area
- Goodwill Industries
- Workfirst Foundation (America Works)
- Youth Employment Partnership

Project Choice

- The Mentoring Center
- Volunteers of America Bay Area

INVESTMENT
BENEFITS



Reentry and Employment programs help save money

Serving clients through Reentry and Employment programs is a considerably more efficient alternative to incarceration. The cost of incarceration is 14 times greater than the average cost per client.

Sources: CDCR, CJCJ, and CLAO

IMPACT ON PUBLIC SAFETY

Increased preparation for reentry

303 consented and received minimum service
250 matched to justice system data

100% of clients served by Volunteers of America (Reentry Employment) retained employment for more than 30 days.

89% of clients served by The Mentoring Center (Project Choice) returned to Oakland with a plan for meeting their basic needs, such as food and shelter.

Reduced justice system involvement

↓ **50%** fewer Volunteers of America Bay Area (Project Choice) clients were arrested the year after service than the year before service.

↓ **53%** reduction in the number of clients convicted of a new offense among clients served by Workfirst Foundation.

↓ **71%** reduction in the number of clients arrested for a new offense among clients served by Youth Employment Partnership.



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Youth Comprehensive Services | Juvenile Justice Center

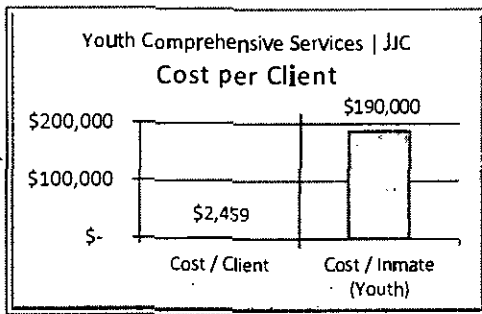
OVERVIEW

Programs in this strategy of Youth Comprehensive Services provide wraparound support services for youth released from Juvenile Hall to help improve school engagement and reduce involvement in the justice system.

362
served

- California Youth Outreach
- East Bay Agency for Children
- East Bay Asian Youth Center
- The Mentoring Center
- Youth UpRising

INVESTMENT
BENEFITS



JJC programs help save money

Serving clients through Juvenile Justice Center programs is a considerably more efficient alternative to incarceration. The cost of incarceration is 77 times greater than the average cost per client.

Sources: CDCR, CJCJ, and CLAO

Increased education opportunities

255 consented and received minimum service
248 matched to justice system data

76% of JJC clients were reenrolled in school or referred to an educational setting.

Reduced justice system involvement

↓ 61% reduction in the number of clients arrested for new delinquent offenses among clients served by the five programs.

↓ 67% reduction in the number of clients adjudicated for new delinquent offenses among clients served by the five programs.

↓ 91% reduction in the number of clients adjudicated for new delinquent offenses among clients served by The Mentoring Center.

↓ 80% reduction in the number of clients adjudicated for new delinquent offenses among clients served by Youth UpRising.

IMPACT ON PUBLIC SAFETY



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Youth Comprehensive Services | Youth Employment

OVERVIEW

Programs in the Youth Comprehensive Services strategy serve youth who are more likely to have early indicators of risk for justice system involvement. The programs provide job training and/or subsidized job experience to Oakland youth afterschool or during the summer to increase their exposure to positive opportunities and reduce their risk for school failure and justice system involvement.

197
served

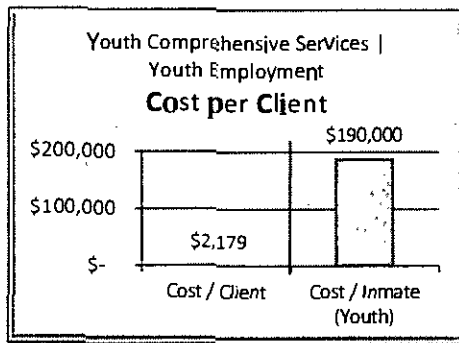
Summer Employment Programs

- Youth Employment Partnership
- Youth Radio
- Youth UpRising

After School Employment Programs

- Youth Employment Partnership
- Youth Radio

INVESTMENT BENEFITS



Youth Employment programs help save money

Serving clients through Youth Employment programs is a considerably more efficient alternative to incarceration. The cost of incarceration is 87 times greater than the average cost per client.

Sources: CDCR, CJC, and CLAO

IMPACT ON PUBLIC SAFETY

155 consented and received minimum service
130 matched to justice system

Reduced justice system involvement

↓ **66%** reduction in the number of clients arrested for new delinquent offenses among clients served by the five programs.

↓ **82%** reduction in the number of clients adjudicated for new delinquent offenses among clients served by the five programs.

↓ **100%** reduction in the number of clients arrested for new delinquent offenses among clients served by Youth Employment Partnership (After School Employment).

↓ **67%** reduction in the number of clients adjudicated for new delinquent offenses among clients served by Youth Radio (After School Employment).

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Oakland Measure Y 2011-2012

Introduction and Methods

I. INTRODUCTION

Introduction to Measure Y

Measure Y is funded through a voter-approved parcel tax and provides over \$19 million annually in funding to Violence Prevention Programs, the Oakland Police Department's Community Policing Neighborhood Services program, and the Oakland Fire Department. The City of Oakland's Department of Human Services manages grant awards amounting to \$5.2 million annually to community-based organizations that are responsible for implementing a wide variety of violence prevention strategies. The Measure Y legislation mandates an external annual evaluation of the effort. The 2011-12 evaluation has included a number of evaluation efforts and reports, including: the 2011-12 Mid-Year Report, which provided a 2-year retrospective evaluation of reentry-based programs serving youth and adults released from state and local correctional institutions; the 2011-12 Community Policing Neighborhood Service Evaluation, which assessed the implementation and impact of Measure Y-funded Problem Solving Officers (PSOs) and Crime Reduction Teams (CRTs); and the report herein, which provides a program-level evaluation of each Measure Y-funded program and position during the 2011-12 fiscal year.¹

The Measure Y Violence Prevention Program Strategies for Preventing & Reducing Violence

Measure Y is one of Oakland's efforts to prevent and reduce violence. Through grants to community partners, the Department of Human Services oversees the implementation of the Measure Y Violence Prevention Program initiative, which is designed to comprehensively address the risk factors associated with violence in Oakland. Funded programs fall broadly into six strategy areas: (1) family violence intervention, (2) Oakland street outreach, (3) school-based prevention, (4) violent incident / crisis response, (5) young adult reentry and employment services, and (6) youth comprehensive services. Oakland's effort is built on the premise that violence can be prevented through: individual interventions designed to re-direct the highest risk populations towards education, career, and pro-social peer opportunities; systems change efforts that result in improved public safety at the school or community level, improved capacity to identify and engage high risk populations, and/or improved coordination across systems. Among the key characteristics:

¹ Previously published reports include results of initiative, strategy and individual program outcome evaluations and are available online at: measurey.org.

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- Violence Prevention Program strategy areas include a diversity of programs that share either a common target population (e.g., young adults on probation or parole) or a common intervention (e.g., school placement and case management).
- Violence Prevention Programs target special populations at risk for perpetrating, falling victim to, or experiencing negative consequences from exposure to violence – from gang-involved youth, to sexually exploited minors, to those on probation or parole.
- Case management is a core intervention service across all strategies. While the Department of Human Services provides basic guidelines for case management, programs have considerable flexibility in their implementation of this service.

2011-12 Violence Prevention Program Strategies

Family Violence Intervention: This strategy includes programs that serve children, youth, and families who have been exposed to violence, including domestic violence, child abuse, and sexual exploitation.

Oakland Street Outreach: The street outreach / community organizing strategy provides funding to support the deployment of street outreach workers to hotspots in areas plagued by violence and case management services to young people likely to be involved in street violence. The strategy also includes funding for community organizing efforts.

School-Based Prevention: The school-based prevention strategy includes programs that deliver services within Oakland public schools to improve school climate, re-direct gang-involved youth, and implement conflict resolution and alternatives to suspension. The school-based prevention strategy includes Restorative Justice for Oakland Youth, Second Step Violence Prevention curriculum, and Alternative Education for gang-involved youth.

Violent Incident / Crisis Response: This strategy includes programs that provide a direct and immediate response to violent incidents through services to survivors and family members, and through street outreach to the youth and young adults who are most likely to be perpetrators and/or victims of violence. This strategy is designed to interrupt violence before it happens, mediate the impact of violence when it does happen, and change the culture of violence.

Young Adult Reentry and Employment Services: This strategy includes Reentry Employment programs and Project Choice, designed to assist youth and young adults who are on probation and parole reintegrate successfully into the Oakland community.

Youth Comprehensive Services: The Youth Comprehensive services strategy includes programs serving at risk youth, including young people detained at the Alameda County Juvenile Justice Center, youth on probation or parole, high-risk middle school youth and gang involved youth. Programs provide summer, after school, and youth employment services, as well as school placement / case management for youth on probation through the Juvenile Justice Center / OUSD Wrap-Around Services model.

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About this Evaluation

The 2011-12 Measure Y Program Evaluation provides an overview of each program that Measure Y-funded during the 2011-12 fiscal year (July 1, 2011-June 30, 2012). Each program evaluation includes: description of the services provided and populations served; number of clients served or events held; average number of service hours and average length of service to measure client engagement; cost efficiency based on the cost per client, service hour, and/or event; and the impact of program services on the clients and/or communities they serve. The report is organized by the aforementioned six strategies, and in addition to program-level evaluation, the report includes an overview of each strategy. The strategy overviews provide detail on core goals, activities, and target population, as well as an explanation of the primary evaluation methods used to assess the effectiveness of the programs within that strategy. In addition, this report includes information on the three job positions that were funded by Measure Y during the 2011-12 fiscal year.

Evaluation Questions

The evaluation questions guiding this report can be broken down into three areas: services provided, service efficiency, and service impact. The questions within these domains are as follows.

Services Provided:

- How many clients did each Measure Y Funded Program serve and/or how many events did each Measure Y Funded Program provide?
- What was the intensity of services provided?

Service Efficiency:

- How much money did each Measure Y Funded Program cost per client, service hour, and/or event?

Service Impact:

- What impact did Measure Y funded programs have on the clients, schools, or neighborhoods?

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II. METHODS

Methods Overview

As a program-level evaluation, this report focuses on the specific activities and interventions implemented by each individual Measure Y program, and the effect of those activities on program participants. Toward this end, evaluation methods are designed to assess individual client-level outcomes, except in the case of programs that provide school-wide or neighborhood-level interventions. In addition, where possible, these methods take a pre/post approach, looking at clients or neighborhoods prior to program activities and again following the start of program activities in order to evaluate whether or not changes occur following program start.

Most Measure Y-funded programs provide services to individuals who are at risk for involvement in the juvenile or criminal justice systems, or have a prior history of involvement in one or both of these systems. Therefore, recidivism is the most common outcome that is analyzed across programs. Because there is no standard definition of recidivism or means of measuring it, the evaluation worked with the Department of Human Services and service providers to identify recidivism indicators that are consistent with established research practices and appropriate to Measure Y programs.² Thus, for the purpose of this report, recidivism is defined as follows:

For individuals involved in the criminal justice system:

- A criminal offense that is upheld in court;
- A technical violation of probation or parole that is upheld in court.

For individuals involved in the juvenile justice system:

- A delinquent adjudication;
- A technical violation of probation that is upheld in court.

There are a couple of key issues to note related to these definitions and the language used therein. First, it is important to note that offenses committed by juveniles and processed in the juvenile court system are, by definition, not criminal offenses. Legally, these incidents are considered delinquencies, and youth who are found to have committed these offenses are not “convicted;” rather, they are “adjudicated delinquent.” Second, this analysis differentiates between criminal or delinquent offenses on the one hand, and technical violations of probation or parole on the other. Criminal and delinquent offenses are offenses that are against the law *in and of themselves*, whereas technical violations of probation or parole are offenses that are only against the law *because they involve non-compliance with*

² The FBI, the US Department of Justice, the California Department of Justice, and the Chief Probation Officers of California all define recidivism differently, evidencing how complicated it is to come up with a common definition.

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court-ordered conditions of probation or parole. Examples of the former include robbery, burglary, possession of a controlled substance, or any of the other myriad offenses that are generally understood to constitute criminal activity. By contrast, technical violations of probation or parole involve breaking a rule that has been imposed because someone is under correctional supervision; examples include missing curfew, having urine test results that indicate use of drugs or alcohol, or associating with individuals prohibited by a judge or probation or parole officer. Although this evaluation tracks both new delinquent or criminal offenses and technical violations of probation as indicators of recidivism, it also differentiates between the two, in recognition of their disparate levels of severity. Finally, it is important to point out that the analysis includes only sustained offenses; as such, incidents for which clients are arrested but which are not upheld in court, either because the charges are dismissed or because the individual is not convicted or adjudicated delinquent, are not counted within this analysis.

The following sections provide greater detail into the methods used for the recidivism analysis as well as other analyses.

City Span Service Data

Client service data stored in CitySpan were analyzed to understand the demographic characteristics of program participants who received services through the Violence Prevention Programs during the 2011-12 fiscal year, as well to report on the number of clients served, the average number of group and/or individual service received, and the average length of services. Although almost all programs enter client service data into the CitySpan data system as part of their contracts with DHS, the evaluation receives different types of information about different clients, depending on whether or not those clients consent to be part of the evaluation. If clients do not consent to be part of the evaluation, the evaluation does not receive any demographic data on those clients, such as name, age, gender, or race/ethnicity. However, the evaluation does receive data on their services received, including the type, intensity, and duration of services.

Pre/Post Surveys

Most programs administer pre/post surveys to clients upon program intake and again three to six months later. These surveys ask clients to self-report on a number of domains associated with program participation and violence reduction, such as their participation in risk-taking activities and their ability to walk away from dangerous situations, when they begin the programs and again after three to six months of participation. Pre/post surveys vary by strategy, in order to assess indicators likely to be associated with the programs activities and clients in each strategy.

Analysis of Matched Data

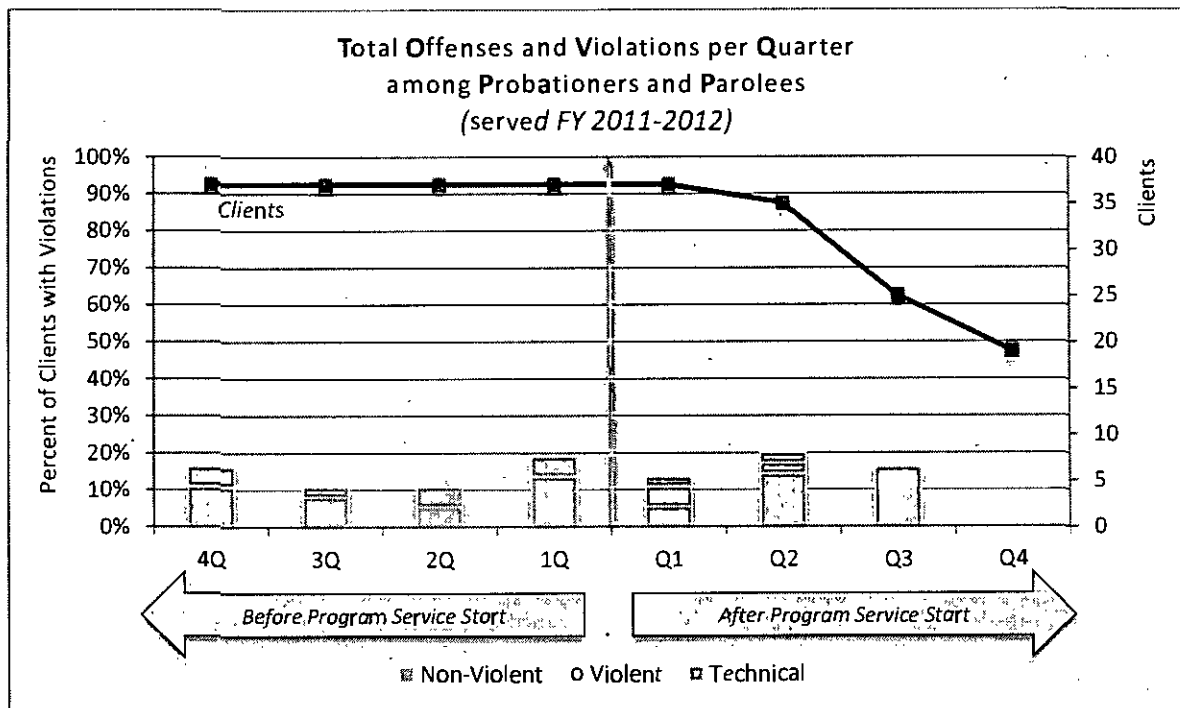
In order to evaluate the effect of program participation on clients' criminal justice outcomes, client-level information stored in CitySpan was matched to records provided by the Alameda County Probation Department and the California Department of Corrections and Rehabilitation (CDCR), which is the state



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parole agency.³ Because the evaluation only received demographic data on clients who consented to be included in the evaluation, these are the only clients who were matched to external data and whose outcomes were analyzed. The majority of programs obtained consent from the majority of their clients, but programs that served particularly vulnerable individuals, such as sexually exploited minors, recent gunshot victims, or the surviving relatives of gunshot victims, were less likely to obtain consent from their clients. This is to be expected given the nature of these interventions, but it does limit the evaluation's ability to examine the impact of these programs on the individuals they serve.

For clients who did consent and were matched to justice system data, the evaluation analyzed this data to measure client recidivism based on the indicators described above (i.e., new criminal convictions or delinquent adjudications and technical probation or parole violations). Here we present sample recidivism graphs in order to more fully explain how to interpret them.



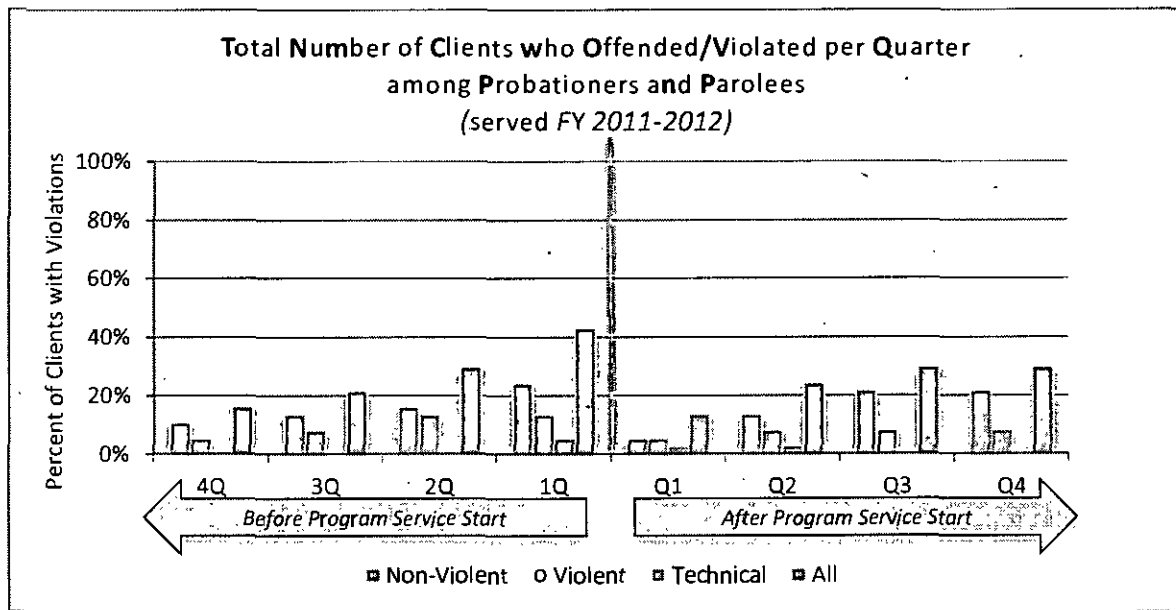
This graph illustrates two key points: first, the "Clients" line at the top of the graph shows the number of clients for whom the evaluation had justice system data during each quarter during the year before they enrolled in a Measure Y program and during each quarter after they enrolled in a Measure Y program. The downward slope in the number of clients tracked over each quarter after program service start

³ For a complete summary of matched data, please refer to Appendix E.

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shows that there was not a full-year of post-service data available for many clients. Because Measure Y programs enroll clients on an ongoing basis throughout the year, many clients had started the program(s) less than a year ago, which means that there is not yet a full-year of data available on these clients.

The second key takeaway from this graph is the percentage of clients who had a new offense or a probation/parole violation during *each* quarter, or three-month period, before and after enrolling in a Measure Y program. The colors in each bar on the chart correspond to a type of offense in order to show what proportion of offenses were violent or non-violent offenses or technical probation/parole violations. In addition, recidivism analyses include the following graphs to illustrate the percentage of clients who offended cumulatively over the course of the year before and after enrolling in the Measure Y program.



The primary difference between the cumulative violations graph above and the previous per quarter violations graph is that the first graph shows the percentage of clients who violated during *each* quarter, while this graph shows the *cumulative* percentage of clients who offended over the course of the year. In other words, this graph adds up the percentage of clients who offended over the course of the year, unlike the other graph which shows the discrete percentage during each quarter. Like the first graph, this one also differentiates offenses by type (i.e., violent, non-violent, or technical) but also shows the total percentage of clients who committed each type of offense over the course of the year, as well as

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the total percentage of clients who committed an offense over the course of the year.⁴

In addition to these recidivism analyses, youth-serving programs were also analyzed to assess clients' school engagement, as measured by their truancy rates and suspensions, before and after they enrolled in Measure Y programs. For these analyses, client-level information from CitySpan was matched to records provided by the Oakland Unified School District (OUSD).⁵ Clients' truancy rates were calculated by measuring the number of days that a student had an unexcused absence divided by the number of days that he/she was enrolled in school. This is different from how the state of California defines truancy, which is three or more unexcused absences in a school year, but because students enroll in Measure Y programs at different points during the school year, analyzing the rate of unexcused absences in relation to the number of days enrolled provides a more valid basis for comparing student outcomes.

Special Evaluation Strategies

Although the majority of Measure Y funded programs lend themselves to analysis through one or more of the methods described above, there are a few programs that are unique in terms of program activities and underwent a customized evaluation. In some instances, these are programs in which clients' outcomes cannot be evaluated through pre/post surveys and/or matched data analysis. An example of this is a program that provides brief intensive crisis interventions, which are not intended to lead to long-term client changes. Another exception is programs that serve clients who cannot be easily tracked or surveyed, including young children and sexually exploited minors. Additionally, some programs provide interventions to a whole school, neighborhood, or community, and therefore cannot be evaluated through pre/post surveys and/or matched data analyses. The strategy overviews describe in greater detail the methods used to evaluate these programs.

Limitations

The biggest limitation to this evaluation is that the evaluation period directly overlaps the service period, limiting the amount of post-service data available for most clients. In other words, because the evaluation is examining outcomes for clients served during the 2011-12 fiscal year with data from the same period of time, there is not a long period following program enrollment during which clients' outcomes can be analyzed. This limitation is particularly salient for programs that provide sustained services designed to help clients change over time, as well as for programs serving individuals with a

⁴ If a client had multiple offenses within the time period, this was counted as a single recidivism (i.e. one client who recidivated within the period). If a client had both violent and non-violent offenses, this client was counted as a violent recidivism. Technical offenses were only counted if a client had only a technical offense; if a client had a new law offense and a technical offense at the same time, this was considered a law offense.

⁵ For a complete summary of matched data, please refer to Appendix E.

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history of justice-system involvement, who are likely to have a variety of needs for programs to address and who often suffer short-term set backs on the way to long-term success. This is also a notable limitation for the evaluation of neighborhood-level interventions, such as street outreach, which by their nature take time to implement and show results.

Other key limitations relate to the data available for the evaluation. First, as noted above, the evaluation can only obtain and analyze data on clients who consent for their data to be released to the evaluators. For some programs, such as those providing crisis interventions following a shooting or homicide, it is not appropriate for service providers to request clients to sign consent forms prior to providing services; thus, what is good program policy is not good for evaluation. In other instances, providers do not make a concerted effort to obtain client consents, either as an oversight or due to a lack of understanding of the importance of these consents. Whatever the case, this puts many Measure Y clients outside the purview of the evaluation.

Another data limitation derives from shortcomings in the data that the evaluation obtains from Measure Y partner agencies, including the Oakland Unified School District (OUSD) and the Alameda County Probation Department (ACPD). In terms of OUSD, the school district is unable to provide data on any student who is noted as "inactive" in its data system, regardless of why the student is noted as inactive. In addition to eliminating data on any student who drops out, is expelled, or moves out of the district, sometimes this also eliminates data on students are marked as "active" in one OUSD school, but "inactive" in another. Data from ACPD include a similar limitation: with the Department having conducted a series of data purges over the last few years, records of probationers who were served by Measure Y programs may have been eliminated.

Finally, it is important to point out that, as a program-level evaluation, this evaluation has a limited capacity to evaluate the factors outside the providers' control that may influence clients' chances for success. In particular, it is not within the purview of this evaluation to examine the myriad factors contributing to crime and violence in Oakland, including concentrated poverty, illicit gun and drug markets, and budgetary shortfalls at the city and state levels, which have reduced the number of police officers on the streets and the availability of social services.

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Violence Prevention Programs Overview

Strategy	PROGRAM	DESCRIPTION
Family Violence Intervention	Family Violence Law Center	Support for victims of domestic violence
	ICPC for Sexually Exploited Minors	Coordinated network of outreach and case management for sexually exploited minors
	Safe Passages Early Childhood Mental Health	Mental health services for young children exposed to trauma
Oakland Street Outreach and Community Organizing	California Youth Outreach	Street outreach, conflict mediation, and case management services in hotspot neighborhoods in Central and East Oakland
	Healthy Oakland	Street outreach, conflict mediation, and case management services in hotspot neighborhoods in West Oakland
	City-County Neighborhood Initiative	Collaborative effort between City of Oakland and Alameda County to meet residents needs in two neighborhoods
	Youth UpRising Attraction, Retention, Movement (ARM)	Youth leadership development
School-Based Prevention Projects	OUR Kids	School-based behavioral health services for at-risk youth
	OUSD Gang Intervention	School-based gang intervention and case management services
	Second Step Violence Prevention	Violence prevention curriculum for teachers
Violent Incident and Crisis Response	Crisis Response and Support Network	Support for friends and families of homicide victims
	Highland Hospital YouthALIVE!	Intervention and support for youth victims of gun violence
Young Adult Reentry and Employment	The Mentoring Center Project Choice	Pre and post-release support for youth being released from the Department of Juvenile Justice
	Volunteers of American Project Choice	Pre and post-release support for young adults being released from the California Department of Corrections and Rehabilitation
	Volunteers of America Reentry Employment	Subsidized work experience and job training for formerly incarcerated individuals
	Goodwill Industries Reentry Employment	Subsidized work experience and job training for formerly incarcerated individuals
	WorkFirst Reentry Employment	Job placement for formerly incarcerated individuals
	Youth Employment Partnership Reentry Employment	Job training and support services for formerly incarcerated individuals



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Strategy	PROGRAM	DESCRIPTION
Youth Comprehensive Services	CYO JJC/OUSD Wraparound	Case management for youth released from juvenile hall
	EBAC JJC/OUSD Wraparound	Case management for youth released from juvenile hall
	EBAYC JJC/OUSD Wraparound	Case management for youth released from juvenile hall
	TMC JJC/OUSD Wraparound	Case management for youth released from juvenile hall
	YU JJC/OUSD Wraparound	Case management for youth released from juvenile hall
	Restorative Justice for Oakland Youth	Restorative justice for youth with school disciplinary infractions
	YEP After School Employment	Job experience for at-risk youth
	YEP Summer Employment	Job experience for at-risk youth
	Youth Radio After School Employment	Job experience for at-risk youth
	Youth Radio Summer Employment	Job experience for at-risk youth
	Youth UpRising Summer Employment	Job experience for at-risk youth
Funded Positions	Mayor's Reentry Employment Specialist	Assist formerly incarcerated adults apply for jobs with the City of Oakland
	OUSD Enrollment Specialist	Reenroll youth leaving juvenile hall in OUSD schools
	Violence Prevention Network Coordinator	Training and Oversight for Street Outreach



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Violence Prevention Programs Overview

STRATEGY	PROGRAM	# of Persons Served*
Family Violence Intervention	Family Violence Law Center	1112
	ICPC for Sexually Exploited Minors	282
	Safe Passages Early Childhood Mental Health	65
Oakland Street Outreach and Community Organizing	California Youth Outreach	268
	Healthy Oakland	119
	City-County Neighborhood Initiative	52
	Youth UpRising Attraction, Retention, Movement (ARM)	67
School-Based Prevention Projects	OUR Kids	n/a
	OUSD Gang intervention	182
	Second Step Violence Prevention	n/a
Violent Incident and Crisis Response	Crisis Response and Support Network	382
	Highland Hospital YouthAUI	133
Young Adult Reentry and Employment	The Mentoring Center Project Choice	34
	Volunteers of American Project Choice	90
	Volunteers of America Reentry Employment	50
	Goodwill Industries Reentry Employment	68
	WorkFirst Reentry Employment	104
	Youth Employment Partnership Reentry Employment	42
Youth Comprehensive Services	CYO JJC/OUSD Wraparound	57
	EBAC JJC/OUSD Wraparound	60
	EBAYC JJC/OUSD Wraparound	111
	TMC JJC/OUSD Wraparound	51
	YU JJC/OUSD Wraparound	83
	Restorative Justice for Oakland Youth	298
	YEP After School Employment	65
	YEP Summer Employment	77
	Youth Radio After School Employment	22
	Youth Radio Summer Employment	13
Youth UpRising Summer Employment	20	

*Programs with "n/a" do not provide direct client service.



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Violence Prevention Programs Overview

STRATEGY	PROGRAM	Average Cost per Person Served
Family Violence Intervention	Family Violence Law Center	\$358
	ICPC for Sexually Exploited Minors	\$882
	Safe Passages Early Childhood Mental Health	\$2,732
Oakland Street Outreach and Community Organizing	California Youth Outreach	\$1,226
	Healthy Oakland	\$1,529
	City-County Neighborhood Initiative	\$2,612
	Youth UpRising Attraction, Retention, Movement (ARM)	\$1,988
School-Based Prevention Projects	OUR Kids	\$331
	OUSD Gang Intervention	\$974
	Second Step Conflict Resolution	\$5
Violent Incident and Crisis Response	Crisis Response and Support Network	\$814
	Highland Hospital YouthAUGE!	\$639
Young Adult Reentry and Employment	The Mentoring Center Project Choice	\$3,232
	Volunteers of American Project Choice	\$2,467
	Volunteers of America Reentry Employment	\$4,440
	Goodwill Industries Reentry Employment	\$1,413
	WorkFirst Reentry Employment	\$2,543
	Youth Employment Partnership Reentry Employment	\$5,286
Youth Comprehensive Services	CYO JJC/OUSD Wraparound	\$2,285
	EBAC JJC/OUSD Wraparound	\$2,020
	EBAYC JJC/OUSD Wraparound	\$2,301
	TMC JJC/OUSD Wraparound	\$3,145
	YU JJC/OUSD Wraparound	\$2,514
	Restorative Justice for Oakland Youth	\$447
	YEP After School Employment	\$1,814
	YEP Summer Employment	\$1,237
	Youth Radio After School Employment	\$2,955
	Youth Radio Summer Employment	\$3,077
Youth UpRising Summer Employment	\$1,815	



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Family Violence Intervention

Introduction to Strategy

According to the United States Bureau of Justice Statistics, intimate partner violence accounts for approximately 22% of violent crimes against female victims and close to 40% of female homicides. Violence in the home has lasting effects, particularly if children are present or are the direct victims of the abuse. A child is far more likely to be exposed to violence, maltreatment, neglect, and abuse inside his or her home than outside; moreover, such exposure has been found to have a measurable impact on emotional, psychological, and cognitive development. When sexual abuse is involved, the impact is highly complex and profound—childhood sexual abuse has long been established as an antecedent to commercial sexual exploitation in the form of prostitution.

The Measure Y Family Violence Intervention cluster includes programs that serve children, youth and families who have been exposed to violence, including domestic violence, child abuse, and sexual exploitation.

Overview of Evaluation Specific Methods/Measures for Strategy

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. A telephone survey was conducted to reach clients by phone after program engagement, and a quick verbal survey is conducted at each police line-up training. Client surveys measure access to services and support as a result of FVIU services, while brief oral police surveys consider increases in officer knowledge. Data stored in the CitySpan database are also analyzed to track prosecutions and safety planning among victims.

Case Management for Commercially Sexually Exploited Minors: For clients served with case management under the Interagency Children's Policy Council's (ICPC) program for sexually exploited minors, there are pre/post surveys designed to measure changes in attitudes, beliefs, and risk-taking behavior. Pre surveys are designed to be completed shortly after program enrollment, and post surveys are to be administered three to six months later.

Early Childhood Mental Health 0-5: Safe Passages receives funding to work with a consortium of mental health service providers 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 children who have been exposed to violence. In addition, Safe Passages oversees the delivery of dyad therapy for children 0-5 who have been exposed to trauma and violence, often in the home. Pre/post surveys using the abridged Conflict Tactics Scale, a parent satisfaction and impact survey and preschool teacher survey were used to measure program impact.



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List of Programs in Strategy

- Family Violence Intervention Unit, operated by Family Violence Law Center
- Sexually Exploited Minors Network, operated by Interagency Children's Policy Council (case management subcontracted to MISSEY)
- Early Childhood Mental Health, operated by Safe Passages (subcontractors Family Paths, Jewish Family Services, Through the Looking Glass)



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Family Violence Law Center

Introduction

Program Overview

The Family Violence Law Center's (FVLC) Family Violence Intervention Unit (FVIU) aims to connect domestic violence victims to a range of supportive services. FVIU personnel reach out to the domestic violence victims referred to them by the Oakland Police Department (OPD) and provide crisis counseling, safety planning, assistance with Victims of Crime applications, referrals to FVLC's legal department, advocacy with OPD and connection with the District Attorney's Victim Witness Department, and other support as needed. FVIU staff also works with OPD to provide line-up briefings on domestic violence and associated resources.

Summary of Findings

- A majority of FVIU clients who were reached through a six-month follow-up survey found advocacy helpful, were able to find safety from the abuse, and were living independently and away from their abusers after working with FVIU.
- During the reporting period (i.e., FY 2011-12), FVIU has continued to conduct outreach to the victims of domestic violence with whom OPD comes into contact. On the front end, FVIU works with police to increase their knowledge and understanding of domestic violence and the community resources available to victims. The evaluation found that once they have been equipped with a resource card, police officers do use these in the field to encourage victims to connect with services that could help them.

Cathy had been in a physically and verbally abusive marriage for 6 years. One night after an argument with her husband, she attempted to flee with her 3-year-old son, but her husband chased her and began striking her car with his, eventually running her off the road. He then walked up to the car and pulled a gun on her, threatening her and their son. Her son was in the car and witnessed the entire incident. FVIU accompanied Cathy to the criminal court hearing where the court gave her a criminal protective order. FVLC assisted her and her two children with relocation and transportation services. Once Cathy and her children were safe in a domestic violence shelter, they continued to have regular contact and support services with FVLC, as her custody case began. In December 2011, through the collaborative work of FVLC's Crisis Services Coordinator and a shelter case manager Cathy and her children found safe, affordable housing. Additionally, in December she was awarded full physical and legal custody of her children. FVLC was also able to assist Cathy and her family with food and gifts for the holiday season.

Names are fictionalized to protect identity.



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Services Provided

Description of Services

FVIU provides two main services: first, FVIU provides crisis intervention services for victim of domestic violence; second, FVIU conducts trainings with officers from the Oakland Police Department around how to respond to domestic violence and how to engage with domestic violence victims. As part of this work, FVIU reaches out to domestic violence victims listed on OPD reports and responds to other referrals from OPD, other agencies, and FVLC's crisis line. In the 12-month reporting period, FVIU provided intensive outreach to 988 clients and place 69 clients into shelter or emergency housing. The majority of clients were female (93%). A small minority of clients indicated their ethnic identity (6%) – among these, half were Latina and half were African American.⁶

Additionally, FVIU conducted 19 training of OPD officers, during which they trained 329 police officers in a variety of issues related to responding to domestic violence incidents.

Trainings and Outreach Events	
OPD Trainings	19
Officers Trained	329
NPCPC Meetings	5

Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. FVIU clients received services for an average of 0.8 months. On average, clients received 2 hours of Measure Y-Funded individual service.⁷

Efficiency of Services

The total contract amount for FVIU in FY 2011-12 was \$398,557. Given the number of clients served and the hours of service provided, the cost per client amounted to \$403 and the cost per hour \$206.

FVIU Client Service	
Placed into Emergency Housing	69
Intensive Outreach	988
OPD Referrals to FVIU Advocates	3215

⁶ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁷ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

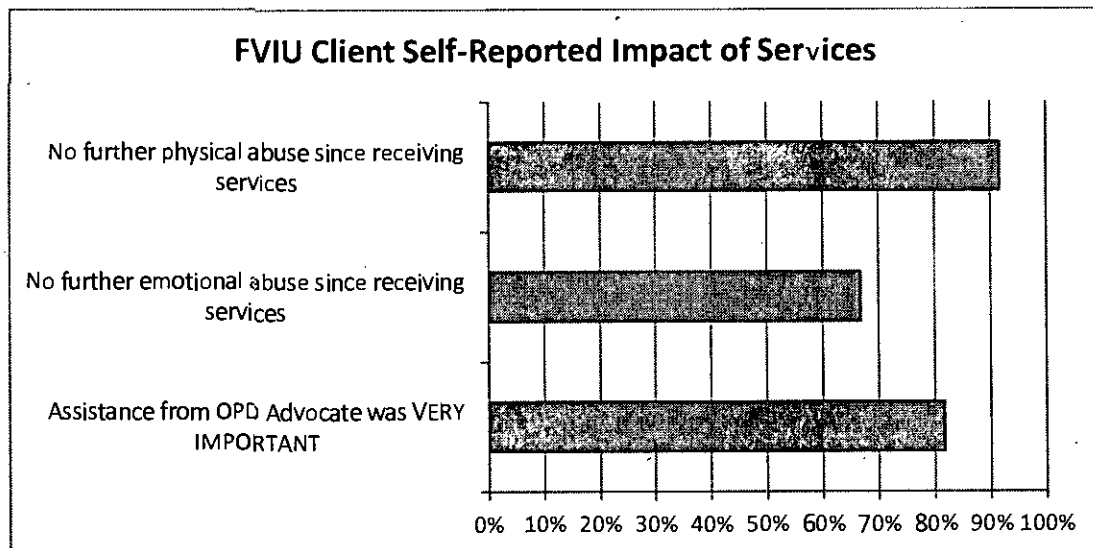
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Impact of Service

Attempts were made to contact clients who received services during the reporting period for a follow-up telephone survey six months after contact (calls and interviews were conducted by an FVLC volunteer). Clients were asked if they had been served by the FVIU in addition to other FVLC programs— 265 clients indicated that they had been served by FVIU and provided responses to questions pertaining to the impact of services on their lives.

Telephone Survey Outcomes

- 92% of FVIU respondents reported that they had experienced no further physical abuse since receiving services (8% chose not to answer the question and 1% indicated that additional physical abuse had occurred).
- 67% of FVIU respondents reported that they had experienced no further emotional abuse since receiving services (8% chose not to answer the question and 25% indicated that additional emotional abuse had occurred).
- 82% of FVIU respondents indicated that receiving assistance from the OPD Advocate was very important.



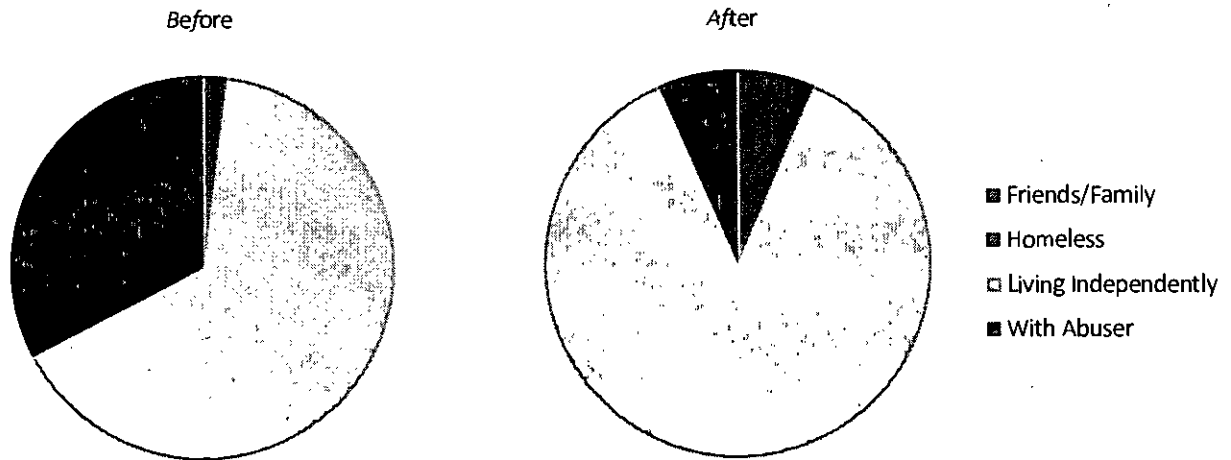
Most (65%) did not indicate that a restraining order had been taken out on their abuser (either indicating that no restraining order was issued or declining to answer the question). Among those that did indicate there was a restraining order, 73% (n = 67) reported that their abuser had not violated the restraining order.

Far fewer clients were living with their abusers after FVIU. Many (36%) of FVIU clients had to change their living situation because of the abuse. Among FVIU clients who indicated their living arrangements, most were living independently both before and after the intervention, but the percentage of clients

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who were living with their abusers prior to receiving FVIU services (33%) dropped significantly (to 7%) at the time of the follow-up survey, indicating a substantial improvement in client safety.

Living Arrangements Before and After FVIU



Trainings for Law Enforcement

FVLC conducts line-up trainings for OPD personnel to increase their understanding of domestic violence dynamics and resources. In the evaluation period, 329 officers partook in line-up trainings, almost 50% more than the 215 officers the program was required to train. FVIU distributed 95 laminated cards to officers with information and resources they can use when they encounter domestic violence situations in the field. Of the 234 officers who already had cards, 221 (94%) had used the card when they were on patrol. Many of the officers (245, or 74%) had heard of the Family Justice Center, including those who had not previously had a line-up FVIU briefing. In addition, the program reported 3215 OPD reports or referrals to FVIU advocates; although this is slightly fewer than the 3,300 expected referrals to family advocates, it nonetheless indicates that a large number of OPD cases were referred to FVLC.

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Interagency Children's Policy Council (ICPC) to Sexually Exploited Minors

Introduction

Program Overview

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 SEM Network includes subcontracting agencies MISSEY, providing case management, Covenant House, providing street outreach, and BAWAR, providing intensive outreach and advocacy. 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.

Summary of Findings

- The SEM Network engaged 278 unduplicated commercially sexually exploited children, connecting them with a safe drop-in space, and, in 98 cases, enrolling them in case management services and associated supports. Through street outreach and advocacy, a far larger number were contacted and made aware that there are supports out there for them if and when they feel ready and safe to approach them. The clients for whom the SEM Network exists are in highly vulnerable situations. Without outreach and services, their circumstances and risks can quickly worsen.
- Survey findings showed that most clients who were engaged by MISSEY were able to maintain or improve their risk and resiliency factors and probation outcomes show that entering case management services resulted in reductions both in recidivism and the severity of the offenses.

Hannah began MISSEY Case Management services upon release from Alameda County Juvenile Justice Center. She attended and was actively engaged in all of her case management appointments and had consistent SPA attendance. With the support of MISSEY staff, Hannah was able to accomplish her short term goals, including finding employment, engaging in individual therapeutic services and enrolling in school at Chabot Community College. Hannah is now a member two other Measure Y programs: Youth Uprising's Job readiness and placement program and Youth Employment Partnership. In the past Hannah had struggled with stability in her group home placements resulting in an extensive AWOL history. However, since enrolling in MISSEY case management services, she has remained stable for over four months in her current group home placement, with only one 24-hour AWOL incident. Hannah's positive behavior and engagement reflect her desire to remain stable in placement and accomplish the goals that she herself identified.

Names are fictionalized to protect identity.



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Services Provided

Description of Services

The program provides intensive outreach, a drop-in center, and case management.

Clients were primarily female (92%), with the majority of clients for whom ethnicity was recorded identifying as African American (i.e., of the 55% of clients who reported ethnicity, 85% were African American and 11% were Latino).¹⁰ CitySpan data were analyzed to determine how long clients were engaged in services. ICPC clients received services for an average of 4.4 months, with an average of 33.6 hours of case management per client.

Type of Service	# of Clients	# of Hours	Average Hours per Client
Intensive Outreach	278	6197	22.3
Case Management	98	3292	33.6
Street Outreach	358	n/a	n/a
Months of Client Engagement	n/a	n/a	4.4

ICPC also conducted 73 Street Outreach events, through which the program reached 358 potential clients.

Event	N
Street Outreach	73
Networking/ Collaborative Meetings	8
NCPC Meetings	4

Efficiency of Services

The total contract amount for ICPC in FY 2011-12 was \$248,640. Given the number of clients served and the hours of service provided, the cost per client amounted to \$661 and the cost per hour \$26.

Impact of Service

In the evaluation period, the SEM Network, subcontracting with MISSSEY, provided case management services to 98 individuals. The evaluation relies on pre and post surveys measuring risk, needs and resiliency factors. While a large number of pre surveys were received for case managed clients, only 12 corresponding post surveys were received. The small number of post surveys received was due, in part,

⁸ Of these 282 clients, 194 consented to release their data for the evaluation.

⁹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

¹⁰ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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to the nature of the client population. As a rule, a number of the commercially sexually exploited children refuse services, some are transferred out of the area as a part of their case plans, and some simply go AWOL, disappearing altogether (these youth are likely re-victimized). Among those who stayed in services and for whom a post-survey was administered, findings show that a majority of clients were prevented from sinking deeper into risk. A majority of clients self-reported improved knowledge of available resources, and a large number (42%) experienced an improved ability to get out of dangerous situations without violence. Many (36%) experienced a reduction in physical abuse during the service period.

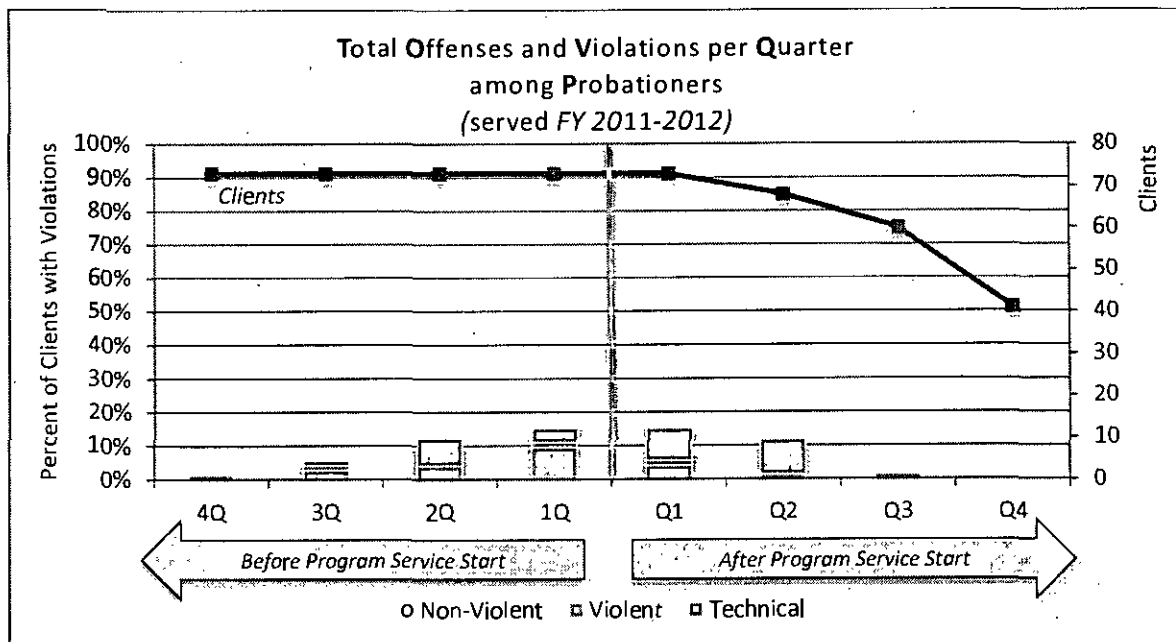
Pre/Post Outcome Analysis: Alameda County ICPC				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Awareness of Community Resources				
<i>I know about the services that are offered in my neighborhood and in Oakland.</i>				
a. Health	11	45%	45%	9%
b. Employment	11	55%	36%	9%
c. Financial	11	55%	27%	18%
d. Legal	11	55%	18%	27%
Costs prevent me from accessing these services, even when I need them.	8	13%	36%	27%
Conflict Resolution Skills				
<i>I know how to get myself out of dangerous situations without violence.</i>	12	42%	36%	27%
Risk and Resiliency Outcomes				
<i>During the past 30 days, I have...</i>				
b. been pushed, shoved, slapped, hit, or kicked by someone who wasn't just kidding around.	11	36%	36%	27%
c. had property stolen or deliberately damaged, such as a car, clothing, or books.	10	10%	45%	36%
<i>During the last two months, number of times arrested or detained.</i>	12	8%	82%	18%

Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period, or 73 participants. Our analysis of participants' delinquent offenses and probation violations showed small but important changes in clients' juvenile justice contact during each quarter before and after starting the program. Most notably, the number of new non-violent offenses per quarter decreased after enrolling in the program. By contrast, technical violations increased following program start. It is notable that no clients had any new violent offenses following the first post-service quarter.

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The graph below illustrates the following:

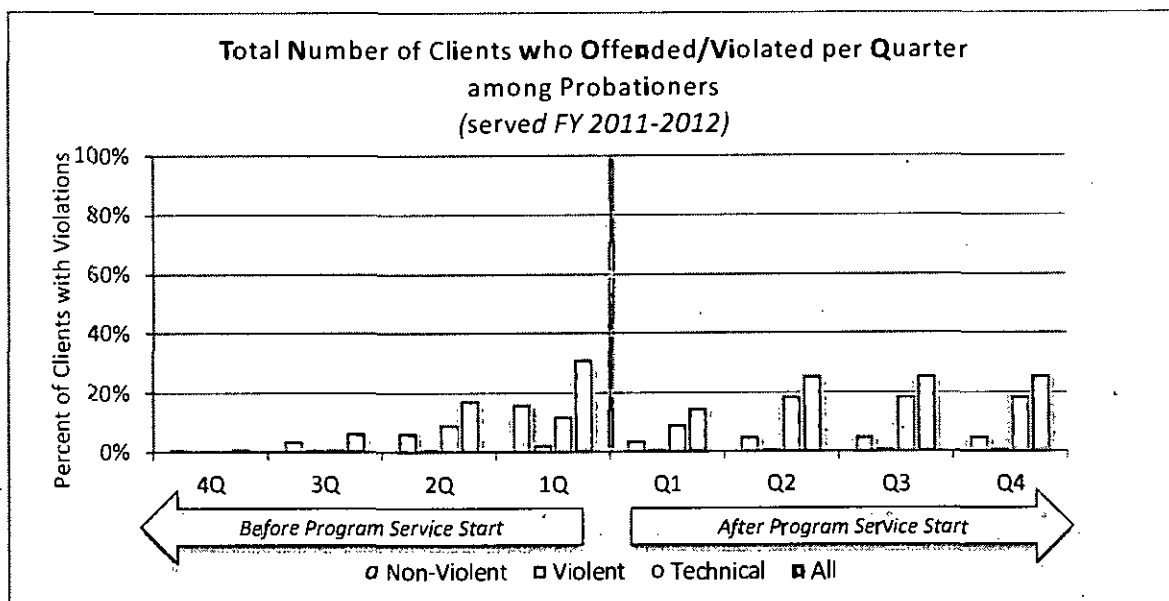
- Violent offenses remained at 1% in pre-service and post-service quarters, though there were no new violent offenses following the first post-service quarter.
- Non-violent offenses decreased from 10% pre-service to 4% post-service.
- Technical violations increased from 8% pre-service to 10% post-service.



Looking at clients' cumulative contact with the justice system over the course of the year before and the year after enrolling in the program provides further evidence for reductions both in the total contact with the juvenile justice system and with the severity of the offenses leading to that contact. During the year before service, 32% of participants had some sustained offense; by contrast, 26% had sustained offenses during the year after the program and the majority of these were technical probation violations. In fact, there were no new violent or non-violent offenses during the third and fourth quarters following program service. The next graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 3% to 1%.
- The proportion of clients committing non-violent offenses decreased from 16% to 5%.
- The proportion of clients with technical violations increased from 12% to 19%.

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A number of factors may be in play that helps to explain these results. First, prior to the beginning of services, many of the sexually exploited minors who enroll in services have been off the radar. These young people are sometimes very disconnected from service providers, law enforcement, family and other social networks that would make them more visible. Once services begin, they become more visible and connected, which, for better or worse, put them in a position where they may be more likely to be cited for technical probation violations.

As a part of the network of services for sexually exploited minors, ICPC subcontracts to Covenant House to conduct street outreach, working in three key areas:

- *Being visible* – Covenant House staff members drive up and down target areas making contact whenever it is safe for the sexually exploited minors so that youth know the staff members are there and available. In some cases street outreach personnel are able to pick up a youth and ferry him or her away from immediate danger and to safe haven.
- *Being “eyes and ears” on the street*—Street outreach personnel report trends (i.e. influxes of new girls on the street, new players in the area, increased activity, changes of location, etc.) to law enforcement partners and other SEM Network members.
- *Peer outreach*— Covenant House trains young adults to support Street Outreach efforts, thereby incorporating youth who have recently experienced homelessness and street life into the work, building their leadership capacity, and bringing additional credibility to the young victims they are trying to reach.

The impact of the street outreach is difficult to measure because it is not possible to collect information from clients who are under constant scrutiny from members of the exploitative family (including pimps). According to their own progress report, the Covenant House was able to conduct street outreach to 358

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sexually exploited minors during the reporting period, in spite of changes in leadership at the organization.

BAWAR worked closely with MISSEY to ensure that identified sexually exploited minors received assessment, referral and advocacy services, reaching over 70 young people most quarters, and referring on average over 20 victims to case management services per quarter. They also coordinated with OPD to provided crisis response and work specialized operations. No outcome data were tracked, but this subcontractor met all of its contractual deliverables.

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Safe Passages Early Childhood Mental Health

Introduction

Program Overview

Safe Passages serves children, youth, and families with a special emphasis on vulnerable populations within the County of Alameda. The Safe Passages Early Childhood 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 four Oakland preschools. Measure Y funds are used to deliver mental health services to at least 50 children, ages 0-5, and their caregivers, who are victims or witnesses of domestic violence, physical abuse, and/or sexual abuse.

Summary of Findings

- For the Early Childhood Mental Health (0-5) program, Safe Passages and its sub-contractors served 65 clients with dyad therapy.
- Survey responses demonstrate that clients of this service perceive that the therapy improved their ability to care for their children and increased their awareness of the role of violence on their children's development.
- The mental health consultation was also perceived as effective. Preschool personnel identified the components of the work in a way that generally aligns with the mental health consultation model, perceived that the mental health consultants (MHCs) have good relationships with the sites, indicated that the work is effective, and found that the consultation services increase sites' capacity to address trauma. Preschool staff clearly values the mental health consultation, with many staff members expressing a desire to see an expansion of the frequency and total hours of consultation services.

Services Provided

Description of Services

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. During the twelve-month period the program provided 588 hours of mental health services to 73 clients; in addition, the program provided 1846 hours of mental health consultation to 332 individuals through mental health events. Among those whose ethnicity was



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known, 21% were African American and 79% were Latino (32% declined to indicate ethnicity). A little more than half of the population served, which included both parent and child clients, were female (54%) and 40% were male (5% declined to state).¹¹

Mental Health Services	# of Individuals ¹²	# of Hours	# of Contacts
Client Mental Health Services	73	588	293
Site-based Mental Health Event Consultations	332	1846	n/a

Efficiency of Services

The total contract amount for Safe Passages in FY 2011-12 was \$177,600. Given the number of clients served and the hours of service provided, the cost per client amounted to \$439 and the cost per hour \$73.

Impact of Service

Clinicians providing therapy to caregiver-child dyads were asked to administer at program exit a parent impact survey designed by the 0-5 Mental Health Collaboration partners. During the evaluation period, 65 clients were served in the program, and 12 parent impact surveys were collected. 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 "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 12 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), and that the program gave them a better understanding of the impact of their child(ren)'s exposure to violence. The mean scores on the other indicators also represent a high degree of agreement that improvements were experienced on each of the parenting skills indicators.¹³

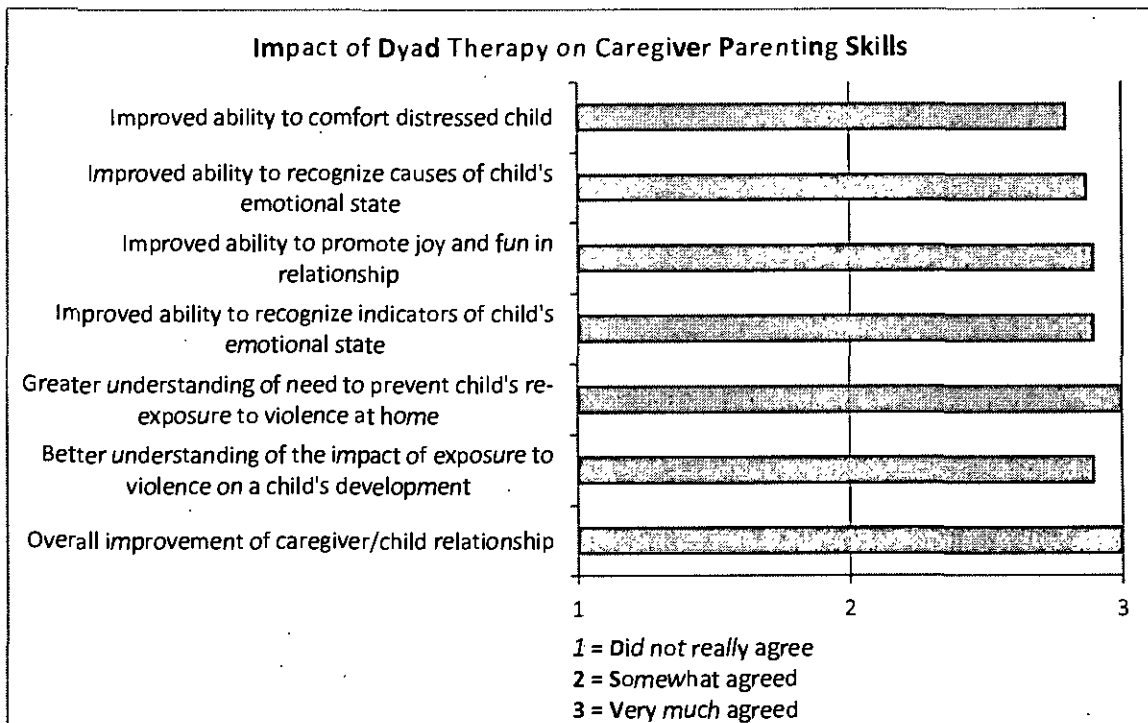
¹¹ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

¹² Of these 65 clients, 57 consented to release their data for the evaluation.

¹³ Please note that most of the scores on this table 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").



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

- *I don't argue with my partner when my children are present. I sit down to talk to my children about their behavior without having to resort to yelling or hitting.*
- *I make sure I call 911 first, my kid's safety comes first. It won't be any tolerance of further violence in my family.*
- *By being at this program I make sure my kids safety comes first. Anything happens I make sure I call 911 without any questions.*
- *I monitor what they see on TV, I only let them watch programs that are for children and educational or movies that I watch with them... I don't buy toys that encourage violence. I talk to him a lot and I tell him I understand him when he is troubled by something and I help him express his emotions.*
- *[We] don't argue or scream in front of him. I walk somewhere when we need to get away.*

The results of the changes that client caregivers made in their parenting practices included observable changes in their children's behavior. Below are some examples that clients gave:

- *There is more communication and confidence/trust*

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- *She still so little to know exactly what was happened, but she seems happy and less angry...Now her sleep pattern is getting better.*
- *He listens to me and learned that when I impose limits he no longer says the phrase, "I'm going to hit you," and no longer hits me. Also he expresses his feelings.*
- *He looks really happy. He really wants his mother and dad to get married and says I want to get married with you.*
- *Child is way more open, speaks to people and more relaxed.*
- *She seems happier and easy to talk to. Plays with her sister who has speech delay. Overheard she feels more safe in the house.*

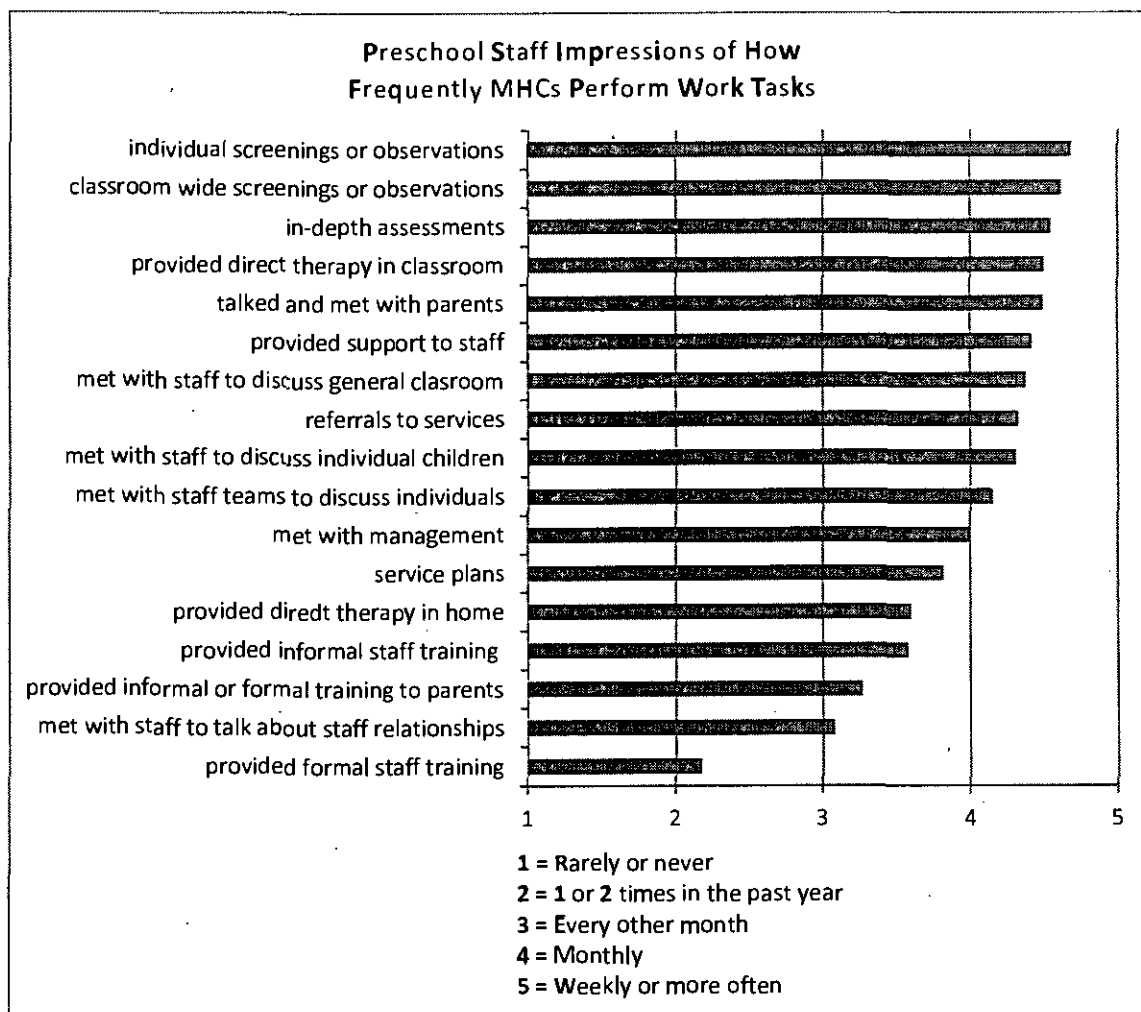
Preschool Mental Health Consultants

Teachers at the four preschools that have Measure Y-funded mental health consultants completed surveys that were designed to capture their input as to the importance of the mental health consultants at their schools. The survey was adapted from the Mental Health Services Survey¹⁴ and modifications were made according to specifications of managers at the agencies providing the Mental Health Consultation. Faculty reported on how often mental health consultants perform the tasks that align with the mental health consultation model. In the next table, a "5" represents a frequency of weekly or more often, a "4" represents monthly, a "3" represents every other month, a "2" represents one or two times in the past year, and a "1" represents rarely or never.

According to faculty respondents, of whom there were a total of 13 representing all four sites, MHCs are most frequently engaged in conducting individual screenings or observations, classroom-wide screenings or observations, in-depth assessments; providing direct therapy in classroom; and talking and meeting with parents. Each of these activities is performed weekly to monthly (on average across all sites).

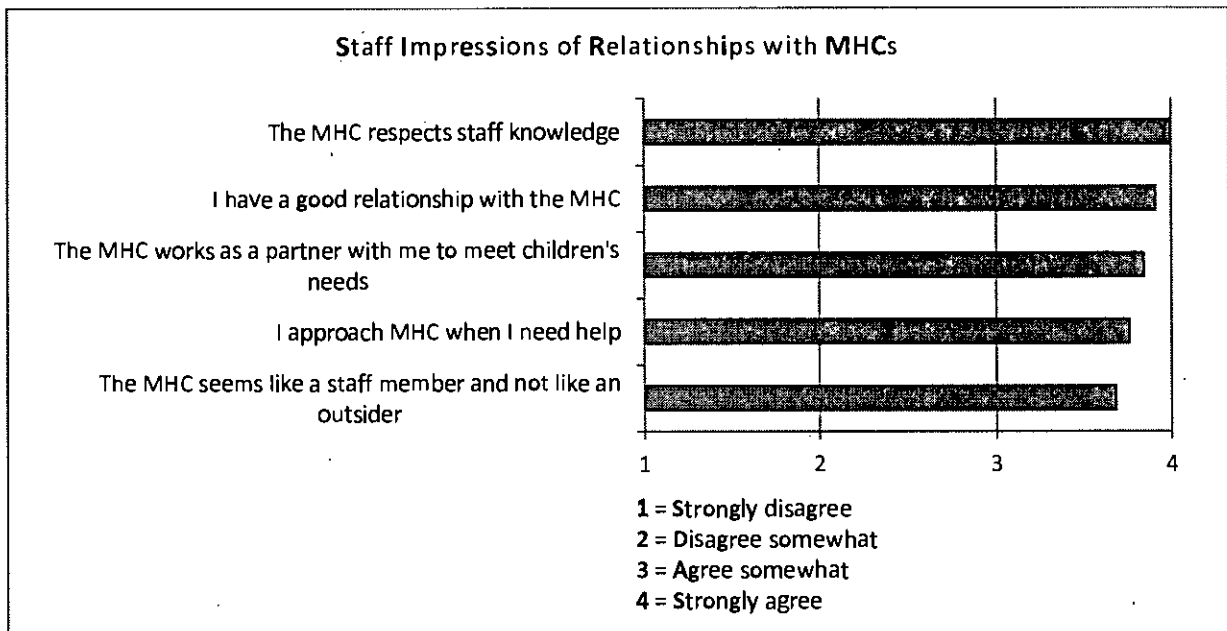
¹⁴ Green, B. L., Everhart, M., Gordon, L., & Garcia-Gettman, M. (2006). Characteristics of effective mental health consultation in early childhood settings: Multi-level analysis of a national survey. *Topics in Early Childhood Special Education* (26:3), 142-152.

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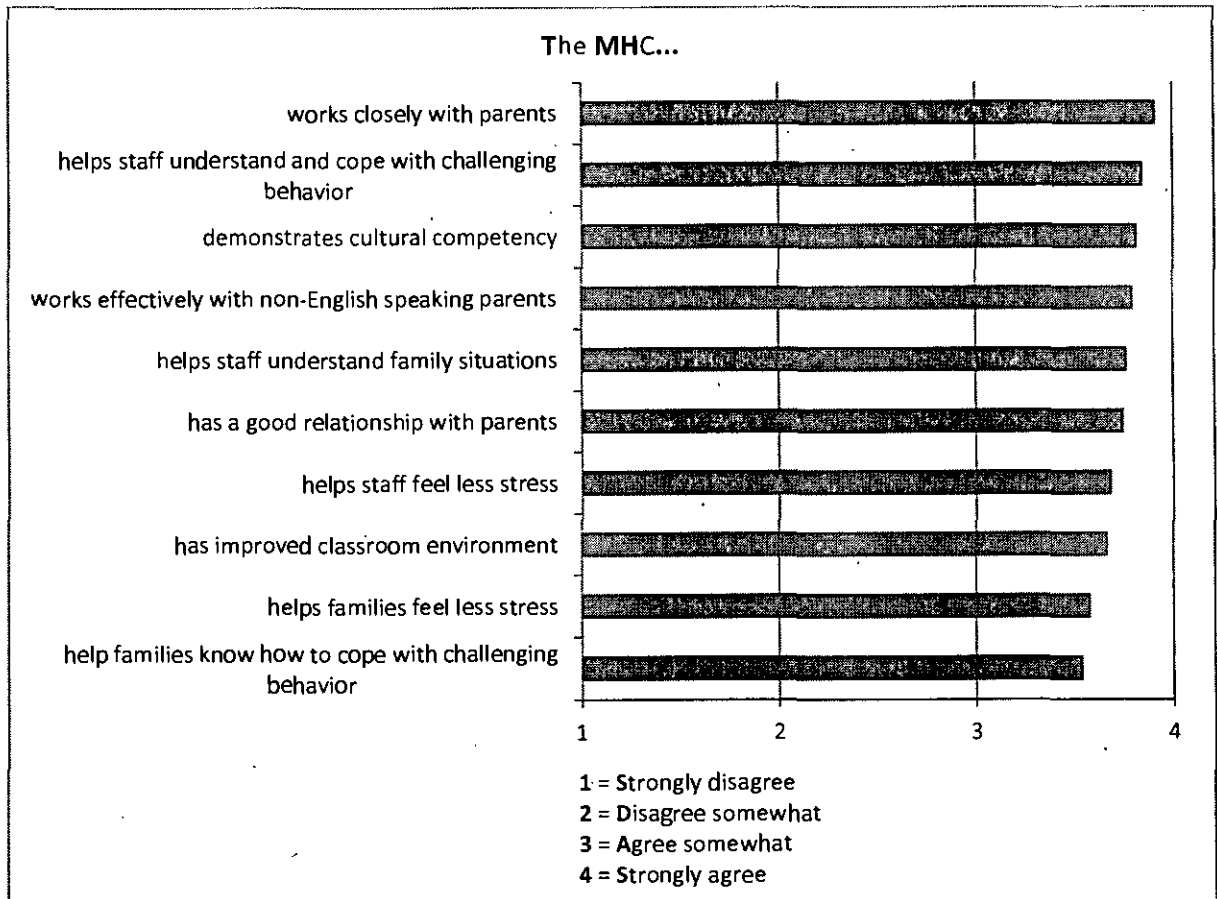
Preschool site staff members also answered questions pertaining to the quality of relationship that the MHCs had with faculty and the school. For this set of questions, a “4” indicates strong agreement with the listed statements. As the chart shows, faculty respondents generally indicate a highly functional relationship between MHCs and their host preschool sites.

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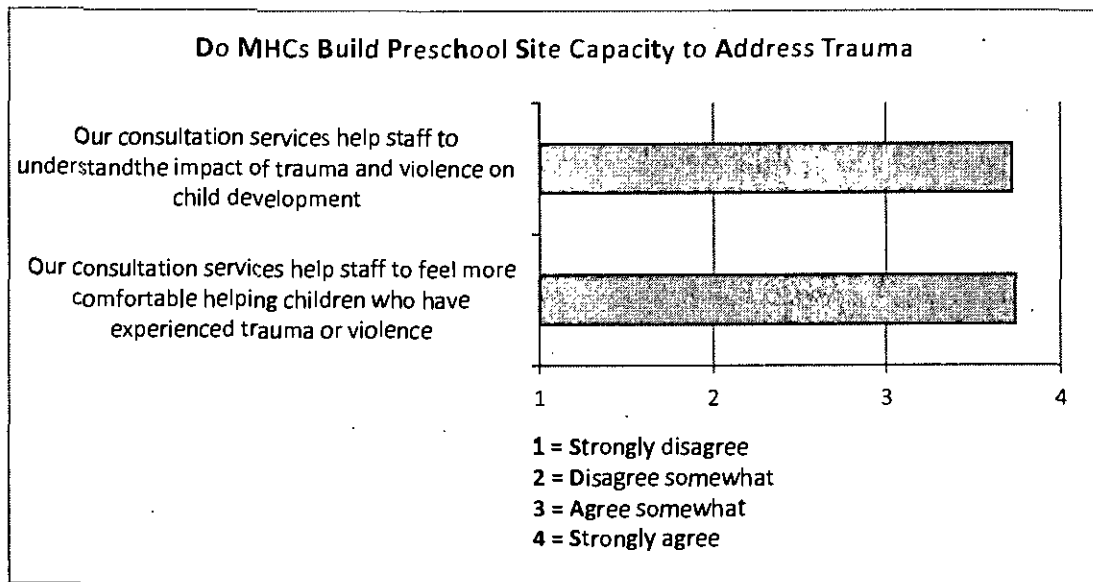
Preschool staff members were asked the extent to which they agreed with the listed statements pertaining to the effectiveness of the MHCs work. A number closer to "4" represents a stronger degree of agreement. In the graph below, it is clear that all statements received no lower than a mean level of agreement of 3.5, indicating that respondents generally found the consultation to be effective in these ways.

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Finally, preschool personnel were asked about how well the MHCs built the capacity of the preschool to recognize and address the needs of children who have been exposed to violence. Respondents generally answered with a high degree of agreement.

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The most common comment provided when preschool personnel were asked how the consultation could be improved was that there should be more hours of consultation and more frequent visits by MHCs (eight of the 13 respondents mentioned this in an open-ended question), demonstrating that the service is valued. The comments below represent the kind of suggestions for improvement offered by preschool staff member respondents.

- *Have team meeting at least once a week with individual classroom teachers to discuss what's going on in the classroom. Have a whole center meeting once a month to talk about kids, our stressors, etc.*
- *More meetings with staff members and come more hours a week*
- *We need more consultants and they need more hours at our sites*
- *More time at our center can help more children, families and teachers*
- *The MHC should work more closely with the child (maybe play therapy)*

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Oakland Street Outreach and Community Organizing

Introduction to Strategy

Programs in the Oakland Street Outreach and Community Organizing cluster offer a variety of primarily place-based interventions intended to reduce violence in the communities in which they operate and reduce justice-system involvement among individual clients. California Youth Outreach (CYO) and Health Oakland (HO) both provide a broad mix of services that include hosting neighborhood barbecues and other networking events, walking hotspot neighborhoods to reduce the likelihood of violent incidents, and conducting direct interventions into local conflicts that are likely to devolve into violence. In addition, these programs also work directly with youth and young adults who are at risk of becoming victims or perpetrators of violent crime, providing a variety of intensive outreach and case management services intended to give these individuals access to services and opportunities that will reduce their involvement in illegal activities. The other two programs in this cluster — the City-County Neighborhood Initiative (CCNI) and Youth UpRising's Attraction, Retention, Movement (YU ARM) program — focus primarily on either neighborhood- or individual-level activities and interventions. CCNI hosts neighborhood community organizing events in the East Oakland neighborhood of Sobrante Park and the West Oakland neighborhood of Hoover Historic District, and provides intensive outreach and job placement or job training placement to neighborhood residents who express interest in these services. YU ARM also focuses on community organizing, but does so primarily through individual-level leadership development and case management activities.

Overview of Evaluation Specific Methods/Measures for Strategy

The evaluation methods used for the programs in this cluster vary based on the intervention activities of the programs. Because CYO and HO Street Outreach and YU ARM provide individual client services, like case management, the evaluation includes both intermediate and longer-term individual-level client outcomes. Because CCNI's individual client interventions are more short-term, the evaluation only tracked intermediate outcomes and job or job training placement. Intermediate outcomes were assessed through pre/post surveys, which programs administered to their participants upon intake and again three to six months later. For the street outreach programs and YU ARM, the evaluation attempted to match individual service clients to data in OUSD, the Alameda County Probation Department, and the California Department of Corrections and Rehabilitation to assess longer-term outcomes related to clients' school engagement and criminal or juvenile justice involvement, although not all programs had enough clients engaged in these systems to have meaningful sample sizes to evaluate.

In addition to these individual-level client outcomes, the evaluations of the two street outreach programs and of CCNI also include neighborhood-level evaluations. In the case of the street outreach programs, this analysis was conducted primarily through a geospatial analysis of street outreach activities and shootings and homicides in each hotspot neighborhood during each quarter of the fiscal year to assess whether or not increased street outreach activities were associated with decreases in



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shootings and homicides, whereas the CCNI evaluation includes an analysis of the events and locations of CCNI activities.

Programs in this Strategy

- California Youth Outreach Street Outreach
- Health Oakland Street Outreach
- City-County Neighborhood Initiative (CCNI)
- Youth UpRising Attraction, Retention, and Movement (YU ARM)



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California Youth Outreach: Oakland Street Outreach

Introduction

Program Overview

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 case management and street-based outreach in those neighborhoods and locations heavily impacted by street violence.

Summary of Findings

- Enrollment in more intensive individual-level services was associated with notable improvements in school engagement and criminal or juvenile justice involvement.
- The recent shift in street outreach hotspots along with the recently intensified focus on conflict mediation limit the feasibility of the evaluation to meaningfully assess the impact of street outreach activities. The lack of measurable impact at the neighborhood level should not be interpreted to mean that the outreach strategy is ineffective. These strategies take time and always exist within a complicated landscape of other types of interventions. To this end, the evaluation team recommends that, after sufficient time has passed, future evaluation cycles include time series analyses the effects of neighborhood-level street outreach on shootings and homicides. In addition, the evaluation team recommends collecting data on other crime reduction activities occurring in hotspots, including policing efforts and other interventions.

Services Provided

Description of Services

California Youth Outreach workers participate in three distinct, but frequently overlapping activities in high crime neighborhoods in Central and East Oakland. First, street outreach workers participate in neighborhood outreach activities, intended to build trust with neighborhood residents and establish themselves a resource for youth and young adults who want to transition out of violent or high crime lifestyles or who need help mediating conflicts that might otherwise lead to shootings and homicides. Neighborhood outreach activities include organized events, such as community barbeques and trainings,

	Total	Average //Event
Events	1,166	n/a
Attendees	22,584	19
Hours	3,107	3

as well as more general outreach activities when two-person outreach teams canvass hotspot neighborhoods. Outreach team activities involve talking to residents about alternatives to criminal activities, helping to head off potential conflicts, and establishing themselves as visible non-law enforcement



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resource for community residents. In addition to outreach, staff also participated in NCPC meetings, networking events with local organizations, and other events targeting at-risk young adults. Over the course of the 2011-12 fiscal year, street outreach teams conducted 1,166 outreach events, reaching thousands of Oakland residents, although it is not possible to track the total number of unduplicated individuals reached.

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 provides case management, peer support and counseling, basic education training, life and pre-employment skills, mental health services, and a variety of other group services. Staff also refers clients to other community resources as needed. During the 12-month reporting period CYO OSO served 268 clients through individual service, including case management and intensive outreach, and group services, such as life skills. The majority were male (82%) and self-identified as either Latino (34%) or African American (53%).¹⁷ In addition, the majority (66%) was over 18 years old. Slightly over a quarter (26%) was between the ages of 14 and 18 years, and 8% were under 14 years.¹⁸ On average, clients received 13.5 hours of individual service and 5.4 hours of group service. Case managed clients, who comprised a smaller portion of CYO OSO's total service population, received an average of 27.4 hours of service.

Type of Service	# of Clients ¹⁵	# of Hours	Average per Client ¹⁶
Individual	256	3462.6	13.5
Case Management	82	2243.2	27.4
Group	58	314.5	5.4
TOTAL SERVICE	268	3777.1	14.1
Months of Client Engagement	n/a	n/a	2.6

*This table only includes clients who received service. Nine clients were enrolled in the program but did not receive any service.

Finally, toward the end of the 2011-12 fiscal year, the Street Outreach teams increased their focus on conflict mediation-based violence interruption, having trained with Chicago CeaseFire to increase their capacity to mediate conflicts and reduce retaliatory violence. Street Outreach workers facilitate these mediations over the course of anywhere from a couple of hours to several days or even weeks, and are often contacted by the parents or families of youth to help mediate conflicts that youth have become involved in and which threaten the lead to violence. This intervention has been established as one of the

¹⁵ Of these 268 clients, 264 consented to release their data for the evaluation.

¹⁶ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

¹⁷ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

¹⁸ Age was calculated as of June 30, 2012 using the client's date of birth.



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most effective activities by which street outreach workers can help reduce shootings and homicides in violent neighborhoods, although in the case of Oakland Street Outreach, these activities were implemented too late into the fiscal year for the evaluation to obtain data on their impact. However, according to data collected by the Department of Human Services, from February 2011 to September 2012, both OSO programs combined mediated 42 very serious conflicts that may have resulted in gun violence and facilitated the surrender of four guns to police.

Efficiency of Services

The myriad activities that street outreach programs participate in complicate any straightforward efficiency analysis, as the total contract amount for CYO in FY 2011-12 was \$328,600 and covered all three types of activities described above. Street outreach is clearly one of the most fiscally efficient services funded by Measure Y, regardless of how the cost is analyzed. Looking only at clients served through direct individual or group services, the cost per client amounted to \$1,226 and the cost per hour \$87. Compared to other programs in the Street Outreach strategy, CYO is the most efficient in terms of cost per client. Calculated by outreach event, the cost breaks down to \$282 per event, which is an astonishingly low amount considering that each event involves a minimum of two outreach workers over an average period of three hours. The cost per event hour is also a very low at \$106. These cost numbers are even more impressive when considering that the street outreach funding actually pays for both client services and event/neighborhood services.

Impact of Services

Because CYO's Oakland Street Outreach program provides both neighborhood-level street outreach activities and individual-level case management and engagement services, each of which is intended to have different types of impact, the evaluation uses different methods to assess the impact of these activities. As noted above, conflict mediation and intervention became an increasing focus on street outreach activities toward the end of the fiscal year, although this focus occurred too late in the evaluation period to obtain reliable data on the effectiveness of these mediations.

Neighborhood-Level Analysis

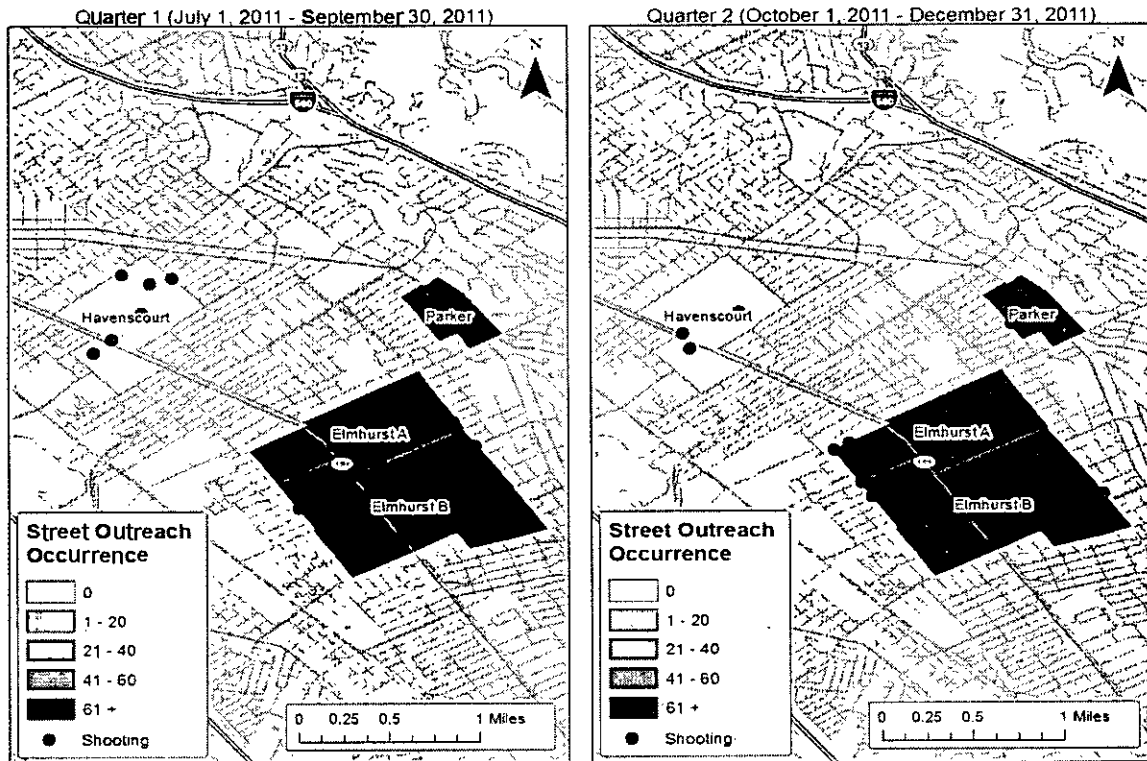
On the following page, the evaluation presents a geospatial analysis of street outreach activities in relations to shootings and homicides in hotspot neighborhoods over the course of the 2011-12 fiscal year to examine the relationship between street outreach activities and neighborhood-level shootings and homicides. The geospatial imaging illustrates how many shootings and homicides occurred in each street outreach hotspot during each quarter of the fiscal year street outreach as well as the frequency of street outreach in that neighborhood. This analysis is best understood as a process evaluation, which examines the implementation of the street outreach program and deployment of street outreach activities, rather than an outcome or impact evaluation, which examines the impact thereof. This is especially true given that street outreach hotspot neighborhoods changed mid-way through the past fiscal year. Because CYO OSO's hotspot locations changed in the third quarter of the fiscal year, some of the areas on these maps do not show any street outreach occurring during the first two quarters. This



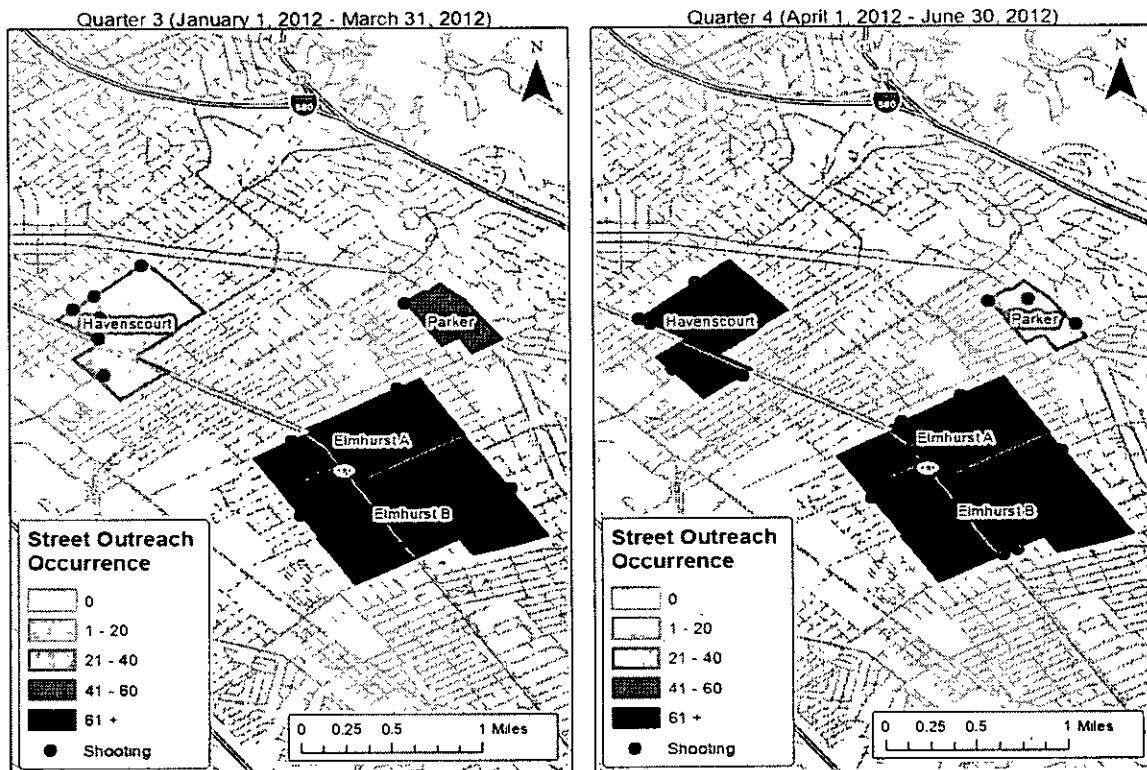
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does not indicate that the Street Outreach teams were not doing outreach work during this time; it indicates only that some of the areas where they were doing outreach work are not part of the evaluation analysis.

The following images provide strong support for the appropriate implementation of street outreach activities and the deployment of street outreach resources. As shootings and homicides increased in the Havenscourt hotspot, street outreach workers were redeployed to this area, although it is still too soon to assess the impact of street outreach activities on shootings and homicides in this hotspot. Similarly, during the second quarter of the fiscal year, an increase in the frequency of shootings and homicides in the Parker hotspot corresponded to an increase in the intensity of street outreach activities in this neighborhood. In this instance, preliminary indicators suggest that the increase in street outreach activities may have helped quell some of the neighborhood violence, as shootings and homicides in this hotspot decreased during the latter half of the fiscal year. Shootings and homicides in Elmhurst A and B remained frequent amid intense street outreach work, indicating that high levels of street outreach resources should continue to be deployed to these neighborhoods to mediate ongoing conflict.



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It is important to note that neighborhood-level street outreach activities, perhaps more than any other Measure Y funded programs, do not easily lend themselves to a short-term evaluation over the course of only one fiscal year. There are a number of reasons for this, including the fact that these interventions, by nature and design, take time to implement before leading to measurable results; street outreach workers must first establish themselves within a community, building trust and rapport with local residents, before those residents will start viewing outreach workers as a resource for violence intervention.

In addition, neighborhood level crime trends are best understood through long-term analyses that examine shifting patterns of crime and violence across an entire city and geographic region, as well as within the context of national crime trends. Finally, there are myriad external factors that influence crime and violence over the short- and long-term and which create the context within which street outreach activities occur. In addition to the broader regional and national crime trends mentioned, these include law enforcement activities, including both the number of police officers on the street and the nature of local law enforcement activities, funding for social services, economic conditions and employment/unemployment rates, school quality, and more.

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Individual-Level Analysis

To analyze individual client outcomes, the evaluation drew on pre/post surveys, program milestones, and data from the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the California Department of Corrections and Rehabilitation (CDCR) to assess the impact of program participation on intermediate-level outcomes, such as risk taking behavior; program-related milestones, such as school enrollment; and longer-term outcomes, namely recidivism and school engagement.

In terms of program milestones, 66 clients were placed in or referred to an educational setting, while 47 were placed in employment. Clients intermediate-level outcomes, obtained via self-report on pre/post surveys reveal overwhelmingly positive changes following program participation. The program administered pre/post surveys to 18 of their 82 case managed clients at intake and again three to six months later, and 100% of clients reported notable improvements on almost all indicators.

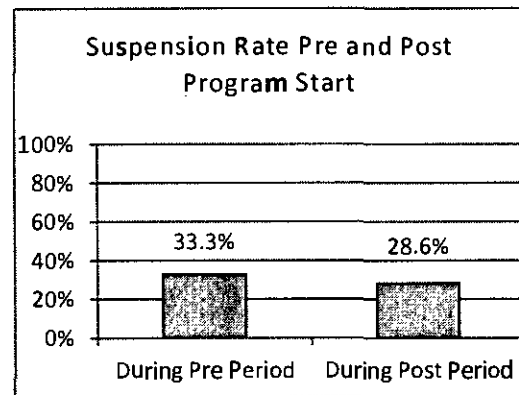
Milestones	# of Clients
Placed in/referred to educational setting	66
Placed in employment	47

Pre/Post Outcome Analysis: OSD/California Youth Outreach				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Job Preparation and Readiness				
Referrals for Job Placement				
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	17	100%	0%	0%
I have received a job referral(s) for a position(s) I am <u>interested</u> in.	17	100%	0%	0%
The referral(s) I received resulted in an interview.	17	88%	6%	6%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	18	100%	0%	0%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	17	100%	0%	0%
Drank alcohol.	16	100%	0%	0%
Used illegal drugs.	17	100%	0%	0%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	18	100%	0%	0%
I know how to get myself out of dangerous situations without violence.	17	100%	0%	0%



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Of the 91 clients served by CYO under the age of 18, 21 matched to OUSD data and had a minimum of five hours of service. Analysis of school related outcomes for the 21 clients showed overall improvements in suspensions but not trancies. Although the overall truancy rate of CYO OSO clients did not change following service start compared with prior to service start, 33% of clients exhibited a decrease in trancies. Taken together, these outcomes indicate that the increases and decreases in individual truancy rates were not significant enough to impact the overall truancy rate.



The number of clients who were suspended from school decreased noticeably following service start, from 33.3% suspended at least once before enrolling and only 28.6% suspended after enrolling. It is important to note that many clients enrolled in the program late in the school year, so results may be biased downward by a shorter post-period.

Data from the Alameda County Probation Department and the California Department of Corrections and Rehabilitation (CDCR) were analyzed for all clients who matched to CitySpan and received at least five hours of service during the reporting period, or 94 program participants.¹⁹ Risk assessment data was available for 15 of these 94 clients and, as this table shows, indicates that clients were in the moderate to high-risk range, although the small number of clients with risk assessment data limits generalizability.

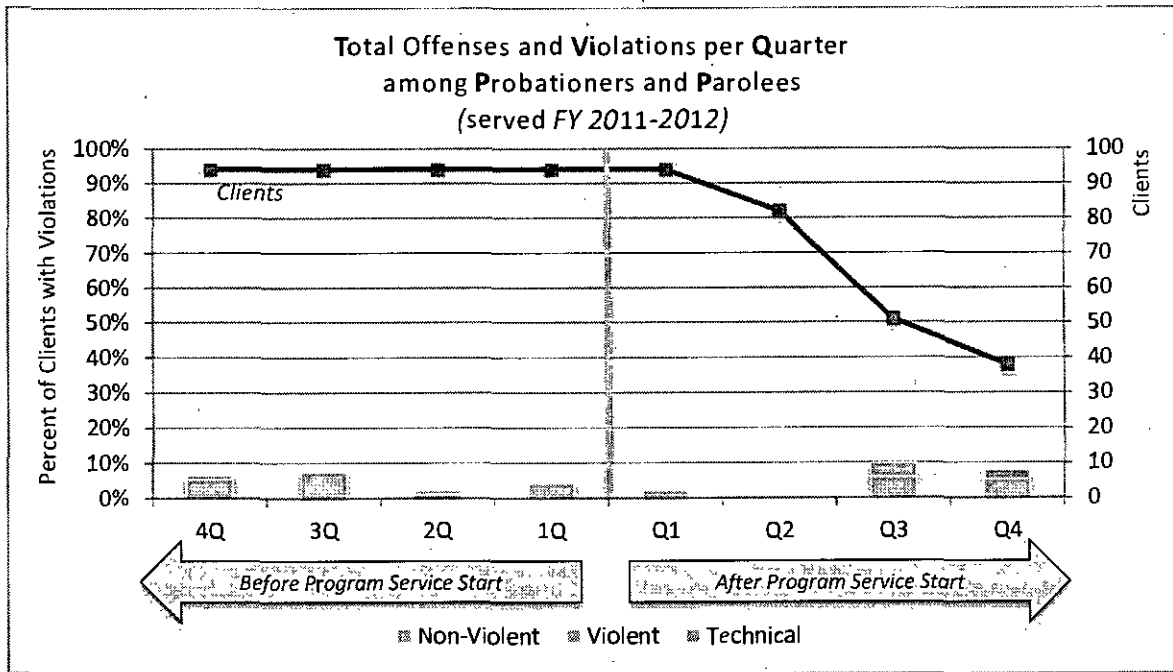
Risk Assessment	
Average Score	17.6
# Very High Risk	0
# High Risk	5
# Medium Risk	6
# Low Risk	4

CYO OSO clients had few new offenses or probation or parole violations either before or after enrolling in the program. No more than 10% of clients had a new offense or probation/parole violation in any quarter prior to enrolling in the program, numbers that did not shift dramatically following program start. It is notable that no clients had any new offenses during their first or second quarters after enrolling in the program, although 2% did have technical violations of probation or parole. The next graph illustrates the following:

- Violent offenses increased from 0% pre-service to 3% post-service.
- Non-violent offenses decreased from 7% pre-service to 6% post-service.
- Technical violations increased from 1% pre-service to 4% post-service.

¹⁹ Of these 94 clients, 80 had records with ACPD's Juvenile Probation Department, 24 had records with ACPD's Adult Probation Department, and 14 had records with CDCR, indicating that many clients were under supervision by multiple justice-system agencies. Risk assessment data was only available for 15 of 94 clients.

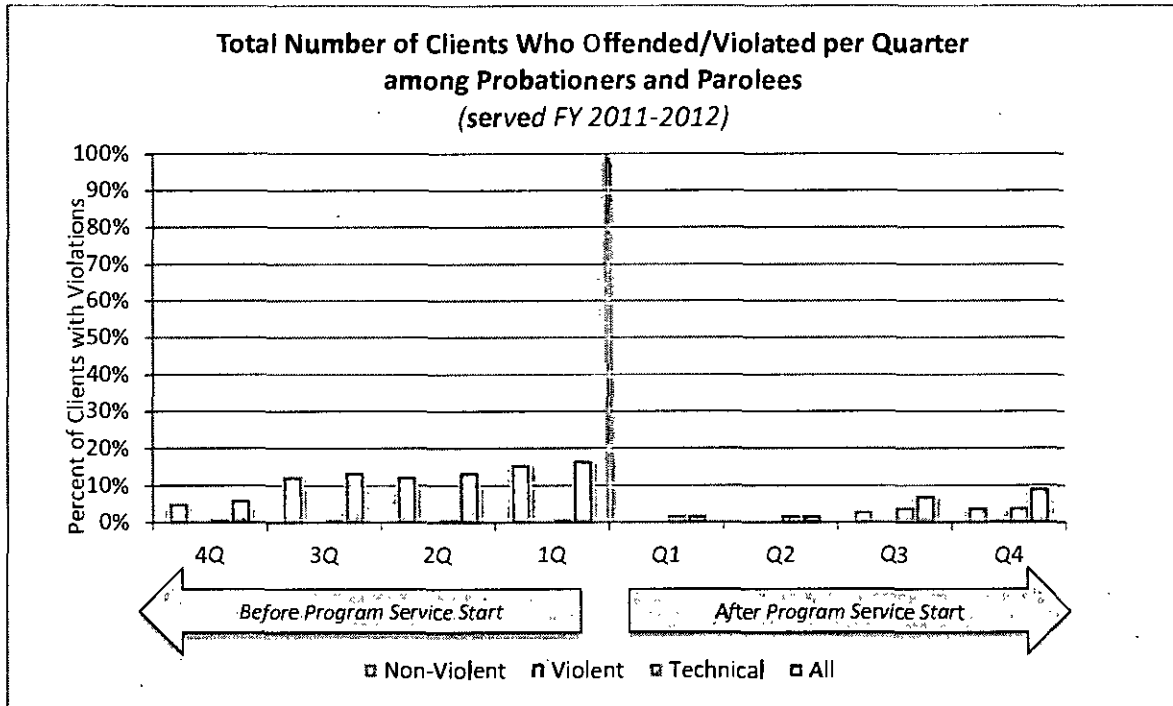
Oakland Measure Y 2011-2012



The next graph shows the percentage of program participants who had a new sustained offenses or probation/parole violation cumulatively over the course of the year before enrolling in the CYO OSO and the year after enrolling. As this graph demonstrates, 17% of clients had a new offense or a violation the year before starting the program, compared with 10% the year after; in addition, the majority of pre-service incidents were new offenses, while half of post-enrollment offenses were technical violations of the conditions of probation or parole, rather than new offenses. Taken together, this indicates that clients were less likely to get in trouble with the law and for less serious issues following program enrollment. However, it is also important to note that most clients lack a full year worth of post-service data, so the post-service numbers are likely biased downwards. The graph illustrates the following:

- The proportion of clients committing violent offenses increased from 0% to 1%.
- The proportion of clients committing non-violent offenses decreased from 16% to 4%.
- The proportion of clients with technical violations increased from 1% to 4%.

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Healthy Oakland: Oakland Street Outreach

Introduction

Program Overview

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 youth. Measure Y funds are used for conducting street-based outreach, conflict intervention and mediation, and case management services in coordination with Measure Y and the Oakland Street Outreach (OSO) strategy.

Summary of Findings

- The milestones, pre/post survey results, and justice-system outcomes of Healthy Oakland clients indicate that clients who received individual services had impressive employment outcomes, with 45% reporting job interviews and approximately one-third being placed in employment. In addition, clients demonstrated reduced involvement in the justice system after enrolling in the program, with the proportion of clients with a sustained offense or violation decreased from more than 30% pre-service to less than 20% post-service.
- There appear to have been reductions in shootings and homicides during the second and third quarters of the fiscal year, following an increase in street outreach activities. However, the recent shift in street outreach hotspots along with the recently intensified focus on conflict mediation limit the availability of the evaluation to meaningfully assess the impact of street outreach activities. The lack of measurable impact at the neighborhood level should not be interpreted to mean that the outreach strategy is ineffective. These strategies take time and always exist within a complicated landscape of other types of interventions. Thus, the evaluation team recommends that, pending more time for implementation and outcome documentation, future evaluation cycles include time series analyses, which analyze the effect of street outreach activities along with other crime reduction activities like policing efforts and other interventions on shootings and homicides.

Services Provided

Description of Services

Healthy Oakland outreach workers participate in three distinct, but frequently overlapping activities in hotspot neighborhoods in West Oakland. First, street outreach workers participate in neighborhood outreach activities as a means to build relationships with local residents and establish themselves a resource for youth and young adults who want to transition out of violent or high-crime lifestyles or who need help mediating conflicts that

	Total	Average /Event
Events	346	n/a
Attendees	8,573	25
Hours	983	3



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might otherwise lead to shootings and homicides. Toward this end, two-person outreach teams canvass hotspot neighborhoods three nights a week, talking to local youth about alternatives to criminal activities, helping to mediate escalating conflicts, and establishing themselves a visible non-law enforcement resource for community residents. In addition, street outreach workers host organized events, such as community barbeques and trainings and attend NCPC meetings, networking events with local organizations, and other events targeting at-risk young adults. Over the course of the 2011-12 fiscal year, street outreach teams conducted 346 outreach events, reaching thousands of Oakland residents, although it is not possible to track the total number of unduplicated individuals reached.

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, HO staff provides case management, peer support and counseling, and a variety

Type of Service	# of Clients ²⁰	# of Hours	Average per Client ²¹
Individual	119	2241.1	18.8
Case Management	72	1745.5	24.2
TOTAL SERVICE	119	2241.1	18.8
Months of Client Engagement	n/a	n/a	1.9

of other service, in addition to referring clients to other community resources as needed. During the 12-month reporting period, HO OSO served 119 clients through individual service, including case management and intensive outreach. The majority were male (86%), and self-identified as either African American (81%) or Latino (8%).²² In addition, the majority (85%) were over 18 years old, 14% were between the ages of 14 and 18, and 2% were under 14 years old.²³ On average, clients received 18.8 hours of individual service and case managed clients, who comprised a smaller proportion of HO OSO's total service population, received an average of 24.2 hours of service.

Finally, toward the end of the 2011-12 fiscal year, the Street Outreach teams increased their focus on conflict mediation-based violence interruption, having trained with Chicago CeaseFire to increase their capacity to mediate conflicts and reduce retaliatory violence. Street Outreach workers facilitate these mediations over the course of anywhere from a couple of hours to several days or even weeks, and are often contacted by the parents or families of youth to help mediate conflicts that youth have become involved in and which threaten the lead to violence. This intervention has been established as one of the

²⁰ Of these 119 clients, 118 consented to release their data for the evaluation.

²¹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

²² Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100%. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

²³ Age was calculated as of June 30, 2012 using the client's date of birth.

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most effective activities by which street outreach workers can help reduce shootings and homicides in violent neighborhoods, although in the case of Oakland Street Outreach, these activities were implemented too late into the fiscal year for the evaluation to obtain data on their impact. However, according to data collected by the Department of Human Services, from February 2011 to September 2012, both OSO programs combined mediated 42 very serious conflicts that may have resulted in gun violence and facilitated the surrender of four guns to police.

Efficiency of Services

Because funding to HO OSO is intended to pay for a wide variety of activities, there is no straightforward way to calculate service efficiency. In FY 2011-12, the total contract amount for HO OSO was \$182,000, which covered neighborhood-level outreach, conflict mediation, and individual-level services including case management. Street outreach is clearly one of the most fiscally efficient services funded by Measure Y, regardless of how the cost is analyzed. Looking only at clients served through direct services, the cost per client amounted to \$1,529 and the cost per hour was \$81. Compared to other programs in the Street Outreach strategy, Healthy Oakland is the most efficient in terms of cost per hour. Calculated by outreach event, the cost breaks down to \$526 per event. This number is noticeably higher than the per event costs for the CYO OSO program, although as a much smaller organization, Healthy Oakland is less able to have volume-based cost efficiencies. In addition, the cost per event hour is only \$185, a low number considering that each event involves a minimum of two outreach workers doing high-intensity work in dangerous hotspot neighborhoods. Moreover, as with CYO OSO, these costs are even more impressive considering that the street outreach funding actually pays for both client services and event/neighborhood services.

Impact of Service

Because the HO OSO program provides both neighborhood-level street outreach activities and individual-level case management and engagement services, each of which is intended to have different types of impact, the evaluation uses different methods to assess the impact of these activities. In addition, conflict mediation and intervention became an increasing focus on street outreach activities toward the end of the fiscal year, although this focus occurred too late in the evaluation period to obtain reliable data on the effectiveness of these interventions.

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Neighborhood-Level Analysis

On the following page, the evaluation presents a geospatial analysis of street outreach activities in relations to shootings and homicides in hotspot neighborhoods over the course of the 2011-12 fiscal year to examine the relationship between street outreach activities and neighborhood-level shootings and homicides. The geospatial imaging illustrates how many shootings and homicides occurred in each street outreach hotspot during each quarter of the fiscal year street outreach as well as the frequency of street outreach in that neighborhood. This analysis is best understood as a process evaluation, which examines the implementation of the street outreach program and deployment of street outreach activities, rather than an outcome or *impact* evaluation, which examines the effectiveness of these activities. This is particularly appropriate given that street outreach hotspot neighborhoods changed part-way through the fiscal year. Because HO OSO's hotspot locations changed in the second quarter of the fiscal year, some of the areas on these maps do not show any street outreach occurring during the first two quarters. This does not indicate that the Street Outreach teams were not doing outreach work during this time; it only indicates that some of the areas where they were doing outreach work are not part of the evaluation analysis.

As these images show, there strong evidence to indicate that street outreach activities and resources were deployed appropriately, with street outreach teams being deployed to the McClymonds for intensive outreach work during the second quarter, following an increase in shootings and homicides during the first quarter. The outburst of shootings and homicides in both the McClymonds and the Lowell and Acorn hot

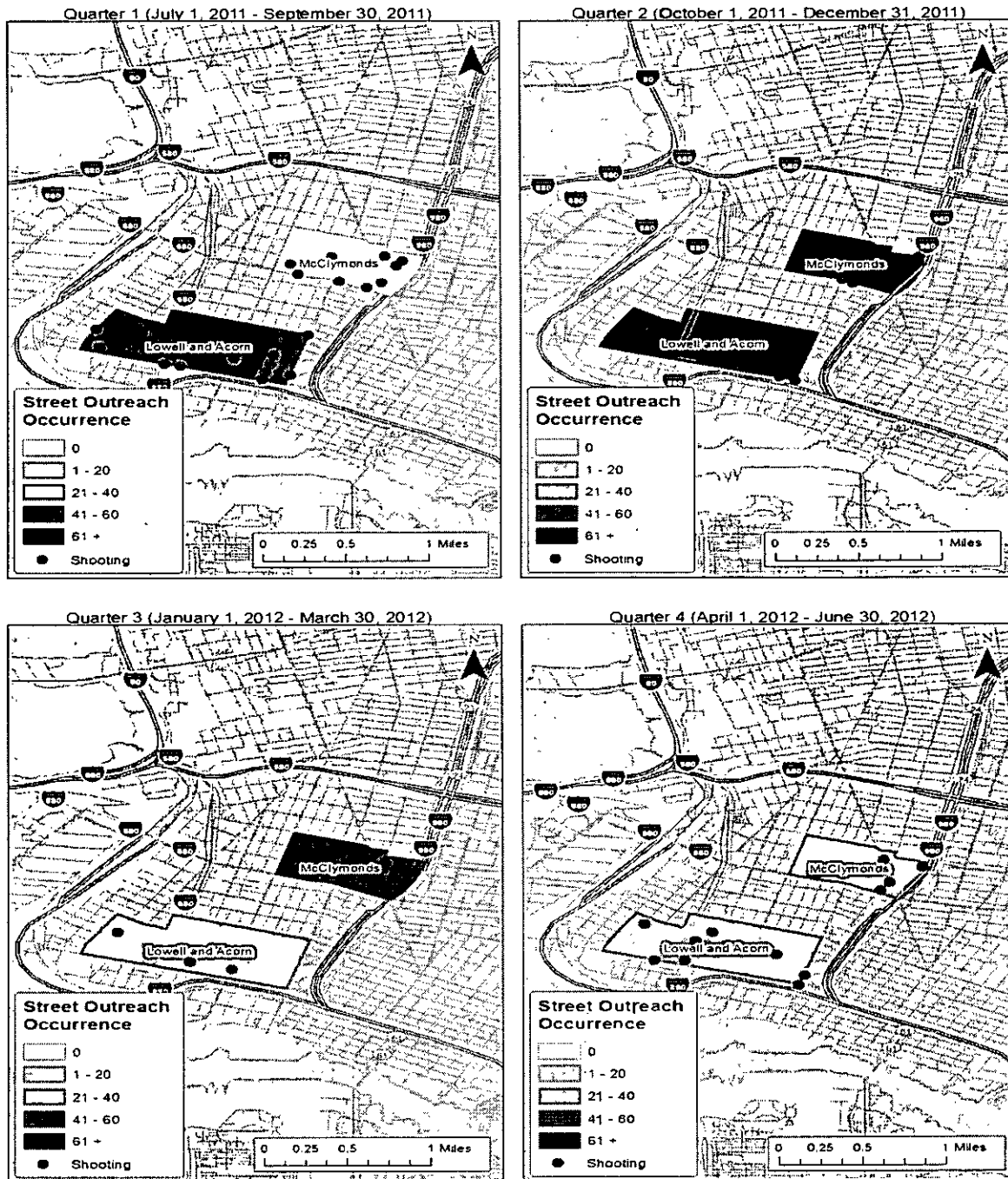
The West Oakland Street Outreach Team identified growing tensions between three rival groups in West Oakland. To cause a violence interruption, the Outreach workers decided to approach the leaders of each of the groups directly. If they could divert the leaders, the rest of the members would follow. The Outreach workers knew two of the three groups, but they would need to seek out the third group. The team members approached the two or rival groups that they knew to find what services they could offer them. How might these young men be diverted? Did they need jobs, education, internships, drug treatment? A few days later, Alan, the Street Outreach Area Team Lead, ran into three young men leaning on a car near his house. The group identified themselves as members of the third group. Alan spoke to the group about gangs in Oakland and about the Black Panthers, the original Oakland gang. The Black Panthers had organized to rebuild their community, not to kill one another. He talked about the importance of taking care of their family, getting jobs, getting education. Over the course of the conversation, the group leader introduced himself to Alan. Alan invited the leader to meet with him in his office. The next day at the Healthy Communities office, Alan showed the young man a pie chart of recent homicide data. A large portion of homicide victims were young African American men. Alan explained how high risk youth and African Americans were the ones killing each other and people aren't out there killing each other" in the rest of the world. He asked the leader to take the pie chart back to his group and explain to them what he had said. Then he connected the young man with a job through Healthy Communities. The interruption went according to plan. The first young man was a musician. Street outreach workers knew that the first leader was a musician who had been too busy with street activity to record his music. Measure Y provided him with a recording studio at no cost to him. The second young man has been offered drug treatment services and still keeps in touch with the team. The third young man has kept the job he was referred to. While the interruption helped the group leaders, it also had a big effect on the community. With the three leaders diverted to new pursuits, conflicts between the three groups ceased. Three months later, none of the three groups has been responsible for a shooting or homicide.

Names are fictionalized to protect identity.



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spots between July 1, 2011 and September 30, 2011 subsided somewhat during the next two quarters before increasing again between April and June of 2012. The volume of street outreach activities appear to have decreased during the second half of the fiscal year, perhaps in response to the reduction in shootings and homicides during the outreach-intensive second quarter of the year.



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It is important to note that neighborhood-level street outreach activities, perhaps more than any other Measure Y funded programs, do not lend themselves to meaningful evaluation over the course of only one fiscal year. By their very nature, outreach activities take time to implement before they show results. In particular, it takes time following the deployment of street outreach workers to a given neighborhood or community for outreach teams to develop relationships with local residents and build the trust necessary for residents to view them a resource for violence intervention.

In addition, neighborhood level crime trends do not occur in a vacuum, and thus must be analyzed via long-term analyses that take into account a variety of contextual issues, including national and local crime trends beyond the hotspot neighborhoods, law enforcement activities, funding for social services, economic conditions, employment/unemployment rates, school quality, etc.

Individual-Level Analysis

To analyze individual client outcomes, the evaluation drew on pre/post-service surveys, program milestones, and data from the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the California Department of Corrections and Rehabilitation (CDCR) to assess the impact of program participation on intermediate-level outcomes, such as risk taking behavior; program-related milestones, such as school enrollment; and longer-term outcomes, namely recidivism and school engagement.

In terms of program milestones, 34 clients were re/enrolled in school, while 41 were placed in employment, both of which indicate that the program is successfully reengaging clients in positive activities associated with reduced justice system involvement.

Milestones	# of Clients
Re/enrolled in school or educational setting	34
Placed in employment	41

Results from pre/post surveys, which the program administered to 81 of its 119 clients at intake and again three to six months later, also show positive indicators related to program participation, especially in terms of job preparation and readiness, with 45% of clients reporting that they received a job referral that resulted in an interview. In addition, almost one third reported participating in fewer risk-taking activities, although client outcomes appear to be worse in terms of being able to walk away from dangerous situations.

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Pre/Post Outcome Analysis: OSO/Healthy Oakland				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Job Preparation and Readiness				
Referrals for Job Placement				
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	67	42%	39%	19%
I have received a job referral(s) for a position(s) I am <u>interested</u> in.	76	46%	36%	18%
The referral(s) I received resulted in an interview.	64	45%	27%	28%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	76	32%	39%	29%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	64	20%	72%	8%
Drank alcohol.	67	30%	46%	24%
Used illegal drugs.	63	29%	62%	10%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	67	18%	39%	43%
I know how to get myself out of dangerous situations without violence.	81	19%	36%	46%

Only three of the 17 HO OSO participants under the age of 18 years old matched to OUSD data both before and after program enrollment, so the evaluation could not assess the effect of program participation on clients' school engagement. The evaluation was able to assess criminal or juvenile justice outcomes for 67 Healthy Oakland clients who matched to either Alameda County Probation Department data or the California Department of Corrections and Rehabilitation (CDCR) data and met the minimum service threshold of five hours.²⁴

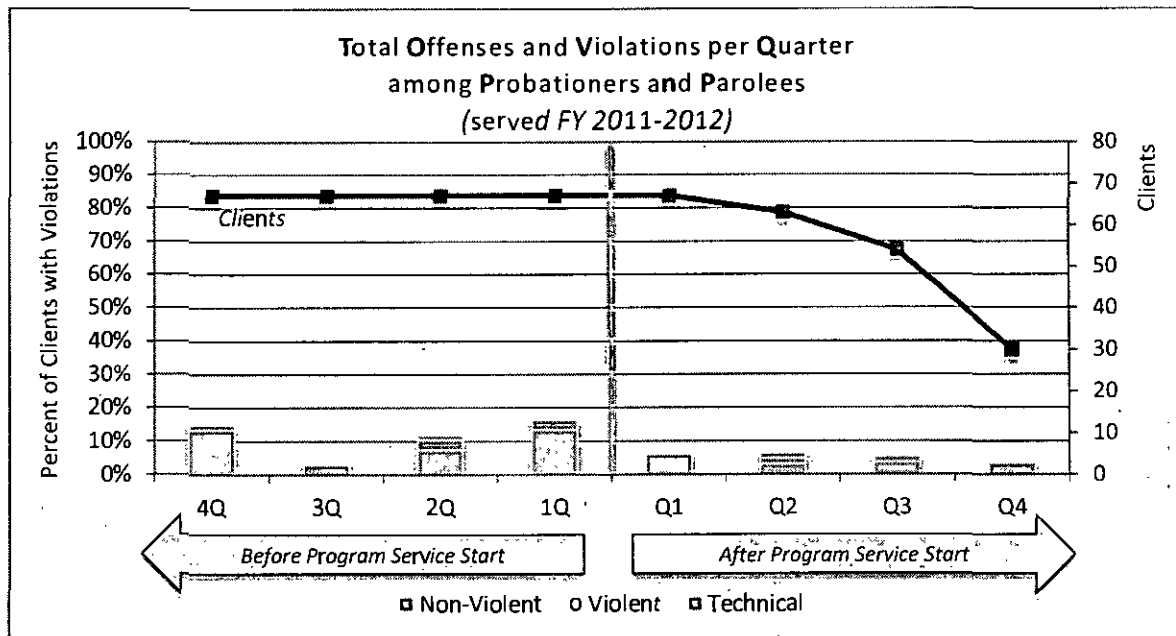
The next graph shows the percentage of program participants who had a new sustained offense or probation/parole violation during each quarter prior to program enrollment and each quarter following program enrollment. As this graph illustrates, almost 15% of participants had had a new sustained offenses or probation/parole violation during almost every quarter prior to program enrollment, while only about 5% had a new offense or violation in any quarter following program enrollment, indicating a

²⁴ Of the 67 clients who matched to ACPD and/or CDCR and met the minimum threshold of service, 51 had records with ACPD's Juvenile Probation Department, 41 had records with ACPD's Adult Probation Department, and 22 had records with CDCR, indicating that most program participants were under supervision by multiple justice agencies. Risk assessment data was only available for 3 of these 67 clients and not included in this report.

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sizeable reduction in criminal/juvenile justice involvement following program enrollment compared to before program enrollment. It is important to note that most clients started program service too late in the fiscal year to have a full year of post-service data, so post-service results are likely biased downwards. The graph illustrates the following:

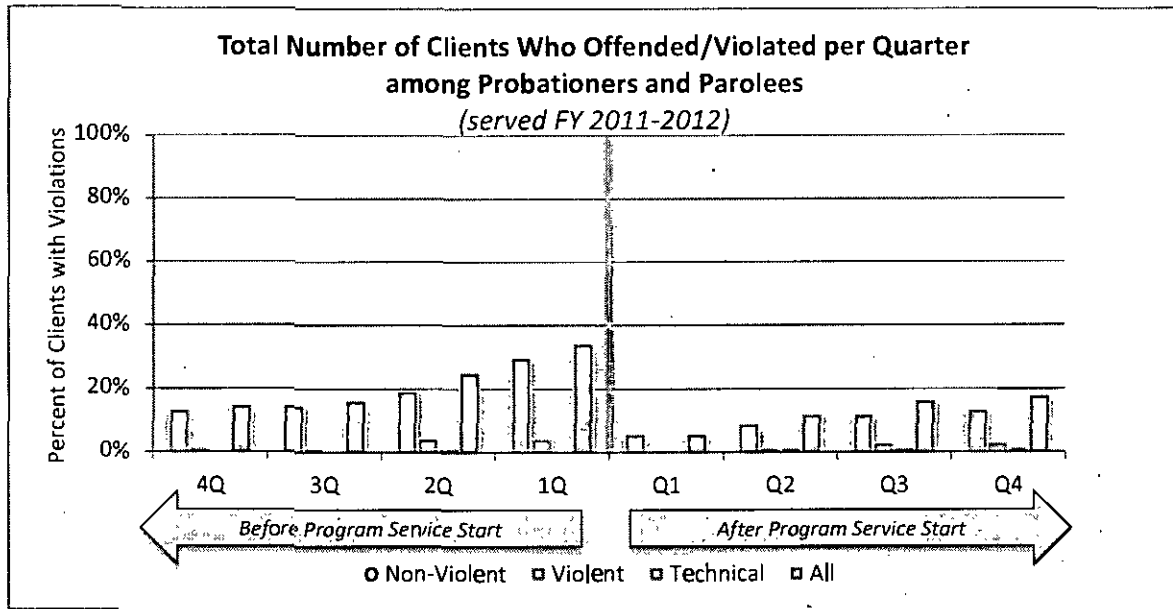
- Violent offenses decreased from 3% pre-service to 2% post-service.
- Non-violent offenses decreased from up to 13% per quarter pre-service to no more than 6% per post-service quarter.
- Technical violations decreased from 3% pre-service to 2% post-service.



The next graph demonstrates the percentage of clients who had a new sustained offense or probation/parole violation cumulatively over the course of the year before and the year after enrolling in the Healthy Oakland Street Outreach program. As this graph shows, more than a third of clients had a new offense the year before starting the program, while fewer than 20% had an offense the year after starting the program. In addition, technical violations of probation/parole comprised a larger proportion of offenses following program enrollment than before, indicating a slight reduction in offense severity. As noted above, most clients started program service too late in the fiscal year to have a full year of post-service data, so post-service results are likely biased downwards. The graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 4% to 3%.
- The proportion of clients committing non-violent offenses decreased from 30% to 13%.
- The proportion of clients with technical violations remained at 1%.

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City-County Neighborhood Initiative

Introduction

Program Overview

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, Sobrante 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.

Summary of Findings

- During the 2011-12 fiscal year, CCNI continued to strengthen resident leadership capacity in Sobrante Park, providing technical assistance to the NCPC/RAC co-chairs and helping to organize residents. CCNI events were attended by over 1,300 residents. In addition, the program placed 32 clients in employment. Delays in the contracting process meant that CCNI was unable to hire a capacity building coordinator to spearhead its work in West Oakland.
- Pre/post surveys found that most clients experienced no change in risk and resiliency factors, while about a quarter experienced improvements.
- Going forward, the initiative aims to strengthen resident capacity to identify and implement solutions to neighborhood problems in both Sobrante Park and the Lower Bottoms neighborhood in West Oakland.

Services Provided

Description of Services

Measure Y funding helps to support the efforts of 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 program also engages individual residents through intensive outreach and links them to employment training and jobs in the competitive market.



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Client Engagement

While the primary focus of CCNI is on achieving community level change, the program also links individual residents with supportive and employment related services. 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 one hour of service per month. 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.

Outreach Events

CCNI organizes and/or participates in community events to help get the word out to residents about relevant services, supports, or opportunities, as well as to engage residents in voluntarism. The table below provides service information regarding the events provided by CCNI. A total of nine events were provided during 2011-12 and were attended by approximately 1,300 participants. Events included an Earth Day celebration, health fairs, three job fairs, National Night Out, and Cesar Chavez Day.

Outreach	Benchmark (Goal)	Actual
# of general outreach events	8	9
# of general outreach event participants (duplicated)	220	1319
# of networking/collaboration meeting event participants – duplicated	300	783
# of networking/collaboration meeting event sessions	20	29
# of presentations at NCPC meetings	4	11

Outreach to Individual Clients

Outreach was provided to young people in the neighborhood to link them with employment opportunities. CCNI engaged 52 clients through intensive outreach.

Outreach	
Outreach Clients ²⁵	52
Outreach Hours	66

²⁵ All clients consented to release their data for the evaluation.

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Demographics

Most intensive outreach clients served by CCNI self-identified as African American, Latino, and male.²⁶ The ethnicity of individual residents who participate in neighborhood groups and other CCNI organized events is not tracked.

Efficiency of Services

Measure Y provides a total of \$186,000 in funding annually. The cost per participant in intensive outreach or events organized by CCNI was \$135 per individual. CCNI was more cost efficient than other Measure Y funded programs. However, CCNI focuses primarily on strengthening community capacity, which means that most individuals are reached through community organizing and capacity building efforts as opposed to individual services. These types of efforts are inherently less resource-intensive.

Impact of Service

CCNI achieved success in supporting resident leadership of the Neighborhood Crime Prevention Council in Sbrante Park and strengthening community engagement. However, delays in the contracting process prevented the initiative from hiring staff to work in West Oakland.

Sbrante Park

Since the initiative was funded in 2005, CCNI community building coordinators have worked closely with residents, to increase participation in the Neighborhood Crime Prevention Council (NCPC) and Resident Action Committee (RAC) and to also begin re-building the NCPC in Sbrante Park. With significant support and technical assistance from CCNI in 2009 and 2010, the NCPC/RAC merged into a single committee, held regular monthly meetings and achieved an enviable level of resident participation, with at least 40 residents attending each meeting. Spanish translation was provided to

[As co-chairs], we have gotten more comfortable with the format. With practice, we are feeling more comfortable with the process of running NCPC/RAC meetings. We are relying on CCNI to help support with recruitment. The objective is to put together a new training manual in the event that we [co-chairs] cannot continue.

- NCPC/RAC Co-Chair Sbrante Park

accommodate monolingual residents. CCNI continues to provide support with agenda planning and facilitation during this initial start-up phase. During the past year, CCNI focused on continuing to strengthen resident leadership and decreased dependence on initiative staff. In July 2011, the NCPC/RAC elected two co-chairs, who have worked with the community and CCNI to organize and run

²⁶ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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monthly meetings. The NCPC/RAC meeting observed for this evaluation was attended by over 40 residents, as well as representatives from the County Supervisor Nate Miley's office, District Attorney Nancy O'Malley's Office, the City of Oakland, and Alameda County Department of Public Health.

CCNI's work in Sobrante Park has resulted in an increase in resident capacity to lead organizing efforts and brought additional resources to the neighborhood. For example, Sobrante Park was selected as one of several neighborhoods to convene Parent Cafés through Alameda County's Project Launch. Parent Cafés create a safe, comfortable place where parents can participate in self-reflection and peer-to-peer learning. Guided by trained Table Hosts, parents gather in small groups on child development, parenting, and parent-child attachment. Sobrante Park was heralded as one of the most successful project sites.

CCNI has helped to get the Resident Action Councils together. We have monthly meetings to get our [NCPC] meeting together. We are in the process of re-doing the bylaws. CCNI has helped me with the canvassing- door to door work; trying to identify additional leaders in the community is a priority. My goal right now is to identify a block captain for each block.

- NCPC/RAC Co-Chair Sobrante Park

As residents take ownership and leadership over their efforts to advocate on behalf of their neighborhood, the need for external support should decrease over time. The past seven years of public and private investment have strengthened resident capacity and positioned Sobrante Park for increasing self-sufficiency. During the next phase of the initiative, the hope is for Sobrante Park residents to devise solutions to neighborhood problems and advocate for resources independently. To achieve this, a broader engagement of the community leaders will need to occur.

West Oakland

During the past year, CCNI has maintained a presence in West Oakland's Hoover district by building relationships with Hoover Elementary school staff and parent groups. However, because of delays in City Council action and the contracting process with the City, the initiative was unable to hire staff to conduct organizing efforts in West Oakland. CCNI is currently recruiting for that position and will reignite community organizing efforts in West Oakland once that position is filled.

Employment Outcomes

CitySpan service data were analyzed to determine employment related outcomes achieved by CCNI. The program placed 45 clients in training, primarily through linking them with services provided by other Measure Y funded and other city employment programs, such as Youth Employment Partnership and Mayor's Summer Jobs. The program placed 32 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.

Outreach	Benchmark (Goal)	Actual
# of clients placed in employment	15	32
# of clients placed in employment training	25	45



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Clients placed in employment reported no change or improvements on risk and resiliency factors, according to pre/post surveys. Pre/post surveys were administered upon enrollment and again when clients completed the program (i.e. were placed in employment). The evaluation found that about a quarter of clients experienced improvements in risk and resiliency factors, while many stayed the same. It is important to note that CCNI serves clients for a short time period (often less than three months) with the primary objective being to place clients in employment or training programs.

Pre/Post Outcome Analysis: CCNI				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	22	9%	91%	0%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	20	25%	70%	5%
I know how to get myself out of dangerous situations without violence.	20	25%	75%	0%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	18	22%	67%	11%
Drank alcohol.	18	28%	72%	0%
Used illegal drugs.	18	28%	72%	0%

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Youth UpRising Attraction, Retention, and Movement

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.

Summary of Findings

- The evaluation found that on most indicators of risk and resiliency, clients experienced no changes. About a third of clients reported taking fewer risks related to carrying a weapon and drinking alcohol. About half reported that they were better able to walk away from trouble.
- Because there were only four students who matched to OUSD data sets, the evaluation could not examine school engagement outcomes.
- Of the 12 clients who matched to criminal justice records and met the service threshold, only one client offended before or after the program.

Tanya came to YU through a community outreach referral. In her initial membership assessment she needed support with education and employment services. Tanya was not in school at the time and had little work experience. Tanya immediately began utilizing YU's educational and case management service, but although she enrolled in the GED program her participation was very sporadic. Because of this, her case manager expressed the importance of her education. Tanya participated in the retreat in August of 2011 and on her return she was placed in our social enterprise youth employment program in the café. Tanya struggled the first three months by not showing up to work, lack of good communication skills, and failing to abide by the program requirements with education and case management. Her case manager never gave up and continued to try to motivate Tanya to stay with the program and why this program would be helpful and beneficial to her needs. Eventually staff had to take disciplinary actions and drew up a plan of action that included suspension from the program for a week. Additionally, her case manager implemented an intervention plan to help support her and during their one-on-one meeting stressed the importance of following through with her commitments. Since the intervention plan has been in place Tanya has excelled in the program and continues to strive to do better in her life. She regularly attends her school placement and does all assignments and shows up on time. She was able to fulfill her employment requirements and finish out her assigned hours. She recently received an offer for permanent employment in YU's café and at a local deli. She also has advanced in her education placement and is preparing to take the GED test.

Names are fictionalized to protect identity.

Oakland Measure Y 2011-2012

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 three-day LeaderShift retreat (one for young men, another for young women). 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 resides in Oakland and share similar life experiences with the young people enrolled in the program.

During 2011-12, ARM enrolled 67 young people in the program. The majority of clients were African American (81%) and Latino (21%). The program served an equal amount of young men and young women.²⁷ All clients served received individual and case management hours. On average, each client received about 12 hours of service.

Type of Service	# of Clients ²⁸	# of Hours	Average per Client ²⁹
Case Management	67	808.4	12.1
TOTAL SERVICE	67	808.4	12.1
Months of Client Engagement	n/a	n/a	3.9

Efficiency of Services

The total contract amount for Youth UpRising in FY 2011-12 was \$133,200. Given the number of clients served and the hours of service provided, the cost per client amounted to \$1,988 and the cost per hour \$165. Compared to other programs within the Street Outreach and Community Organizing cluster, Youth UpRising was moderately cost efficient.

²⁷ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

²⁸ Of these 67 clients, 67 consented to release their data for the evaluation.

²⁹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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Impact of Service

The evaluation drew on pre/post surveys, program milestones, and data from the Alameda County Probation Department (ACPD) and Oakland Unified School District to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, truancy, suspension, and longer-term outcomes, namely recidivism. In interpreting these data, it is important to note that Youth UpRising's ARM program focuses on at-risk young people – some may be involved in the criminal justice system, others are involved in nefarious activities, but haven't been caught yet, and many have dropped out of school. These data do not reflect program impact on those clients who are not in the OUSD and Probation systems, which comprise a significant proportion of the program's clients.

The program collected pre/post surveys for 50 of the 67 clients who enrolled in the program. Pre/post survey results, presented in the next table, indicate that on indicators related risk and resiliency, most clients reported no change on most items. About a fifth of clients reported taking fewer risks related to carrying a weapon, drinking alcohol and using illegal drugs. About a third of clients reported that they were better able to walk away from trouble.

Gerald came to Youth Uprising looking for a change in his life. He was 20 at the time of his interest, which led him to look for programs that would support him in completing his high school diploma and gaining employment. Gerald was currently not enrolled in school and at the age of 17 dropped out and found himself hanging with the wrong crowd and making decisions that ultimately lead to his incarceration which ironically led him to be eligible for a reentry program at YU. The focus of the program was to support young men and women in the transformation of behaviors and attitudes while gaining employable skills soft and hard which would ultimately give them a better chance for employment longer than 6 months and resources to make better decisions in life.

Gerald was very engaged but apprehensive of trusting the program and the staff. In due time, Gerald was very involved and became dependable with his attendance, education, and assignment of working responsibilities. Within the year Gerald was asked to participate in another program called ARM. In

ARM there is a LeaderShift retreat that focuses on consciousness raising skills and life skill development. Gerald was one of the only few that embraced this opportunity to again challenge himself and look for a better future with support from staff when times were rough. Gerald had a one year old son that he was determined to give him a better future, so much so that he made this sacrifice to be on the LeaderShift retreat and ended up missing his son's first birthday. This was the type of dedication that Gerald displayed and quickly through these tough emotional times he was able to persevere and move and make better choices in his life. Currently, Gerald is actively seeking to receive his GED and has held many positions in YU's social enterprises.

Gerald has turned out to be a mentor to young men like himself and continues to lead and demonstrate with the courage it takes to change his life and transform within the community.

Names are fictionalized to protect identity.



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Pre/Post Outcome Analysis: Community Organizing/Youth UpRising				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult I receive help or support from at least one adult.	49	14%	63%	22%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	37	19%	73%	8%
Drank alcohol.	38	26%	61%	13%
Used illegal drugs.	38	18%	76%	5%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	48	29%	50%	21%
I know how to get myself out of dangerous situations without violence.	48	17%	65%	19%

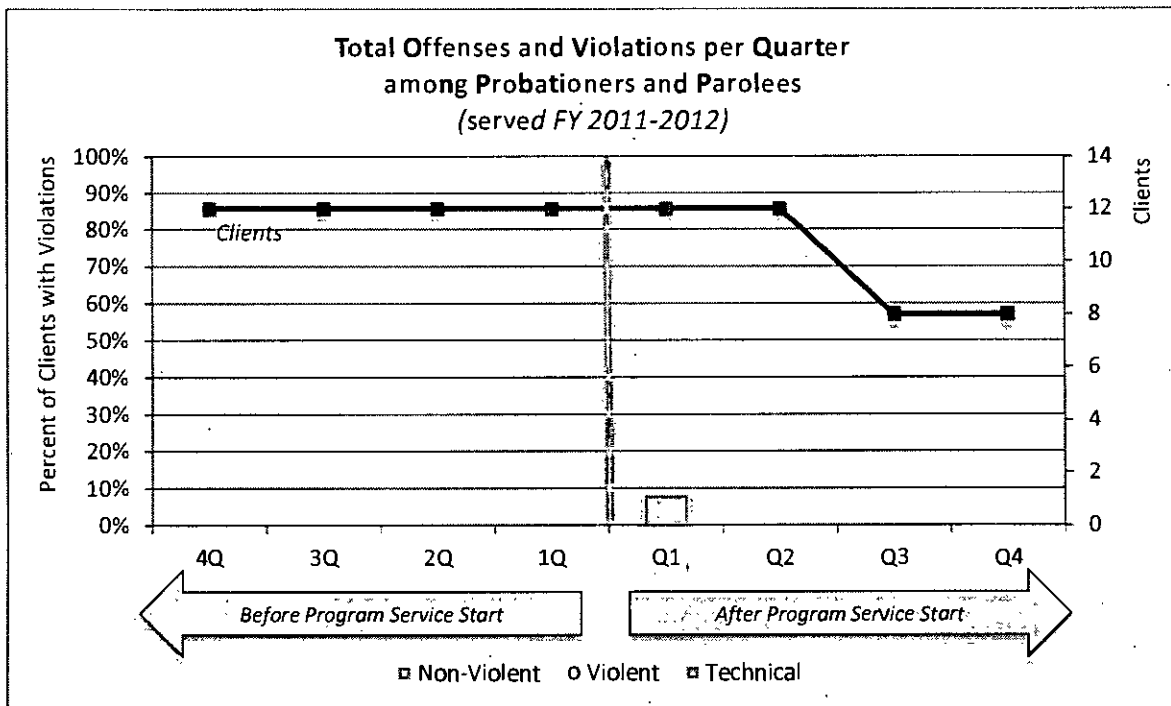
The evaluation examined the program's impact on indicators of school engagement through an analysis of suspension and truancy data for clients that had a record with OUSD. The program serves transition age youth and young adults, many of whom are no longer enrolled in Oakland public schools. As a result, four consented clients were matched to the OUSD dataset. Given the limited sample size, an analysis of school engagement outcomes was not possible.

Our analysis of the twelve consented clients who had a record with probation/parole and received at least five hours of service during the fiscal year found that only one client violated before or after the program began.³⁰ This client violated during the first quarter following program start. These data suggest that consented clients with a probation record are managing to avoid significant criminal justice involvement prior to and upon enrolling in the program. It is important to note that the evaluation looked at those individuals with a sustained law offense; in other words, the evaluation did not count offenses that were not sustained in court. It is possible that young people served through this program have had contact with the law, but their offense was not sustained in court. The graph below illustrates the following:

³⁰ The analysis included clients who had a record with ACPD or CDCR and had received a minimum of 5 service hours. One client matched to Adult Probation; 12 clients matched to Juvenile Probation. None matched to CDCR.

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- There were no violent offenses or technical violations before or after program service.
- There was one non-violent offense during the first post-service quarter.



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School-Based Prevention Projects

Introduction to Strategy

The school-based prevention strategy includes programs that deliver services within Oakland public schools to improve school climate, re-direct gang-involved youth, and implement conflict resolution and alternatives to suspension. Each of these programs provides a different type of intervention designed to mitigate the types of behavior associated poor academic outcomes and justice-system participation for OUSD youth from preschool through high school.

The school-based prevention strategy includes three programs: OUR KIDS, a collaborative effort of OUSD and the Alameda County Health Care Services Agency to provide school-based behavioral health services to students at 12 Oakland middle schools; Second Step, which is a school-wide violence prevention curriculum that trains preschool and elementary school teachers how to create positive school and classroom climates and respond effectively to student misbehavior; and Alternative Education for Gang-Involved Youth, which provides services such as case management and gang re-direct classes for gang-involved youth and their families.

Overview of Evaluation Specific Methods/Measures for Strategy

Because the programs in this cluster vary widely in their activities and interventions, so too do the methods used to evaluate these programs. OUR KIDS, which is evaluated in collaboration the University of California at San Francisco (UCSF), is evaluated through a pre/post analysis of students' behavioral health indicators before and after service participation and through surveys of a random sample of youth at each OUR KIDS school. Alternative Education for Gang-Involved Youth, which provides services directly to individual students, is also evaluated through a pre/post analysis, although with different indicators in recognition of the differing nature of the intervention and student population. For this program, the pre/post analysis uses pre/post surveys of youth to assess changes in their resiliency and protective factors, an analysis of youths' truancy and suspension rates prior to and following program participation, and for youth who are on probation, an analysis of juvenile justice interactions before and after program participation. Because Second Step targets educators rather than students, this program is evaluated through surveys of teachers at Second Step schools. These surveys assess teachers' experiences with the Second Step training curriculum and their impressions of the effectiveness of the approaches learned therein.

List of Programs in Strategy

- OUR KIDS
- Alternative Education for Gang-Involved Youth
- Second Step Violence Prevention



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Alameda County Health Care Services Agency OUR Kids Middle School

Introduction

Program Overview

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 (i.e., 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.

Summary of Findings

- The evaluation of OUR KIDS found that young people who received behavioral health care services experienced improvements in several domain areas, were better able to manage their stress and anxiety and were highly satisfied with the program. Students reported improvements in presenting problems after receiving services according to pre/post intake/discharge assessments completed by providers. Positive adult relationships, healthy expression of emotions, and motivation in school were among the many areas that students experienced statistically significant improvements.

Services Provided

Description of Services

OUR KIDS provides individual and group behavioral health services to middle school youth experiencing behavioral challenges. The program also conducts outreach events. The next table outlines the service hours provided during 2011-12.

School Name	Individual Behavioral Health Hours	Group Behavioral Health Hours	Total Service Hours	Outreach Event Hours
Alliance	1567	296	1863	749
Elmhurst Community Prep	(See above)			
Bret Harte	1620	138	1758	215
Brewer	2132	316	2448	512
Claremont	835	125	960	45



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Coliseum College Prep	973	72	1045	408
Roots	(See above)			
Madison	1225	423	1648	277
Roosevelt	1306	241	1547	113
United for Success	909	468	1377	784
West Oakland	2148	29	2177	113
Westlake	763	780	1543	304
TOTAL	13478	2888	16366	3520

Client Engagement

During 2011-12 OUR KIDS provided services to 664 students at 12 middle schools in Oakland. Of the clients served, 46% were African American, 39% were Latino, and 3% were Asian. Slightly less than half were male (49%) and over half were female (51%).³¹ The next chart provides information on the number of clients served during 2011-12 by school site.

School Name	GGM Clients	EPSDT Clients	TOTAL CLIENTS SERVED (Individual and/or Group)
Alliance	22	36	58
Elmhurst Community Prep			
Bret Harte Oak	35	30	65
Brewer	37	49	86
Claremont	47	20	67
Coliseum College Prep	46	31	77
Roots			
Madison	33	33	66
Roosevelt	36	63	99
United for Success	23	26	49
West Oakland	18	40	58
Westlake	39	N/A	39
TOTAL	336	328	664

Efficiency of Services

The total contracted amount for OUR KIDS was \$219, 514. The average cost per client was \$331 and the average cost per hour was \$13.

³¹ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.



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Impact of Service

OUR KIDS' impact on the mental health functioning of children was examined by analyzing results of pre/post surveys administered by Clinical Case Managers (CCMs) upon intake and discharge, as well as satisfaction survey results.

Students reported improvements in presenting problems after receiving services according to pre/post intake/discharge assessments completed by providers. Positive adult relationships, healthy expression of emotions, and motivation in school were among the many areas that students experienced statistically significant improvements.

Intake/Discharge Assessments

Clinical case managers completed an intake/discharge assessment to examine presenting problems. UCSF, which conducts an external evaluation of OUR KIDS, provided the results of pre/post assessments for students served during 2011-12. Pre/post survey mean scores for each domain were examined to determine whether clients demonstrated an improvement in presenting problems. Post assessments were completed at least 30 days after the pre assessment. 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. The sample size for the assessments was 225.

"My counselor...helped me with my Grandpa's death because she listened to me and she gave me different ways to deal with that."

- OUR KIDS Client, 2011-12

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. The rows shaded in gray indicate that clients experienced a statistically significant improvement in this domain area.

Domain Area	Pre-Mean	Post-Mean	Change Post-Pre	T-Test Pr > t	Positive Change
Positive Adult Relationships	1.77	1.95	0.18	0.0011	+
Empathy Friendship Skills	1.83	1.90	0.07	0.2321	
Interacts Positively Peers	1.72	1.76	0.04	0.4497	
Resists Negative Peer Pressure	1.23	1.41	0.18	0.0022	+
Plan Ahead	1.31	1.49	0.19	0.0013	+
Hopeful Future	1.59	1.82	0.24	<.0001	+
Expresses Emotions Healthy	1.24	1.48	0.24	<.0001	+
Takes Responsibility	1.30	1.51	0.21	0.0001	+
Welcome Opportunity	1.62	1.68	0.07	0.2978	
Motivated School	1.44	1.56	0.12	0.0472	+
Seeks Help	1.46	1.68	0.22	<.0001	+

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Students reported high levels of satisfaction with the services provided by OUR KIDS.

Satisfaction Surveys

OUR KIDS administered satisfaction surveys to its clients. In addition, a Satisfaction Survey was administered to a random sample of six students at each of our school sites. Results of the anonymous survey (n = 47) indicated that the average degree of satisfaction with the Our Kids Our Families services was 9.2 on a scale of 1 (not satisfied) to 10 (very satisfied).

- 98% of students agreed or strongly agreed that the Our Kids Our Families counselor “listens to what I have to say” and 98% agreed or strongly agreed that the counselor “understands my family and cultural background”.
- Students also reported that the counselor helped them to make changes in several areas which included: 98% agreed or strongly agreed that they were able to “stay out of trouble”; 93% agreed or strongly agreed that their counselor helped them to “avoid getting into fights”; 100% agreed or strongly agreed that their counselor helped them to “deal with stress/anxiety better.”
- Suggestions for improving the services were minimal as only 49% of the respondents completed this question. Of those who did respond, 57% stated that they wouldn’t change anything because they liked what their counselor did.



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OUSD Alternative Education Gang Intervention

Introduction

Program Overview

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. This evaluation report's primary focus is on the outcomes of youth that received case management through the program in 2011-12.

Summary of Findings

- The evaluation found that a majority of consented clients reported an improvement in being able to comply and complete the terms of their probation, while fewer than half reported improvements on other indicators related to risk and resilience.
- OUSD Alternative Education clients exhibited a decrease in truancy and no changes in suspension.
- Clients' criminal justice involvement was low the year before and the year after commencing the program. Low consent rates due to factors outside the program's control and small sample sizes mean that results are not generalizable to the overall program.

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Services Provided

Description of Services

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,

Type of Service	# of Clients ³²	# of Hours	Average per client ³³
Case Management	65	1018.9	15.7
Group	146	1803.8	12.4
TOTAL SERVICE	182	2825.7	15.5
Months of Client Engagement	n/a	n/a	2.9

strengthen protective factors and decrease gang involvement through case management, life skills, and parent education. Of the 65 students who received individual services through case management, all were young men; slightly more than half were Latino and around 40% were African American.³⁴ The 65 clients enrolled in case management received on average 16 hours of service. Those who participated in Gang Re-Direct classes received on average 12 hours of service. Case managed clients were engaged on average for slightly less than three months. The program noted that the length of service depends in part on the needs of the individual student. Some students need help resolving a single issue or concern and receive a very small amount of service, while other students need case management for a longer period of time.

Efficiency of Services

The total contract amount for OUSD Alternative Education in FY 2011-12 was \$177,187. Given the number of clients served and the hours of service provided, the cost per client amounted to \$974 and the cost per hour \$63.

³² Of these 182 clients, 41 consented to release their data for the evaluation.

³³ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

³⁴ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Impact of Service

The evaluation examined the impact of OUSD Alternative Education on case managed clients through an analysis of pre/post surveys and probation records. The program also provided client success stories, which are reported here. An analysis of OUSD attendance outcomes was not possible due to the methodology for reporting attendance at OUSD alternative education high schools. It is important to note that this analysis only includes those students who consented to participate in evaluation activities. About a third of clients had consents on record. A challenge reported by the program is securing consent forms from their clients—many are undocumented, probation-involved, and/or have trouble securing a signature from their parent or guardian. Given the relative small sample size, outcomes reported here should be interpreted with caution and are not generalizable to overall program impact.

The program collected pre/post surveys for 25 of the 65 clients who enrolled in the program. Pre/post survey results, presented in the table below, indicate that on indicators related to educational attainment and risk and resiliency, about half of students reported no change or improvement. However, about a third of clients reported improvements in their plans to graduate high school and continue their education. Similarly,

Client Success Story

The following is a case study of one gang-involved student provided by the program.

"Victor slowly began making different and more positive choices in many aspects of his life. Gang involved Victor was expelled from a high school in Oakland for bringing a weapon to school. This student was having problems at home, with much dissent between himself and his mother due to his behavior issues. He was expelled to Community Day School and the YIS began working intensely with him at the start of the school year, identifying the student's goals and desires. At first, this student hung out expressly with another Norteño who often taunted rival gang members through a 'gang whistle' signifying the presence of his own gang on campus. The case manager (Youth Intervention Specialist) began to challenge the student to examine his own behavior choices vis-à-vis his friend. Over time and with much dialogue, the case manager was able to get the student to see for himself that he was being more of a "follower" and that he was choosing to go along with his friend's negative and inflammatory behavior choices. Over time, Victor began making different and more positive behavior changes. He stopped helping provoke rival gang members on campus. He realized that over the last several months, his grades were slipping and he began to apply himself towards his education while asking for extra support from teachers and the case manager.

"One of the self-identified goals in the student's case plan was to get a job. The YIS referred him to community partner, Youth Radio. He followed through on everything he was asked to do; he was interviewed and was hired for the program. Victor has received glowing reviews from his supervisor at Youth Radio. Being able to connect this young man to an appropriate employment opportunity has been a huge incentive for him to keep moving forward on this new positive path he is choosing. Over the past six weeks, Victor's classroom behavior and grades have improved and he has completed all the terms of his expulsion and is scheduled to be re-admitted into a comprehensive high school January 2012."

Names are fictionalized to protect identity.



Oakland Measure Y 2011-2012

slightly less than half of clients reported taking fewer risks related to carrying a weapon and drinking alcohol. The area of greatest improvement for OUSD Alternative Education clients was in relation to their perceived ability to comply with the terms of probation. More than half of clients reported an improvement in being able to comply with and complete the terms of their probation.

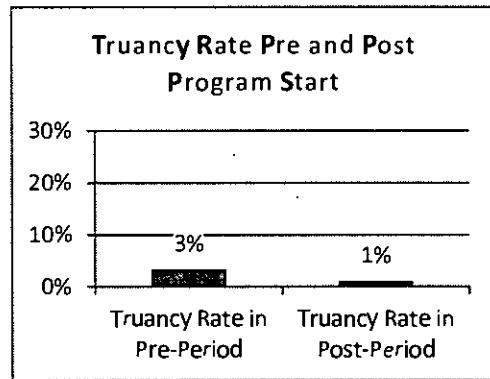
Pre/Post Outcome Analysis: School-Based Prevention/OUSD/Alternative Education Gang Intervention				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	16	44%	50%	6%
I plan to go to college or continue my education.	25	36%	52%	12%
Compliance with Terms of Probation or Parole				
I am confident in my ability to complete the terms of my parole/probation.	8	50%	38%	13%
I try to stay away from situations that will compromise the terms of my parole/probation.	14	57%	21%	21%
Risk and Resiliency Outcomes				
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	16	44%	50%	6%
Drank alcohol.	24	42%	42%	17%
Used illegal drugs.	21	52%	33%	14%
<i>During the past two months, how many times have you been...</i>				
Sent home from school for getting into trouble?	18	22%	50%	28%
Sent to the office or received detention for getting into trouble at school?	18	33%	56%	11%
During the past 30 days, how many times have you skipped school or cut classes?	21	29%	57%	14%
During the last two months, how many times have you been arrested or detained?	20	25%	70%	5%
During the last two months, how many times have you been arrested or detained for a violent offense?	17	6%	94%	0%
During the last two months, how many times have you been arrested or detained for a probation violation?	16	6%	81%	13%

The evaluation examined the program's impact on indicators of school engagement through an analysis of suspension data for the 19 consented clients that had a record with OUSD both prior to and following program enrollment and who met the minimum threshold of five hours of service. The truancy rate among clients decreased from 3% to 1% after program start. The proportion of clients suspended remained unchanged at 21%. It is important to note that this analysis only included results for consented clients who had a record with OUSD for both the year preceding enrollment and the year of enrollment. Further, one site, Street Academy, does not report suspension data in the OUSD Aries system. Due to these issues, results should not be generalized.

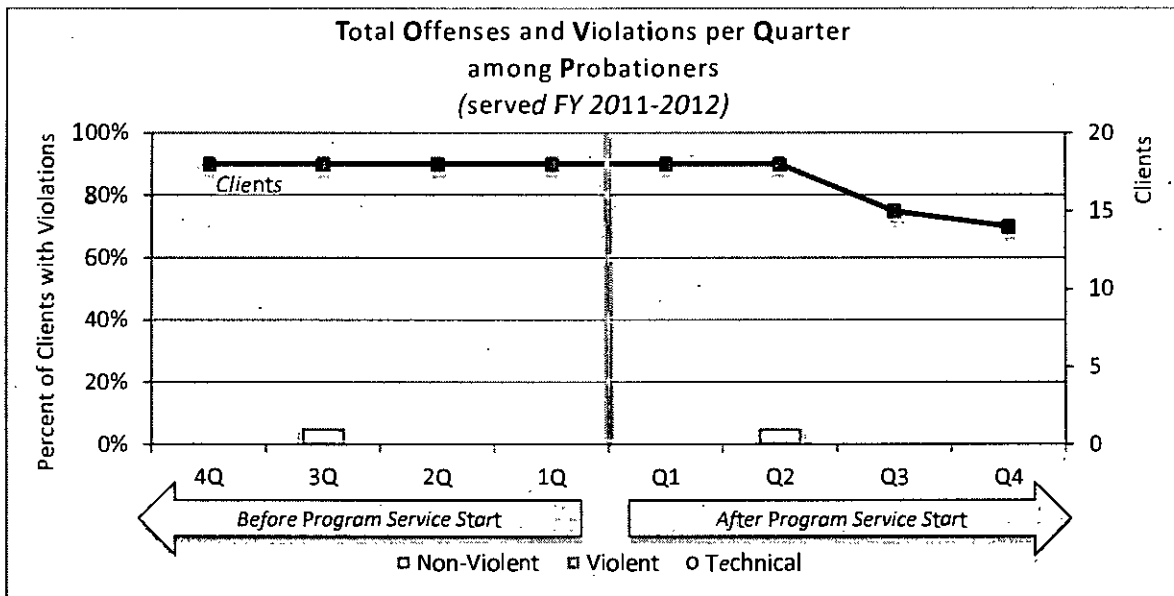


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Our analysis of clients' probation outcomes showed very little change in the number of clients who were convicted of a criminal offense during each quarter of the year following program start compared to each quarter within the year prior to program start. As the graph below illustrates, of the 18 clients who matched to probation data and received at least the minimum threshold of service (five hours), fewer than 10% (one client) were convicted of a criminal offense or a probation violation. The graph below illustrates the following:



- There were no violent offenses during pre-service and post-service quarters.
- Non-violent offenses decreased from 6% pre-service to 0% post-service.
- Technical violations increased from 0% pre-service to 6% post-service.



The number of clients who violated for a new offense or probation violation (adjudicated for a delinquent offense or probation violation) over the course of the year after they entered the program compared with the year before remained unchanged. Consistent with the information presented above, very few of OUSD Alternative Education's consented clients had new offenses or violated their probation before or after participating in the program.

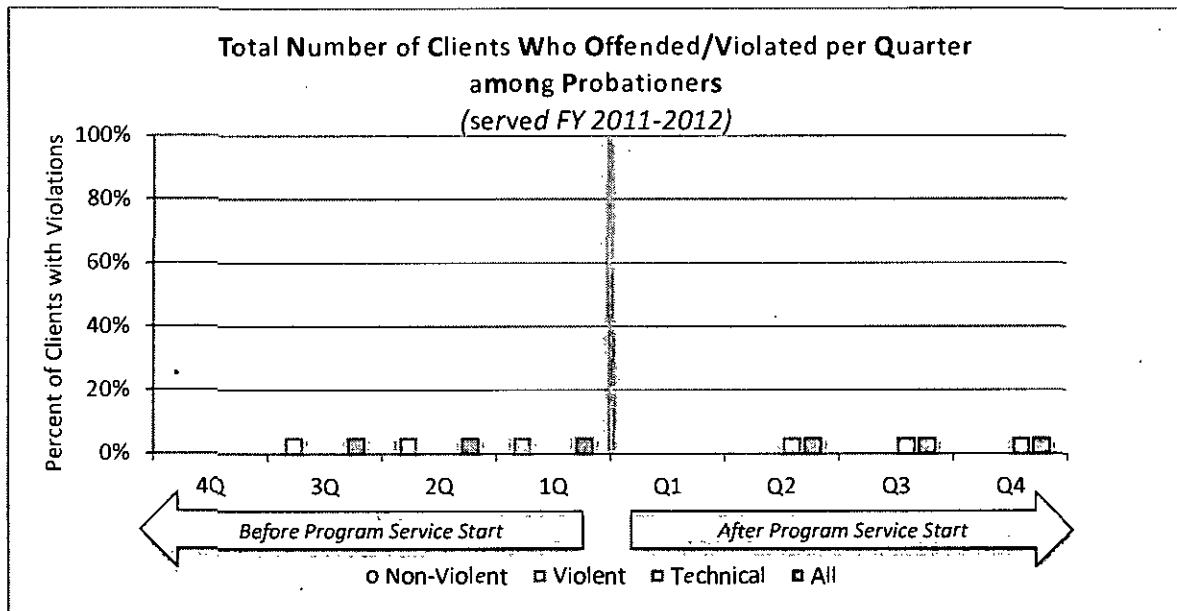
However, the program reported that many of their highest risk clients who are gang-involved either decline to consent because they are already system involved and on probation. The program estimates that at least half of their clients are on probation. Given the low consent rate, it is likely that the level of criminal justice involvement is higher among the individuals served by this program. Further, it is

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important to note that the evaluation looked at those individuals with a sustained law offense; the evaluation did not count offenses that were not sustained. It is possible that young people served through this program have had contact with the law, but their offense was not sustained in court.

The graph below illustrates the following:

- The proportion of clients committing non-violent offenses decreased from 6% to 0%, though represented by a single client.
- The proportion of clients with technical violations increased from 0% to 6%, though represented by a single client.



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OUSD Second Step

Introduction

Program Overview

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. Second Step is a violence prevention curriculum offered at most district elementary schools, early childhood development centers, and Head Start programs. Second Step 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.

"I do Second Step for about half an hour to 40 minutes a day. It is very much a part of building my classroom community and managing my classroom. It gives students a common language to problem solve when issues come up. If kids are having a challenge, I pull a card that is related and I can model problem solving strategies. People say that I have good classroom management, but I really think it is Second Step."

- Kindergarten Teacher, OUSD

Summary of Findings

- The evaluation examined the perceived impact of Second Step, as well as strengths and barriers to implementation through a teacher survey and interviews with two teachers. Survey results showed that teachers were ambivalent about the usefulness of the Second Step curriculum as an integral tool in supporting classroom discipline, school climate and student's social-emotional skills. A key challenge identified by teachers was the time to teach the lessons on a daily basis. However, teachers who implemented the curriculum with fidelity (every day) felt it to be extremely valuable and would like to see more wide-spread adoption and fidelity to Second Step at their school sites.

Services Provided

Description of Services

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. Second Step was offered at all Early Childhood Education, Head Start, and Elementary sites in OUSD during 2011-12. In addition, Second Step provides a parent education component, provided in a workshop/training format to help reinforce the skills being taught to students.

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Efficiency of Services

The cost per session and cost per school were calculated to determine overall program efficiency. Because Second Step reaches a high number of young people as a school-wide program, it is a cost-effective program. The total contract amount for Second Step in FY 2011-12 was \$101,422. Given the number of clients served, the cost per client amounted to \$5, though this amount was contracted across 55 school sites.

Impact of Service

The evaluation developed a teacher survey to gather their perspectives on the impact of Second Step on promoting social emotional learning and the strengths and barriers of the program. Of the 297 surveys submitted, 294 were complete and valid. Most respondents did not identify their school site.

School Site	Responses
Grass Valley	10
Greenleaf RISE	30
Chabot and Piedmont	21
Lafayette, MLK	13
No School Identified	220
TOTAL	294

The Second Step survey found that teachers were ambivalent in their support for Second Step as part of their school-wide discipline plan and for the management of discipline problems in their classrooms. Less than half of teachers who responded reported using the curriculum most of the time. The survey suggests that a majority of teachers have not embraced Second Step as a core part of their discipline and classroom management approach.

The next table shows the results of the Second Step survey. Respondents were asked to rank the extent to which they agreed with each of the statements on a 1 to 5 (strongly disagree to strongly agree scale). A score of 3 indicated the respondent was neutral on the item. On average teachers were neutral on Second Step's benefit to students and the larger school climate. About 40% of teachers reported using the curriculum most or all of the time. More than half (59%) felt that Second Step improved the social-emotional skills of students, though only a quarter reported observing children using the language of Second Step when solving problems. Fewer than half felt that coaching services were beneficial to them.

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Response/Choice Item	Strongly Disagree/ Never		Disagree/ Rarely		Neutral/ Some of the time		Agree/ Most of the time		Strongly Agree/ Always	
	N	%	N	%	N	%	N	%	N	%
During this school year, I have used Second Step regularly.	27	10%	52	18%	90	32%	66	23%	48	17%
Second Step has helped to improve the social-emotional skills of our students.	6	2%	11	4%	100	34%	129	44%	44	15%
Second Step has decreased discipline problems in my classroom.	5	2%	21	7%	131	45%	106	37%	24	8%
I observe students using the common language of Second Step when talking about their feelings or solving problems or conflicts.	20	7%	46	16%	144	51%	61	21%	12	4%
I am aware of the Second Step coaching services/training provided by the District.	250	89%	32	11%	0	0%	0	0%	0	0%
The Second Step coaching services were beneficial to me.	9	3%	10	4%	75	27%	82	30%	43	16%
Second Step is an important part of our school safety plan and approach to discipline.	7	2%	26	9%	93	32%	122	42%	43	15%
Second Step is an effective school-wide violence prevention curriculum.	4	1%	16	6%	110	38%	122	43%	34	12%

The Second Step teacher survey found that the primary barrier to implementation was fitting the curriculum into their schedule. Other reasons were that teachers were using other strategies or they had not accessed training. The teacher survey found that fitting the curriculum into their daily schedule was a challenge experienced by more than half of respondents (57%), while other teachers reported that they had other violence prevention strategies in place. About 18% noted that they had not experienced any challenges implementing the program. Other reasons listed included: materials do not reflect our community; materials are outdated; or need to have the lessons available on DVD. However, interviews with two teachers suggested that for some Second Step is a critical piece to their classroom management plan. For such high implementers, school wide implementation and fidelity to the model would go a long way to strengthening school climate.

"The time is a challenge for us. Sometimes teachers need to cover curriculums, themes and there is not enough time to cover all the lesson's steps."

- Teacher, OUSD Second Step Teacher Survey

Challenges with implementing Second Step	n	% of Total (n=294)
Difficult to fit into my schedule	167	57%
Not enough training	31	11%
Not relevant	21	7%
Not enough resources	16	5%
I'm using other strategies	70	24%
Too many lessons	30	10%
Individual lesson is too long	29	10%
I haven't had any challenges implementing Second Step.	54	18%
Other (please specify)	37	13%



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Community Initiatives Restorative Justice for Oakland Youth (RJOY)

Introduction

Program Overview

Restorative Justice for Oakland Youth (RJOY) is a project of Community Initiatives (CI). Through fiscal sponsorship services, CI enables individuals and groups toward working together to create and invest in projects that benefit the public. Measure Y funding supports RJOY programs at West Oakland Middle School and Ralph Bunche Academy. 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, reentry, community-building, academic support, talking, and healing circles, as well as training adults and students in restorative practices.

Summary of Findings

- The evaluation found that RJOY made progress in developing relationships with teachers, administrators, and students at the school sites in which they worked. The program also came to be viewed as an important resource in responding to problems, challenges, and conflicts at West Oakland Middle School and Ralph Bunche Academy.
- Approximately 15% of RJOY clients experienced fewer unexcused absences after enrolling in the program, while the proportion of RJOY clients suspended decreased from 11% to 9%. At Bunche, school wide suspension incidents decreased significantly from the previous year by 51% and suspension days by 64%. At West Oakland Middle School suspension incidents declined by 86%

Natasha and Teresa.

The RJ Coordinator at West Oakland Middle School has worked with two girls since last year who have been in constant conflict, with short intervals of peace. Natasha, a 13 year old who lives with her grandmother, often succumbs to peer pressure to resolve conflict through fighting. Teresa is 12 years old and lives in a family saddled by intergenerational addiction with frequent physical fighting, cursing, etc. To cope, she often runs away to father's house, or to friends' homes. She has also suffered sexual abuse. Both girls tend to stay on top of their schoolwork but at the same time regularly get caught up in arguments and fights between one another, with other students, and with authority figures. When the RJ Coordinator first began working with her, Teresa was extremely angry, hostile, disrespectful, feeling isolated and alone in the world. Multiple interventions had been attempted without success. After doing restorative group conferences with her family and realizing that Teresa's lack of respect was derailing the process, the RJ Coordinator continued to work with her on a one-on-one basis. She talked about being ostracized and bullied by her classmates and was quick to fight. Her relationship with the RJ Coordinator gradually resulted in change. Teresa soon began coming to the Coordinator's office before her differences with other girls exploded into physical conflict. She began requesting Circles with girls she had issues with rather than curse them out in class and in the hallways. Natasha later asked the RJ Coordinator for a Circle with Teresa just to "clear the air". This time the Circle went well and the girls became friends.

Names are fictionalized to protect identity.



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and suspension days by 85%. RJOY has played an important role in improving school climate on a school wide level at both school sites during the past year.

Services Provided

Description of Services

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.

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 in the school community.

Type of Service	# of ³⁵ Clients	# of Hours	Average per Client ³⁶
Group	298	1562.8	5.2
TOTAL	298	1562.8	5.2

This evaluation examined student and school outcomes for services provided during the 2011-12 fiscal year. The chart provides a summary of the key activities provided by the program. The program served 298 students through restorative justice group services. Of those served by RJOY, 86% were African American and 2% were Latino.³⁷ The program also conducted 17 community trainings and presentations.

³⁶ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

³⁷ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Efficiency of Services

The total contract amount for RJOY in FY 2011-12 was \$133,200. Given the number of clients served and the hours of service provided, the cost per client amounted to \$447 and the cost per hour was \$85.

Impact of Service

A key objective of RJOY is to shift the school culture towards one that utilizes restorative approaches in the face of harmful incidents. RJOY views this as a multi-year process that begins with offering teachers, administrators, and young people with an alternative vocabulary and approach to dealing with wrong-doing or harm at the school site. RJOY staff reported that there is a need for young people, teachers and administrators to have greater understanding of each other through restorative justice circles that emphasize relationship-building.

During the past year, the program reported many successes, while also noting the challenges of operating the program during the first year at new school sites. Among the successes, coordinators reported being able to build positive relationships with school administrators, teachers and young people

"I see teachers go to a punitive approach. I am a reminder of restorative justice; they see me and ask me how to shift from a punitive approach towards a restorative one. They understand that suspension is not working; they never had anything to call the alternative; as soon as you get on my nerves, I go back to punishment. You have to unlearn that habit, taking away perceived power, is an unlearning. Teachers are not opposed to restorative justice, but need to unlearn habits. In the past the District has thrown things at teachers that have not worked; so, they are skeptical, but we are open and inviting as restorative justice coordinators."

- Restorative Justice Coordinator

Young Men's Circles.

During spring 2012, the RJOY Coordinator at Bunche H.S. began facilitating Circles with a core group of ten students between 16 and 18 years old. Almost all these young men were failing and not expected to graduate. Many had been in and out of the juvenile justice system multiple times. The Coordinator asked the boys to select topics of interest that could be addressed in a Talking Circle. Topics included violence in our communities, the role of fathers in our homes, the history of communities of color, Hip Hop, and teen dating violence. Circles occurred on a consistent basis. One of the boys suggested that restorative justice could be even more effective if youth were taking a leading role. They enthusiastically expressed an interest in learning how to facilitate Circles and other restorative practices. Eric then turned the Talking Circles into a training ground for the boys. The boys served as positive role models and mentors to a Middle School boy who brought a BB gun to school and was charged with brandishing a gun replica. They also traveled to Sacramento to educate legislators about school discipline and restorative justice approaches. They presented on restorative justice at community meetings. Almost all went from a 0.0 to a 3 plus GPA. All graduated. One from the group became the class valedictorian. Another was elected this year to the student seat on the Oakland Unified School District Board.

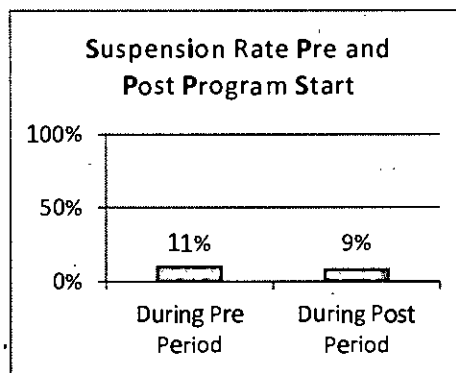
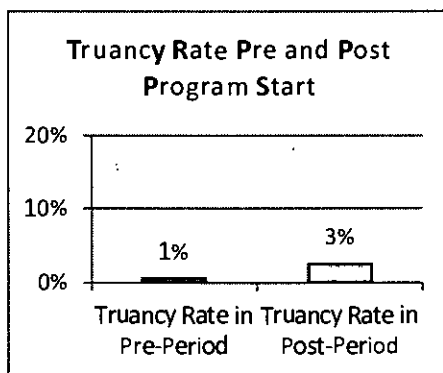
themselves. Program staff also noted that developing buy-in occurs over time and builds as students, teachers, and administrators experience the positive benefits of a restorative justice approach.

A key role of restorative justice coordinators at both school sites was to work with young people who were experiencing behavior problems in and out of class. Most discipline-related issues, the program reported, are related to defiance. Before holding a circle with the teacher, student



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and others impacted by the issue, program staff holds conferences to learn about what is happening for each party. For many young people, the conference is the first time that an adult has asked them about what is going on for them. Many of the youth in West Oakland have experienced significant and ongoing trauma, related to family and community violence and poverty. The circle is another opportunity for young people to share their experience in a safe environment. Program staff reports that when young people are given a chance to acknowledge their mistakes and take action to address those harms, they can continue to participate in their school community as productive and full members. As teachers observe positive shifts in student engagement in their own classrooms, their interest in learning about and utilizing restorative justice approaches increases, as does their reliance on restorative justice coordinators to resolve conflicts and challenges. Teachers and administrators turned to RJOY as a resource in addressing school climate concerns during 2011-12.



Outcome Analysis of Attendance and Suspension

The evaluation examined attendance and suspension outcomes for young people who participated in group services, as well as school-wide changes at West Oakland Middle School and Ralph Bunche Academy by comparing student and school outcomes on these indicators for the year of service (2011-12) to the year preceding service (2010-11). It is important to note in viewing these data that RJOY began working in the schools during 2011-12 and that the first year focused on relationship building, training and collaborating with administrators to respond to school climate concerns and wrong doing, as well as proactive community building.

In relation to student attendance outcomes, the truancy rate increased from 1% prior to enrollment in the program to 3% after being in the program. The evaluation found that slightly more than 15% of consented RJOY clients experienced a decrease in the number of unexcused absences relative to the year before they enrolled in the program. Most consented clients (48%) experienced no changes in the number of unexcused absences relative to the year before, while 37% experienced an increase in the number of days with an unexcused absence. It is important to note that this analysis included all students who received any group services from RJOY and had a student record with OUSD both years. Any increase or decrease of one day counted as a change in unexcused absences. Another limitation is

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that this analysis only reports on outcomes for consented clients who had a record in OUSD the year prior to and year of receiving services. The sample for the individual student analysis was 46³⁸, about 15% of clients served, and is not generalizable to the overall program.

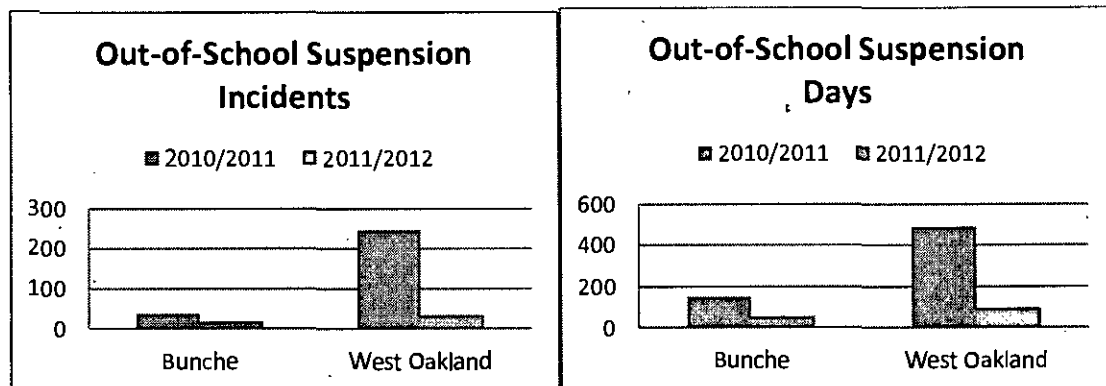
The evaluation examined the proportion of clients suspended before and after participating in RJOY. The evaluation found that the suspension rate decreased from 11% of students being suspended prior to enrollment to 9% being suspended after enrolling in the program. Again, though this analysis included all students served by RJOY regardless of service threshold, it is important to note that the sample evaluated is limited by the low number of consented clients and shortcomings in available OUSD data.

School-Wide Outcomes

School-wide outcomes were examined using data provided by OUSD related to the number of suspensions and number of days students missed because of suspensions. The evaluation found that the number of suspensions decreased significantly at both sites after RJOY began delivering Restorative Justice services. At Bunche, school wide suspension incidents decreased significantly from the previous year by 51% and suspension days by 64%. At West Oakland Middle School, suspension incidents declined by 86% and suspension days declined by 85%.

Out-of-School Suspension Incidents		
	2010/2011	2011/2012
Bunche	37	18
West Oakland	246	34

The graph below depicts the decrease in out of school suspension incidents at Both West Oakland Middle School and Ralph Bunche Academy after RJOY programming began in 2011. The program noted that they were part of a more concerted school-wide effort to strengthen the overall climate at both school sites. At West Oakland Middle School RJOY's partnership coincided with a change in administration and turnover of most of the teaching staff.



³⁸ All consented clients who were served during FY 2011-12 were included in the analysis, regardless of a minimum service threshold.

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The evaluation also found that the number of days students were suspended decreased dramatically at both school sites after RJOY began its work there. At Bunche, the number of days that students missed school because of suspensions decreased by two-thirds.

At West Oakland Middle School, the number of days that students missed school decreased by more than 75%. RJOY has played an important role in partnering with school leadership to improve school climate on a school wide level at both school sites during the past year.

Out-of-School Suspension Days		
	2010/2011	2011/2012
Bunche	151	54
West Oakland	488	95

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Violent Incident and Crisis Response

Introduction to Strategy

There is growing awareness of violence exposure as a key public health and policy issue, due in large part to the recognition among mental health providers, substance abuse treatment providers, policy-makers, and funding agencies that:

- a majority of persons served in public mental health and substance abuse systems have experienced repeated trauma and exposure to violence since childhood;
- these clients have been severely affected by these experiences; and
- when trauma is not addressed, there is a greater use of services and cost associated with these clients.

Measure Y programs in the Violence Incident and Crisis Response cluster aim to provide services to children, youth, and adults who have been exposed to violence. Services are offered while clients are in crisis and after, and are designed to connect individuals and families to resources, reduce the likelihood of re-exposure, and promote healthy outcomes.

Overview of Evaluation Specific Methods/Measures for Strategy

The evaluation uses results from surveys that were custom-designed to measure whether programs under this funding category met their goals. Crisis Response Services Network (CRSN) clients were interviewed by phone once cases were closed. Caught in the Crossfire clients were surveyed at intake and again at case closure on self-report measures of risk of victimization, anger management skills, peer relations and other measures of risk and resiliency.

List of Programs in Strategy

- Crisis Response Services Network, operated by Catholic Charities of the East Bay (subcontractor Youth ALIVE!)
- Caught in the Crossfire, operated by Youth ALIVE!

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Catholic Charities of the East Bay Crisis Response and Support Network

Introduction

Program Overview

The Crisis Response and Support Network 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 200 event participants.

Summary of Findings

- During the reporting period, CRSN continued to serve the surviving loved ones of homicide victims in Oakland with support, therapy, and case management. Over 90% of clients surveyed found the service providers treated them well and provided them with services that were of value.
- CCEB met or exceeded a large majority of its contractual deliverables, and delivered services with which a large majority of surveyed clients were satisfied. Survey findings would have been more meaningful had more clients been contacted, but these findings are not inconsistent with or a marked departure from survey findings collected and analyzed in 2011, which supports the validity of this year's findings, despite the small number of survey respondents.

Services Provided

Description of Services

CRSN staff provides individual mental health and case management services. During the 12-month reporting period CRSN reached out to 393 friends and family members of Oakland homicide victims, offering them case management and mental health support. Approximately 97% (or 382 individuals) participated in individual services. The majority was female (73%). Clients were diverse, with 64%

This quarter, two North Oakland teenage boys were on their way home from school and witnessed the homicide of their father right outside of their home. Immediately CRSN assessed the safety of the family. As the family attempted to grieve the loss of their father, they soon had to manage the shocking loss of their God Brother, also to homicide. In part because the family had to walk through the crime scene every time they enter or exit their home, relocation became a top priority. The CRSN clinical case manager supported the family's mental health issues, including trauma-induced anxiety, as well as ongoing financial concerns. The case manager helped facilitate independent studies for the teenage sons until a safe home was secure in a new school district. Family therapy was essential in this case, due to the high level of loss and multiple stressors, supporting the family with appropriate methods of communication and ways to strengthen their relationships soon became a high priority. In order for the family therapy to be effective, all members needed individual time with their case manager in order to express their feelings fully without worry of impacting the others. With the help of CRSN, the family has relocated to a safe community and the boys attend safe schools. All family members are engaged in their own healing processes.



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African or African American and 34% Latino.³⁹ On average, clients received 11.7 hours of individual services.

Type of Service	# of Clients ⁴⁰	# of Hours	Average per Client ⁴¹
Emergency Funds	65	n/a	n/a
Intensive Outreach	260	1507	5.7
Mental Health Services	171	2883	16.9
TOTAL SERVICE	382	4394.5	11.5

*This table only includes clients that received service. Eleven clients were enrolled in the program but did not receive service.

In addition to individual services, CRSN holds community trainings, family outreach and involvement events, and peer support events often designed to support the classmates of school-age youth lost to homicide. During the reporting period, CRSN reached 2,009 individuals through 156 such events. The majority of events were focused on family involvement and peer support/counseling. CRSN also attended three networking/collaboration events.

Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. CRSN clients received services for an average of 2.1 months. This is expected given that services are designed to offer the survivors of homicide support, at the time of the tragedy, and for as long as they need it thereafter.

Efficiency of Services

The total contract amount for CCEB in FY 2011-12 was \$310,800. Given the number of clients served and the hours of service provided, the cost per client amounted to \$814 and the cost per hour \$71.

³⁹ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁴⁰ Of these 382 clients, 171 consented to release their data for the evaluation.

⁴¹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



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Impact of Service

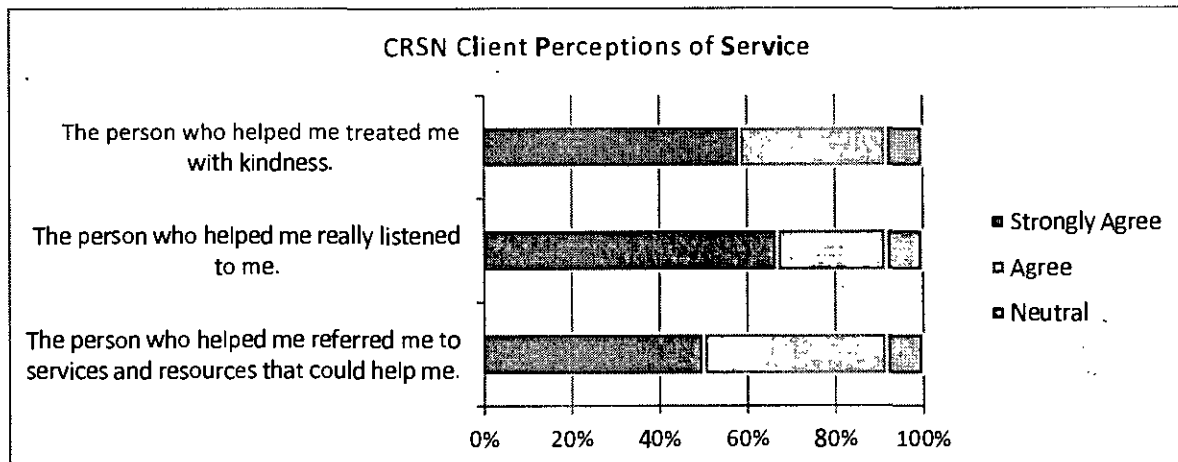
A number of clients who received services during the reporting period were reached through a follow-up telephone survey conducted by CCEB volunteers. Clients were asked about the crisis services they received from both CCEB personnel and from CCEB sub-contractor, Youth ALIVE! There were 13 clients that completed the telephone follow-up survey.

Because CRSN clients are all, by definition, mourning the loss of a 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 (i.e. some clients lost a contributor to household expenses and therefore need assistance with housing and income, while others do not).

The survey found that:

- 100% of CRSN client respondents were talked to in their preferred language.
- 84% of CRSN client respondents were assisted in accessing Victims of Crime benefits (in addition to those associated with funeral arrangements).
- 83% of CRSN client respondents were “satisfied” or “very satisfied” with the CCEB counselor who helped them (among these, 80% were “very satisfied”).
- 75% of CRSN client respondents were contacted within 48 hours of being notified of their loved one’s death (among these, 56% were contacted within 24 hours).

CRSN client respondents indicated that CRSN service providers listened to them, treated them with kindness, and helped refer them to needed resources.



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, working with the police, and helping with housing. The following chart details areas of assistance.

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Did CRSN Help You With...	# of Responses
Victims of Crime benefits application process (other than funeral expenses)	10
Did the services you received help increase your safety?	8
Working with police or the Police Department	8
Finding or holding onto a place to live	7
Accessing Legal Aid	6
Family or parenting concerns	3
Immigration concerns	2
Witness protection assistance	2
A school or school district	1
Stabilizing your income (e.g. help returning to a job, filing for unemployment or TANF benefits, accessing pension payments)?	1

Clients expressed appreciation for the services they received through CRSN:

- *They helped my family and I was very satisfied with the services.*
- *They offered me really good services and we wouldn't be able to overcome it if it wasn't for your services. Thank you.*
- *The services were good and they helped my family. Thanks.*
- *They were helping us when my brother passed the way and they still are helping my mother with therapy sessions.*
- *They helped me by sending a letter to the Oakland housing authority that help me with my section 8.*

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Highland Hospital Youth ALIVE!

Introduction

Program Overview

The Youth ALIVE! 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 works to reduce retaliation, re-injury, and arrest, and to promote positive alternatives to violence by closely working with the Crisis Response Support Network and Oakland'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.

Summary of Findings

- Overall, Youth ALIVE! delivered on its contractual obligations. It served more clients than it had projected it would with supportive services.
- For those clients who completed both pre and post surveys, substantial increases were seen in their knowledge of the services available to them and their reliance on adults and violence-averting resources. No real changes were measured in terms of risk of victimization. Survey findings would be more conclusive if a larger number of pre/post surveys had been collected. However, these findings are not inconsistent with or a marked departure from survey findings collected and analyzed in 2011, which supports the validity of this year's findings, despite the small number of survey respondents.
- The evaluation team recommends that Youth ALIVE! attempt to obtain evaluation consents from more clients, especially case managed clients, in order to increase the availability of data on individuals served by this program.

Services Provided

Description of Services

Youth ALIVE! staff primarily provides case management and intensive outreach. During the 12-month reporting period, Youth ALIVE! served 133 clients. The majority of clients for whom gender was recorded were male (87%). Ethnicity data were not recorded for the majority of clients (83%); among those for whom data were available, 65% identified as Latino.⁴² On average, clients received 7.1 hours of

⁴² Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the

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individual service and were engaged for an average of 1.1 months. Case managed clients received significantly more service, averaging slightly more than 20 hours of case management services.

Type of Service	# of Clients ⁴³	# of Hours	Average per client ⁴⁴
Individual	133	950.6	7.1
Case Management	42	860.8	20.5
TOTAL	133	950.6	7.1
Months of Client Engagement	n/a	n/a	1.1

Efficiency of Services

The total contract amount for Youth ALIVE! in FY 2011-12 was \$85,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$639 and the cost per hour \$89.

Impact of Service

The YouthALIVE! Program obtained evaluation consents from only 20 clients, the majority (60%) of whom received less than 9.5 hours of service, severely limiting the sample size for analysis of the effects of program services on client outcomes.⁴⁵ Although low consent rates are to be expected for programs like YouthALIVE! because they primarily provide short-term intensive services to particularly high-need populations, the evaluation recommends that the program make a better effort to obtain evaluation consents from case managed clients so that these clients' outcomes can be analyzed.

Pre/post surveys 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

evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁴³ Of these 133 clients, 20 consented to release their data for the evaluation.

⁴⁴ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

⁴⁵ The analysis included clients who had a record with JP, ACPD and/or CDCR and had received a minimum of 9.5 service hours. A total of three clients met these criteria, of which all three matched to Juvenile Probation, one matched to Adult Probation, and none matched to CDCR.



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strengthening resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programs.

The table below shows the changes in resiliency reported by clients after participation in the Youth ALIVE! program. Pre/post surveys were analyzed for 11 Youth ALIVE! clients. 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.

Pre/Post Outcome Analysis: Youth ALIVE - Highland Hospital				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Awareness of Community Resources				
<i>I know about the services that are offered in my neighborhood and in Oakland.</i>				
a. Health	11	55%	18%	27%
b. Employment	11	82%	9%	9%
c. Financial	11	64%	18%	18%
d. Legal	11	82%	9%	9%
Costs prevent me from accessing these services, even when I need them.	10	9%	27%	55%
Conflict Resolution				
There is an adult in my life who believes I will be a success.	11	82%	0%	18%
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.	11	82%	9%	9%
When actions of others make me angry or scared, I might sometimes resort to violence.	11	64%	27%	9%
I am able to walk away when friends or associates are pushing me toward trouble.	11	73%	27%	0%
I know how to get myself out of dangerous situations without violence.	11	64%	18%	18%
Risk and Resiliency Outcomes				
<i>During the past 30 days, I have...</i>				
a. been threatened or injured with a weapon (gun, knife, club, etc.).	11	27%	55%	18%
b. been pushed, shoved, slapped, hit, or kicked by someone who wasn't just kidding around.	11	0%	82%	18%
c. had property stolen or deliberately damaged, such as a car, clothing, or books.	11	0%	73%	27%



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Young Adult Reentry and Employment

Introduction to Strategy

The Young Adult Reentry and Employment strategy is comprised of two different types of programs that provide services to justice system-involved adults on probation or parole. One program type is Reentry Employment, which is provided by four different community-based organizations and provides a range of employment-related services, such as job training, temporary subsidized employment, and non-subsidized job placement. The other program type is Project Choice, which provides intensive case management and support services designed to help incarcerated individuals successfully transition from custody into the community. Project Choice programs are provided by two community based organizations, one of which focuses on reentry youth, while the other focuses on adult parolees.

Overview of Evaluation Specific Methods/Measures for Strategy

The Young Adult Reentry and Employment programs are evaluated by comparing clients' risk and resiliency and justice system involvement before and after program participation. Risk and resiliency are considered intermediate-level outcomes and include "soft" factors, such as attitudes, behaviors, and beliefs that are associated with involvement in the justice system. These are assessed through client pre/post surveys, administered to program participants at intake and three to six months later. Criminal justice outcomes are assessed by comparing clients' interactions with the justice system during the year before they began program service to their interactions with the justice system up to one year following program service start. The post-service start period varies considerably depending on when clients entered the programs; for those clients who entered the program toward the end of the 2011-12 fiscal year, there may be only a few months of post-service data to analyze.

List of Programs in Strategy

- Project Choice
 - o The Mentoring Center Project Choice
 - o Volunteers of America Bay Area Project Choice

- Reentry Employment Programs
 - o Volunteers of America Bay Area Reentry Employment
 - o Goodwill Industries Reentry Employment
 - o Workfirst Foundation (America Works) Reentry Employment
 - o Youth Employment Partnership Reentry Employment



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The Mentoring Center Project Choice

Introduction

Program Overview

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 reentry 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.

Summary of Findings

- The evaluation results show that Project Choice clients reported being equipped with a plan for reentry in their community that addressed their basic needs. The survey also revealed that Project Choice clients were making better choices and staying out of trouble.
- Only 13 clients matched to criminal justice datasets, of which none violated before or after participating in the program; however, absence of data from the Department of Juvenile Justice and the limited number of clients with justice systems data restricts the generalizability of justice outcomes to the overall program population. It is important to note that the evaluation looked at those individuals with a sustained law offense.

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, wraparound services, and case management beginning before clients leave prison and continuing as they re-enter the community. TMC Project Choice enrolled 34 individuals during the period examined by this evaluation. Project Choice enrolls clients prior to 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. One-hundred percent of the clients were male, 76% were African or African American and 21% were



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Latino.⁴⁶ Clients received a combination of individual, case management, and group services. On average clients received 105 hours of service each. Clients were engaged on average for 7.8 months. This is consistent with programmatic expectations – clients are typically served for several months preceding their release. Those clients returning to Oakland are served for several more months as they transition back to their community.

Type of Service	# of Clients ⁴⁷	# of Hours	Average per Client ⁴⁸
Individual	22	1176.2	53.5
Case Management	22	1158.2	52.6
Group	27	2376.0	88.0
TOTAL	34	3552.2	104.5
Months of Client Engagement	n/a	n/a	7.8

*This table only includes clients who received service. One client was enrolled but did not receive any service.

Efficiency of Services

The total contract amount for The Mentoring Center in FY 2011-12 was \$109,890. Given the number of clients served and the hours of service provided, the cost per client amounted to \$3,232 and the cost per hour \$31. Compared to other programs within the Young Adult Reentry and Employment cluster, The Mentoring Center was moderately cost efficient.

Impact of Service

The evaluation drew on a post-client survey that the program administered to participants three to six months following program service start, as well as

Daniel attended Project Choice while incarcerated in DJJ. He was released for DJJ and located in a group home in East Oakland. Daniel was then re-referred to Project Choice by the operator of the group home. Project Choice was able to assist Daniel in his efforts to get into Laney College, get his books and some assistance with transportation. Upon Daniel's release from the group he moved in with his mom, shortly after which he was robbed on the street of his laptop computer, his financial aid and all other belongings. He was also given a notice to leave his mom's house leaving him homeless. After several months Project Choice was able to assist Daniel in finding employment and housing which he maintains to this day.

Names are fictionalized to protect identity.

⁴⁶ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁴⁷ Of these 34 clients, 33 consented to release their data for the evaluation.

⁴⁸ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR). These methods assessed the impact of program participation on interim outcomes, such as family reunification, participation in risk taking activities, and longer-term recidivism related outcomes.

The program collected surveys from 24 of the 34 clients who were served and the survey results, presented in the table on the following page, indicate that the majority of program participants reported very positive results from their Project Choice participation. In particular, almost 90% of respondents reported that as a result of their participation in Project Choice, they returned to Oakland with a plan to meet basic needs, such as food and shelter. Upon being released over 80% reported having these needs met. In addition, over 95% of clients reported being better able to get themselves out of dangerous situations and participating in fewer risk-taking activities, such as carrying a weapon or using illegal drugs.

Pre/Post Outcome Analysis: Young Adult Reentry and Employment/TMC/Project Choice				
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Resiliency and Protective Factors				
<i>As a result of the services I received from Project Choice during my incarceration...</i>				
I returned to Oakland with a plan for meeting my basic needs, such as food and shelter.	9	89%	11%	0%
<i>As a result of the services I received from Project Choice after my release...</i>				
I have re-connected with my family.	16	81%	13%	6%
I have access to transportation.	17	82%	12%	6%
My basic needs, such as food and shelter are taken care of.	17	88%	6%	6%
<i>By Participating in Project Choice...</i>				
I have received a referral for a job or job-related services.	18	72%	22%	6%
I am more able to walk away when friends and associates are pushing me toward trouble.	24	96%	4%	0%
I know how to get myself out of dangerous situations without violence.	24	100%	0%	0%
Risk Taking Activities				
<i>During the past 30 days, how many times did you or someone you were hanging out with...</i>				
Carry a weapon such as a gun, knife or club?	20	0%	0%	100%
Drink alcohol?	20	0%	5%	95%
Use illegal drugs?	20	0%	0%	100%

Unfortunately, the nature of the population served by The Mentoring Center's Project Choice Program limited the evaluation's ability to get reliable justice system data on most clients. The Mentoring Center's Project Choice program primarily serves youth who are being released from the state's Department of Juvenile Justice (DJJ) an agency which did not share data with the City of Oakland or the



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external evaluator. Because 13 of these clients were also involved in additional justice systems which do provide data for the evaluation, including the Alameda County Probation Department (ACPD) or the California Department of Corrections and Rehabilitation (CDCR), the evaluation was able to track the outcomes for these clients; however, the absence of CYA data limits the both the reliability and the generalizability of these findings.⁴⁹

None of the clients who were served by this program and had records with ACPD or CDCR had a delinquent offense or a probation violation during any quarter of the year before or after program service. Because all of these clients were incarcerated in DJJ when they enrolled in this program, it is likely that they were incarcerated during the entire year prior to service start, and consequently would have had little opportunity to commit a new delinquent offense. Clients for whom there was available post-service data do not appear to have recidivated following their participation in Project Choice, although if these clients were on juvenile parole as well as juvenile probation, it is possible that violations were recorded in their parole records instead of their probation records.

⁴⁹ All 13 of these clients were under probation supervision; one was also on parole with the California Department of Corrections and Rehabilitation (CDCR).

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Volunteers of America Bay Area Project Choice

Introduction

Program Overview

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, subsidized 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.

Summary of Findings

- The evaluation results show that Project Choice clients reported being equipped with a plan for reentry in their community and. Upon release, all were able to meet basic needs and most reported reuniting with their families. In addition, the survey revealed that Project Choice clients were making better choices and staying out of trouble.
- Probation and parole records also indicate that Project Choice clients had reduced involvement in the criminal justice system following their participation in the program. It is important to note that the evaluation looked at those individuals with a sustained law offense.

Services Provided

Description of Services

Volunteers of America Bay Area (VOABA) Project Choice aims to support successful reentry among ex-offenders who return to Oakland. During the project period, the program served 90 clients, the majority of whom were African American (85%) men (99%).⁵⁰ Most Project Choice clients received a combination of individual and case management service. Fourteen also received group services. On average, clients

⁵⁰ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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received 19 hours of individual and case management services. On average, Project Choice clients were engaged for a little more than five months of service.

Type of Service	# of Clients ⁵¹	# of Hours	Average per Client ⁵²
Individual	90	1687.6	18.8
Case Management	90	1676.1	18.6
Group	14	3965.0	283.2
TOTAL	90	5652.6	62.8
Months of Client Engagement	n/a	n/a	5.3
*This table only includes clients who received service. One client was enrolled in the program but did not receive any service.			

Efficiency of Services

The total contract amount for VOABA in FY 2011-12 was \$222,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,467 and the cost per hour \$39. Compared to other programs within the Young Adult Reentry and Employment cluster, VOABA was close to average in terms of cost per client and hour.

Impact of Service

The evaluation drew on a client survey that the program administered to participants three to six months following program service start, as well as data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR) to assess the impact of program participation on interim outcomes, such as family reunification and participation in risk taking activities, and longer-term recidivism related outcomes.

The program collected surveys from 23 of the 90 clients who they served. Of the clients who did complete a survey, 100% reported returning to Oakland with a reentry plan to meet their basic needs and, upon returning home, all confirmed that they were able to meet basic needs. In addition, between 95% and 100% reported being able to get out of dangerous situations without violence or walk away when their friends are pushing them toward trouble. More than three quarters reported not participating in risk-taking behaviors, such as carrying a weapon, drinking alcohol, and/or using illegal drugs.

⁵¹ All clients consented to release their data for the evaluation.

⁵² Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



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Pre/Post Outcome Analysis: Young Adult Reentry and Employment/VOABA/Project Choice				
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Resiliency and Protective Factors				
<i>As a result of the services I received from Project Choice during my incarceration...</i>				
I returned to Oakland with a plan for meeting my basic needs, such as food and shelter.	17	100%	0%	0%
<i>As a result of the services I received from Project Choice after my release...</i>				
I have re-connected with my family.	19	100%	0%	0%
I have access to transportation.	19	95%	5%	0%
My basic needs, such as food and shelter are taken care of.	22	100%	0%	0%
<i>By Participating in Project Choice...</i>				
I have received a referral for a job or job-related services.	21	81%	14%	5%
I am more able to walk away when friends and associates are pushing me toward trouble.	23	100%	0%	0%
I know how to get myself out of dangerous situations without violence.	22	95%	5%	0%
Risk Taking Activities				
<i>During the past 30 days, how many times did you or someone you were hanging out with...</i>				
Carry a weapon such as a gun, knife or club?	21	0%	14%	86%
Drink alcohol?	22	14%	9%	77%
Use illegal drugs?	22	5%	9%	86%

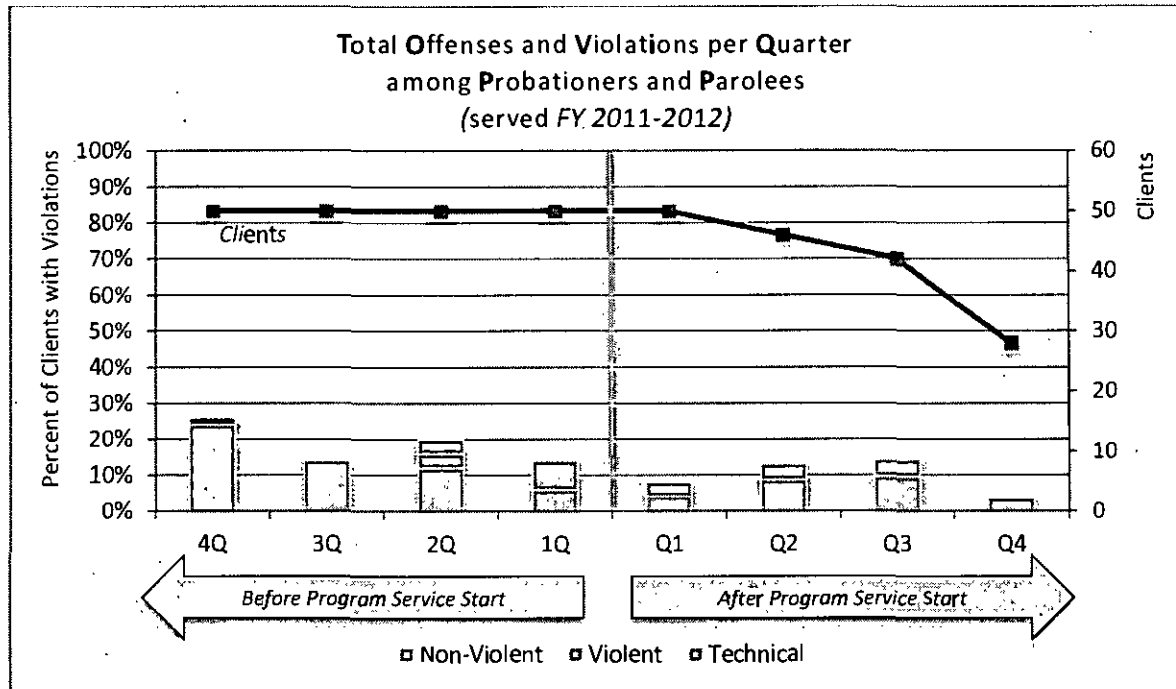
Our analysis of clients' probation and parole outcomes showed small decreases the number of clients who were convicted of a criminal offense during each quarter of the year following program start compared to each quarter within the year prior to program start. It is important to note that the pre-program numbers are likely biased downward because many clients were incarcerated for most or all of the year prior to program start. As the next graph illustrates, of the 50 Volunteers of America Project Choice clients who matched to probation or parole data and received at least the minimum threshold of service (9.5 hours)⁵³, no more than 15% were convicted of a criminal offense or a probation/parole violation in any quarter subsequent to starting the program. There was a slight increase in per-quarter violent offenses, although given that many clients were incarcerated during most of the year prior to service, it is not possible to know if this indicates an increase in clients' offense severity or just an

⁵³ Of the 50 clients who to whom we were able to match criminal justice records, 23 had records in Juvenile Probation, 28 had records in Adult Probation, and 45 had records in the CDCR (Parole). Many of these clients had records in multiple systems, indicating that they were on both probation and parole.

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absence of pre-service data. It is important to note that the evaluation looked at those individuals with a sustained law offense; the evaluation did not count offenses that were not sustained. It is possible that individuals served through this program have had contact with the law, but their offense was not sustained in court. The graph below illustrates the following:

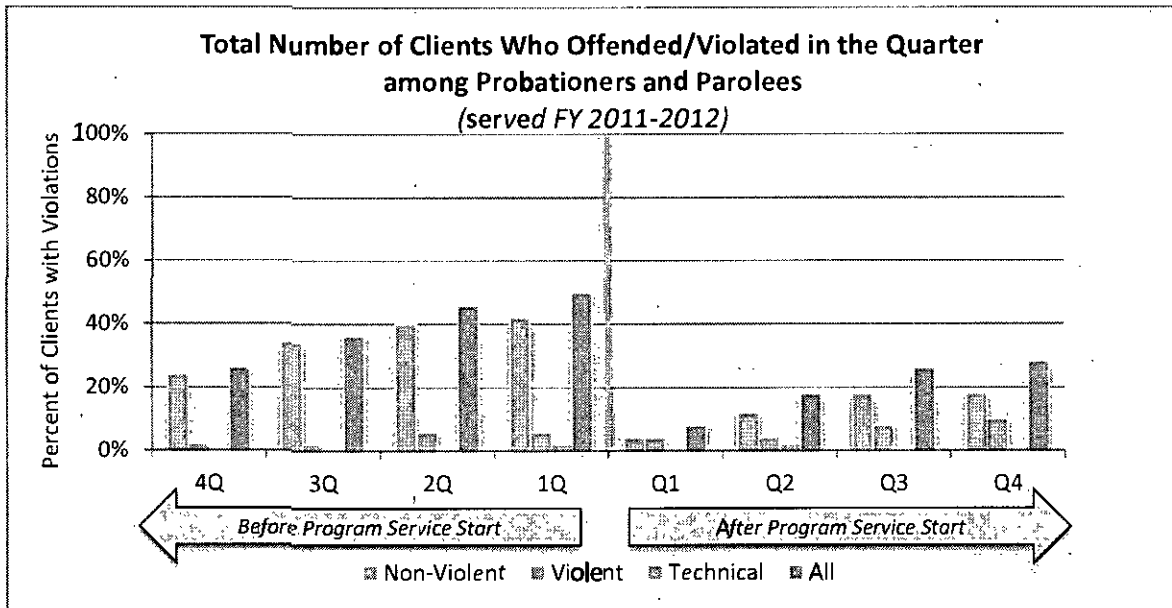
- Violent offenses per quarter remained around 4% before and after service.
- Non-violent offenses decreased from 24% pre-service to 10% post-service.
- Technical offenses decreased from 8% pre-service to 4% post-service.



In addition, fewer clients were convicted of a criminal offense or parole violation over the course of the year after they entered the program compared with the year before, with 50% of clients having a conviction or parole violation during the year before starting the program and less than 30% having a conviction or parole violation during the year after starting the program, as illustrated in the graph below. It is important to note that the percentage of clients who violated post-service is likely biased downwards as records were not available for a full year after enrollment for many clients. The graph below illustrates the following:

- The proportion of clients committing violent offenses increased from 6% to 10%.
- The proportion of clients committing non-violent offenses decreased from 42% to 18%.
- The proportion of clients with technical violations remained at 2%.

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Volunteers of America Bay Area Reentry Employment

Introduction

Program Overview

Volunteers of America Bay Area (VOABA) Reentry aims to support the reentry 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. Measure Y funds are used to provide cognitive behavioral therapy, work experience, and work search / life skills training for 32 adult parolees annually. Participants receive job preparation services that include pre-employment education, housing assistance, substance abuse services, stress management and life skills training. Participants work in subsidized employment for a three-month period, for approximately 240 hours. Upon completion of the program participants are referred to The Workfirst Foundation (America Works) for direct job placement into unsubsidized employment.

Summary of Findings

- Pre/post surveys found that about a third of clients reported improvements on job readiness and all reported an improvement in job retention. The majority of clients experienced no change on indicators of risk, resiliency, and protective factors.
- Results from the matched data analysis with criminal justice datasets showed that while both the proportion of clients violating and the proportion with sustained violent offenses increased in the third quarter after services began, fewer clients were convicted of a criminal offense or parole violation in the year after program start than in the year before.

Services Provided

Description of Services

VOABA served 50 clients during the project period. The majority identified themselves as African American (80%) or Latino (12%)⁵⁴ and all were male. The next table provides information about the clients served and the type of services clients received. On average, clients received 14 hours of individual service, six hours of case management, and almost 282 hours of work experience. Clients were engaged on average for 4.7 months and received an average of 200 hours of service total.

⁵⁴ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Type of Service	# of Clients ⁵⁵	# of Hours	Average per Client ⁵⁶
Case Management	50	672	13.4
Work Experience	33	6242	189
Life Skills	50	1538	30.8
Months of Engagement	n/a	n/a	4.7

Efficiency of Services

The total contract amount for VOABA in FY 2011-12 was \$222,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$4,440 and the cost per hour for both client service and work experience was \$26. Like most of the reentry programs, VOABA Reentry has a somewhat high cost per client but a low cost per hour. In addition, a significant portion of this programs funding pays for clients' supported employment wages, making the actual service costs of the program even more efficient.

Impact of Service

As noted above, the evaluation drew on pre/post surveys, program milestones, and data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as job placement; and longer-term outcomes, namely recidivism.

The program collected pre/post surveys for only 12 of their 50 clients, limiting the generalizability of these findings. Pre/post survey results, presented in the table below, indicate that all participants reported an increase in job placement and retention, an expected and important outcome for a job training and work experience program. In addition, one third

Chris is one of the most current Crew Based success stories. Chris had a hard hill to climb. Because he had no job and too much time on his hands he burglarized a store and became incarcerated. When he entered East House he began working towards his GED, and was in the process of obtaining it when he came to Crew Based. After several tries he got his GED and he has now signed up for classes at Berkeley City College. His first class started the first of October. He is to be commended for not giving up on Algebra and Trigonometry, although he wanted to give up several times. Chris persevered and I am proud to say because of his effort he finally got his GED.

Names are fictionalized to protect identity.

⁵⁵ All clients consented to release their data for the evaluation.

⁵⁶ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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of clients reported improvements in job preparation and readiness. However, less than one-fifth of clients reported improvements in risk-taking activities and resilience factors, such as their ability to get out of dangerous situations without violence.

Pre/Post Outcome Analysis: Young Adult Reentry and Employment/VOABA				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	8	0%	100%	0%
Drank alcohol.	8	13%	88%	0%
Used illegal drugs.	8	0%	100%	0%
Resiliency and Protective Factors				
I am able to walk away when friends and associates are pushing me towards trouble.	12	17%	58%	25%
I know how to get myself out of dangerous situations without violence.	12	17%	75%	8%
Employment Related Outcomes				
Job Preparation and Readiness				
i have practiced questions on an application or in a job interview.	12	33%	50%	17%
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	11	36%	45%	18%
Job Retention				
I have been employed for...(unemployed, less than 30 days, 30-60 days, over 90 days)*	11	100%	0%	0%
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Conflict Resolution Skills				
(Post Test only): In the past 30 days I have used conflict resolution skills.	12	58%	33%	8%

*Score improvement reflects longer job retention based on available categories.

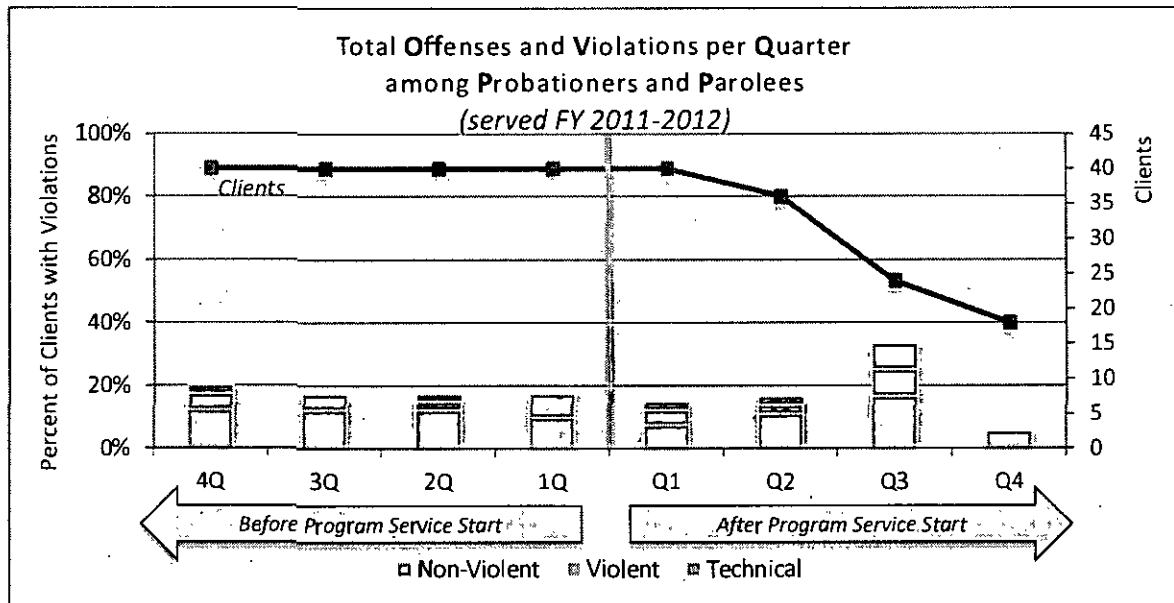
As the graph below illustrates, of the 40 Volunteers of America Reentry Employment clients who matched to probation or parole data and received at least the minimum threshold of service (9.5 hours)⁵⁷, the percentage who were convicted of a criminal offense or a probation/parole violation each quarter remained constant before and after services began, though there was a noticeable increase in

⁵⁷ Of the 40 clients to whom we were able to match criminal justice records, 21 had records in Juvenile Probation, 24 had records in Adult Probation, and 32 had records in the CDCR (Parole). Many of these clients had records in multiple systems, indicating that they were on both probation and parole.

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clients' third post-service quarter. That is, nine months after clients started services, a third of clients committed a new offense or violation. The proportion of violent offenses also increased during this time period as did the proportion of technical violations. This spike was followed by a reduction in offenses during the fourth quarter following service start, although fewer than half of program participants had a full four quarters worth of post-service data. The graph below illustrates the following:

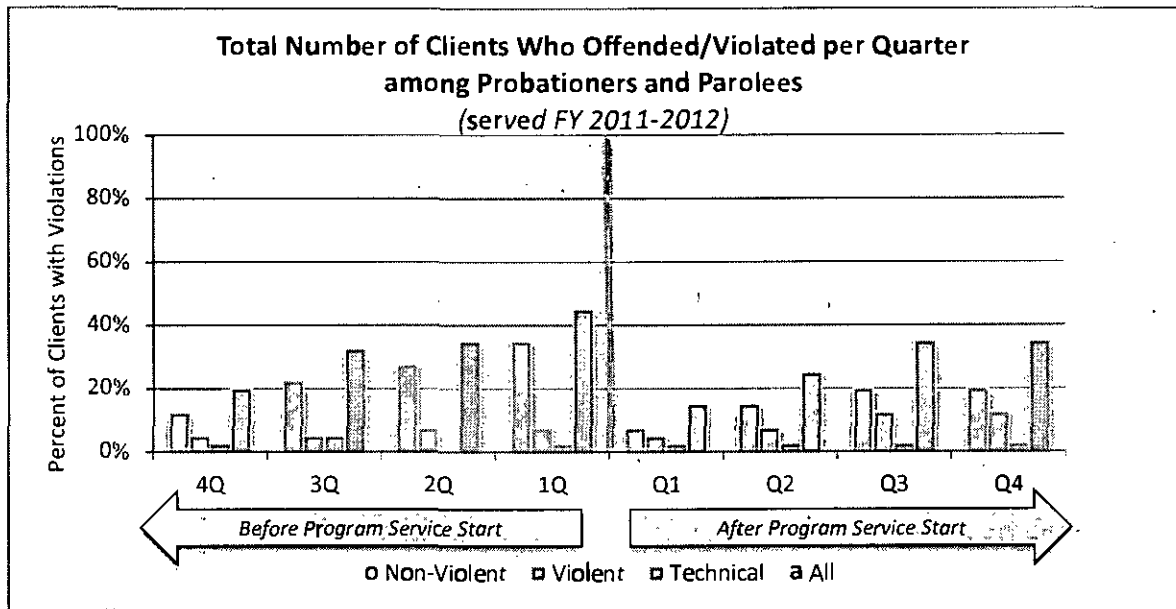
- Violent offenses increased from 5% pre-service to 8% post-service.
- Non-violent offenses increased from 13% pre-service to 17% post-service.
- Technical offenses remained at up to 8% per quarter before and after service.



The graph below depicts the cumulative proportion of clients with criminal convictions or violations in the four quarters preceding enrollment relative to the four quarters following service start. Fewer clients were convicted of a criminal offense or violation in the year after program start than in the year before, indicating a decrease in criminal justice involvement after enrolling in services. Results are likely biased downward because not all clients have a full year of post-service data. In addition, the percentage of clients convicted of violent offenses did increase slightly, indicating that while fewer clients committed crimes, those who did committed more serious offenses. It is important to note that the evaluation looked at those individuals with a sustained law offense; the evaluation did not count offenses that were not sustained. It is possible that individuals served through this program have had contact with the law, but their offense was not sustained in court. The graph below illustrates the following:

- The proportion of clients committing violent offenses increased from 8% to 13%.
- The proportion of clients committing non-violent offenses decreased from 35% to 20%.
- The proportion of clients with technical violations decreased from 5% to 3%.

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Goodwill Industries Reentry Employment

Introduction

Program Overview

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 reentry population by providing transitional, subsidized employment experience to 18- to 35-year olds, who are on parole or probation. Goodwill is contracted to serve 20 participants. 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.

Summary of Findings

- The evaluation results show that clients received job training and work experience, and achieved moderate improvements in criminal justice outcomes following their participation in Goodwill Industries' Transitional Jobs program. In addition, the slight decrease in the proportion of clients with a violent offense suggests an important reduction in the severity of offenses.

Services Provided

Description of Services

Goodwill's Transitional Jobs program aims to provide the reentry population with work experience and job readiness training so that they are

Type of Service	# of Clients ⁵⁸	# of Hours	Average per Client ⁵⁹
Case Management	60	198.8	3.3
Work Experience	41	10049	245
Life and Pre-Employment Skills	35	147	4.2
Months of Client Engagement	n/a	n/a	1.6

better equipped to secure a job in the competitive job market of public and private sector employers. During the reporting period, the Transitional Jobs program served 68 individuals, though they are contracted to only reach 20 annually. All clients were male, the majority were African American (87%)

⁵⁸ All clients consented to release their data for the evaluation.

⁵⁹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



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and 11% were Latino.⁶⁰ While work experience comprised the bulk of service hours, most clients also received case management, mental health, and job and life skill training. On average, clients received 156 hours of individual services and 4 hours of group services.

Efficiency of Services

The total contract amount for Goodwill Industries in FY 2011-12 was \$93,240. Given the number of clients served and the hours of service provided, the cost per client amounted to \$1,413 and the cost per hour was \$9. Compared to other programs within the Young Adult Reentry and Employment cluster, Goodwill was by far the most cost efficient in terms of cost per client and per hour. In addition, a significant portion of this programs funding pays for clients' supported employment wages, making the actual service costs of the program even more efficient.

Impact of Service

As noted above, the evaluation drew on pre/post-surveys, program milestones, and data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR). These data were used to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as job placement; and longer-term outcomes, namely recidivism.

The program collected pre/post surveys for 16 of their 68 clients. Pre/post survey results, presented in the next table, indicate that the majority of participants reported an increase in job placement and retention, an expected and important outcome for a program that provides job training and work experience. A quarter of clients reported improvements in risk-taking activities and resilience factors, such as their ability to get out of dangerous situations without violence. In addition, according to milestones tracked by the program, nine of the 68 clients who were served during the 2011-12 fiscal year were placed in employment. Given the current economic situation and high unemployment rate combined with the substantial employment barriers that former felons face, a challenge facing many programs serving the ex-offender population is finding viable job opportunities for the program to place participants.

⁶⁰ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Pre/Post Outcome Analysis: Young Adult Reentry and Employment/Goodwill Industries				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	12	0%	100%	0%
Drank alcohol.	11	27%	64%	9%
Used illegal drugs.	11	9%	91%	0%
Resiliency and Protective Factors				
I am able to walk away when friends and associates are pushing me towards trouble.	16	19%	69%	13%
I know how to get myself out of dangerous situations without violence.	16	6%	94%	0%
Employment Related Outcomes				
Job Preparation and Readiness				
I have practiced questions on an application or in a job interview.	15	27%	73%	0%
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	15	20%	53%	27%
Job Retention				
I have been employed for...(unemployed, less than 30 days, 30-60 days, over 90 days)*	15	87%	7%	7%
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Conflict Resolution Skills				
(Post Test only): In the past 30 days I have used conflict resolution skills.	14	86%	14%	0%

*Score improvement reflects longer job retention based on available categories.

The analysis of clients' probation and parole outcomes showed very little change in the number of clients who were convicted of a criminal offense during each quarter of the year following program start compared to each quarter within the year prior to program start. As the graph below illustrates, of the 37 Goodwill Industry clients who matched to probation or parole data and received at least the minimum threshold of service (9.5 hours)⁶¹, between 10% and 20% were convicted of a criminal offense or a probation/parole violation each quarter prior to and subsequent to starting the program. In

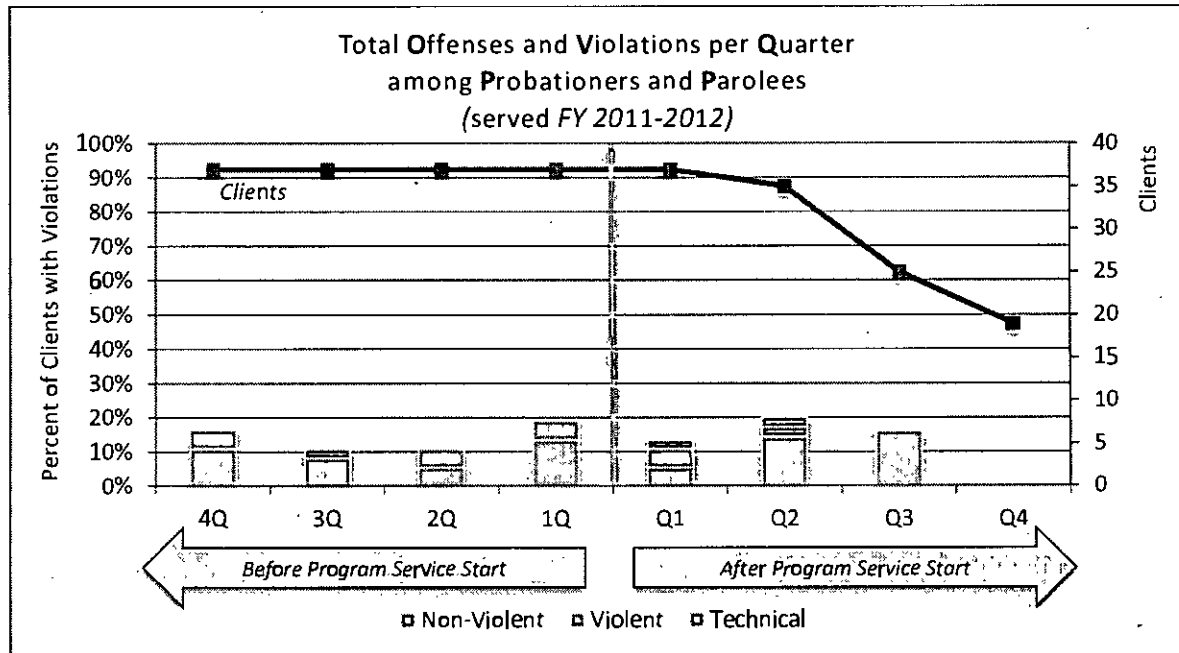
⁶¹ Of the 37 clients who to whom we were able to match criminal justice records, 26 had records in Juvenile Probation, 26 had records in Adult Probation, and 22 had records in the CDCR (Parole). Many of these clients had records in multiple systems, indicating that they were on both probation and parole.



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addition, there was a slight decrease in the number of violent offenses after starting the program. It is important to note that the evaluation was only able to track criminal justice outcomes for slightly more than half of program participants. The graph below illustrates the following:

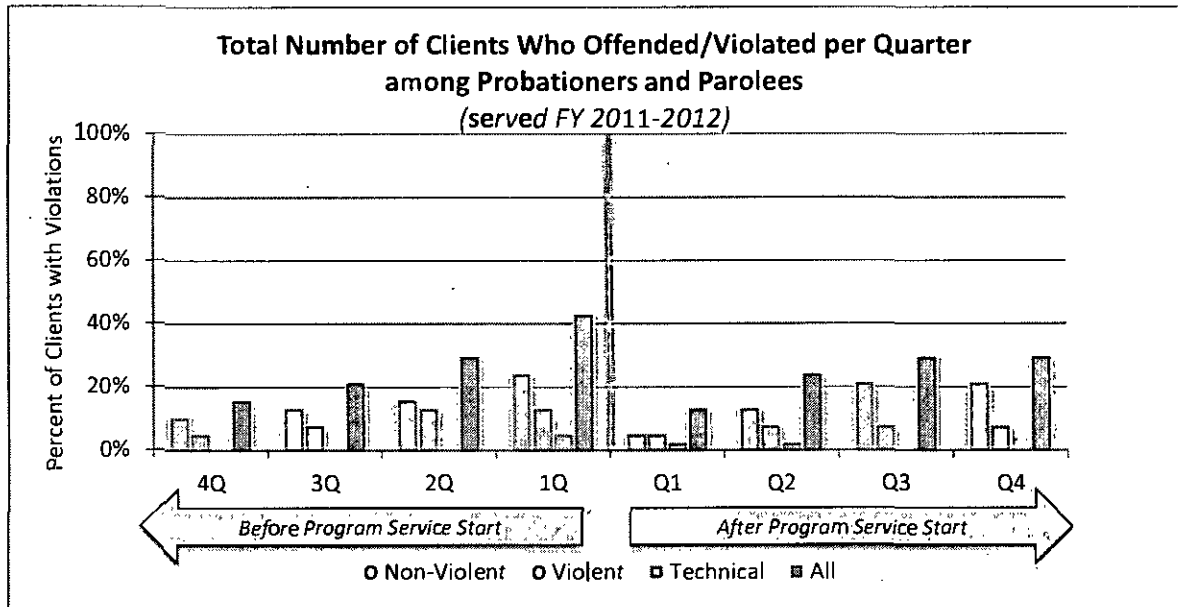
- Violent offenses remained around 5% per quarter, though there was an observable decrease in violent offenses during post-service quarters.
- Non-violent offenses increased from 14% pre-service to 16% post-service.
- Technical offenses decreased from 5% pre-service to 3% post-service.



Fewer clients were convicted of a criminal offense or violation over the course of the year after they entered the program compared with the year before; in addition, a smaller percentage of clients were convicted of violent offenses, indicating that the nature of clients' post-service criminal offenses was less severe than their pre-service offenses. It is important to note that the percentage of clients who violated or committed a new offense after service is likely biased downwards as records were not available for a full year after enrollment for many clients. It is also important to note that the evaluation looked at those individuals with a sustained law offense; the evaluation did not count offenses that were not sustained. It is possible that individuals served through this program have had contact with the law, but their offense was not sustained in court. The graph below illustrates the following:

- The proportion of clients committing violent offenses decreased from 14% to 8%.
- The proportion of clients committing non-violent offenses decreased from 24% to 22%.
- The proportion of clients with technical violations decreased from 5% to 3%.

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Workfirst Foundation (America Works) Reentry Employment

Introduction

Program Overview

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.

Summary of Findings

- Pre/post survey indicators related to job placement, job readiness, risk and resiliency, and ability to comply with the terms of probation, client employment milestones and a matched data analysis with criminal justice data sets. While clients reported improvements in job placement and job readiness indicators after participating in employment services, on most pre/post-survey indicators clients experienced no change.
- Client milestones data entered on CitySpan showed that 81 clients were placed in employment, with more than three quarters maintaining that employment for at least three months.
- The matched data analysis with criminal justice data sets found that fewer than 10% of clients committed a new offense or violated in the quarters preceding and following service. There was a reduction in the frequency of new offenses and violations after service began. It is important to note that the program was not required to track service start dates in CitySpan because it operated on a deliverable based contract. The evaluation used the midpoint of the fiscal year as the service start date.



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Services Provided

Description of Services

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.⁶² America Works served 104 individuals during the reporting period. The majority of clients identified as male (85%), 76% were African or African-American, and 18% were Latino; all clients served were adults.⁶³ No service data or client engagement information was available because the program tracked employment outcomes as its primary deliverable and did not record service information in CitySpan.⁶⁴

Efficiency of Services

The total contract amount for America Works in FY 2011-12 was \$264,500. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,543. Compared to other programs within the Young Adult Reentry and Employment cluster, America Works was close to average in terms of cost efficiency.

Impact of Service

More than half of America Works clients reported an improvement on pre/post-survey employment indicators. Most clients reported no change on indicators of risk and resiliency, protective factors, and complying with the terms of their probation. Pre/post-surveys were administered upon intake and again after three months of participation in the program. Between 57% and three-quarters of clients reported improved job readiness, job placement and retention after program participation. As a job training and work experience program, this is an expected outcome. Almost a third (29%) reported decreases in their use of illegal drugs after program participation. On most other indicators of risk, resiliency, protective factors, and ability to comply with their probation indicators, Workfirst clients experienced no change.

⁶² 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.

⁶³ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁶⁴ America Works is paid on a performance basis and does not track service hours on the CitySpan database.

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Pre/Post Outcome Analysis: Young Adult Reentry and Employment/WorkFirst Foundation				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	8	0%	100%	0%
Drank alcohol.	8	13%	75%	13%
Used illegal drugs.	7	29%	71%	0%
Resiliency and Protective Factors				
I am able to walk away when friends and associates are pushing me towards trouble.	7	0%	57%	43%
I know how to get myself out of dangerous situations without violence.	6	0%	67%	33%
Employment Related Outcomes				
Job Preparation and Readiness				
I have practiced questions on an application or in a job interview.	8	75%	13%	13%
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	7	57%	29%	14%
Job Retention				
I have been employed for...(unemployed, less than 30 days, 30-60 days, over 90 days)*	8	63%	25%	13%
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Conflict Resolution Skills				
(Post Test only): in the past 30 days I have used conflict resolution skills.	9	56%	33%	11%

*Score improvement reflects longer job retention based on available categories.

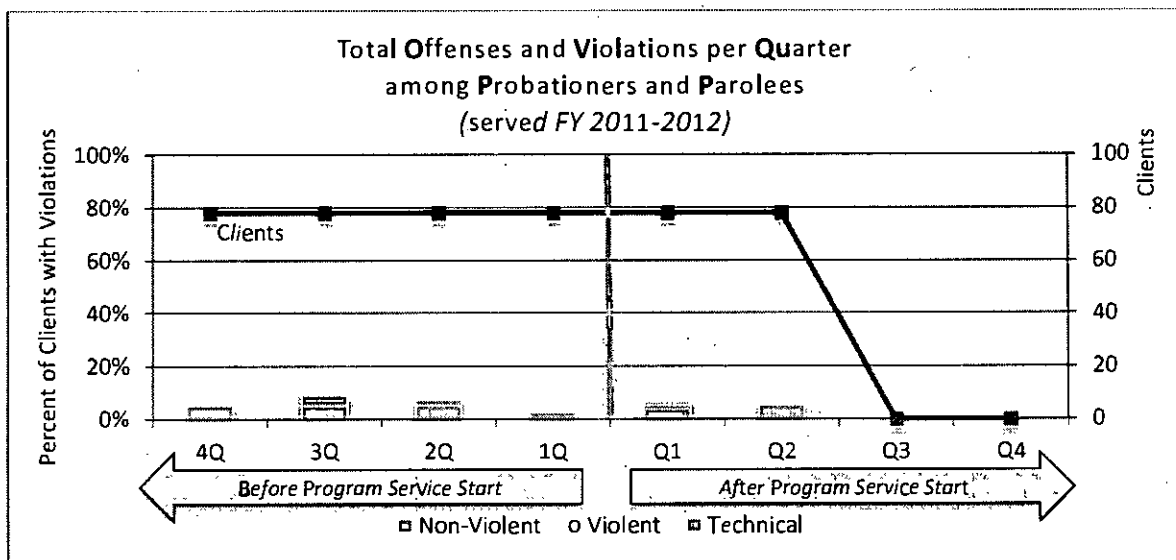
The vast majority of program clients were placed in employment and managed to maintain that employment for at least 90 days. Fewer clients reached the 180-days employment milestone, although if these clients did not begin the program until later during the fiscal year and therefore may not have had enough time left to meet this milestone during the reporting period.

Milestones	# of Clients
Placed in employment	81
Employed for 30 days	79
Employed for 90 days	71
Employed for 180 days	24

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Fewer than 10% of Workfirst Foundation clients committed new offenses or violated before or after enrolling in the program. Among the few that did, the frequency of new offenses or violations decreased after service began. Of the 78 WorkFirst clients who matched to probation or parole data,⁶⁵ the percentage convicted of a criminal offense or a probation/parole violation each quarter prior to and subsequent to starting the program was almost identical, at less than 10% during any quarter.⁶⁶ The proportion of violent offenses decreased following service start, indicating a reduction in offense severity. The graph below illustrates the following:

- Violent offenses decreased from 4% pre-service to 1% post-service.
- The proportion of non-violent offenses remained close to 5% before and after service.
- Technical offenses decreased from 3% pre-service to 1% post-service.



The number of cumulative offenses and violations decreased during the year following program service compared to the year before program service, suggesting decreased criminal justice involvement. It is important to note that the post-period includes six months, so results are likely biased downward. The graph below depicts the cumulative proportion of clients violating in the four quarters preceding enrollment relative to the four quarters after services began. The post-service analysis suggests a

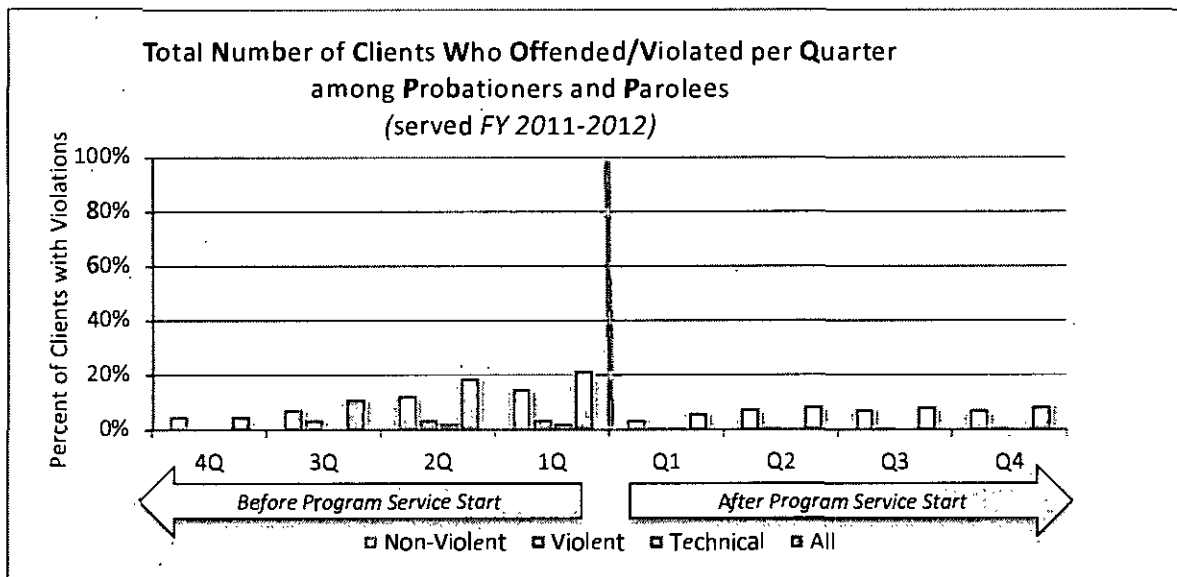
⁶⁵ Of the 78 clients to whom we were able to match criminal justice records, 38 had records in Juvenile Probation, 59 had records in Adult Probation, and 72 had records in the CDCR (Parole). Many of these clients had records in multiple systems, indicating that they were on both probation and parole.

⁶⁶ Because this program does not enter client service data into CitySpan, the evaluation was not able to determine the exact date when each client started the program. Given the lack of information on clients' start dates, the evaluation assumed the mid-point in the reporting period (Jan. 1, 2012) as the start date for all clients.

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decrease in the frequency of new offenses and violations among clients who did offend and/or violate. It is important to note that the evaluation looked at those individuals with a sustained law offense; the evaluation did not count offenses that were not sustained. It is possible that young people served through this program have had contact with the law, but their offense was not sustained in court. The graph below illustrates the following:

- The proportion of clients committing violent offenses decreased from 4% to 1%.
- The proportion of clients committing non-violent offenses decreased from 15% to 8%.
- The proportion of clients with technical violations decreased from 3% to 1%.



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Youth Employment Partnership Reentry Employment

Introduction

Program Overview

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 young adults recruited from parole and probation referrals.

Summary of Findings

- Pre/post surveys, program milestones, and justice system data all offer evidence of moderate but important outcomes following enrollment in YEP's Reentry Employment Program. In addition to getting job training, job interviews, and actual employment, fewer clients were involved in the justice system after enrolling in the program, and none were convicted of a violent offense after enrolling in the program.

Services Provided

Description of Services

YEP Reentry Employment seeks to support the successful reentry of young adults involved in the justice system through basic education training, life and vocational skills development, and work experience. During the 12-month reporting period, YEP Reentry served 42 clients, the majority of whom identified as African American (70%) or Latino (22%). Sixty-three percent were male and 37% were female.⁶⁷

The following table depicts the services YEP clients received during the reporting period. YEP provided an average of 130 hours of individual service and 352 hours of group service per client.

⁶⁷ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Type of Service	# of Clients ⁶⁸	# of Hours	Average per Client ⁶⁹
Case Management	42	2009	47.8
Work Experience	36	3449	95.8
Job Skills/Vocational Training	39	4490	115.1
Life Skills & Pre-Employment Training	39	2245	57.36
Months of Client Engagement	n/a	n/a	4.2

*This table only includes clients who received service. Four clients were enrolled but did not receive service.

Efficiency of Services

The total contract amount for YEP in FY 2011-12 was \$222,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$5,286 and the cost per hour, including client service and work experience) is \$18. Compared to other programs within the Young Adult Reentry and Employment cluster, YEP was the highest in terms of cost per client; YEP was relatively low in cost per hour, indicating that each client receives a high volume of work experience and additional services. In addition, a significant portion of this programs funding pays for clients' supported employment wages, making the actual service costs of the program even more efficient.

Impact of Service

The evaluation drew on pre/post-surveys, program milestones, and data from the Alameda County Probation Department (ACPD) and the California Department of Corrections and Rehabilitation (CDCR) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as job placement; and longer-term outcomes, namely recidivism. As the next table demonstrates, clients showed modest to strong improvements in almost all intermediate indicators. More than half of program participants reported receiving a job referral (64%), most of which resulted in a job interview (58%), an expected but important outcome for a reentry employment program. In addition, program milestones, reported in CitySpan indicated that half of all clients served (n = 21) were placed in unsubsidized employment. The majority of clients also reported having used the conflict resolution skills that they had learned in the program (57%), although this does not appear to have translated into an increased ability to walk away from dangerous situations.

Milestones	# of Clients
Placed in employment	21

⁶⁸ All clients consented to release their data for the evaluation.

⁶⁹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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Pre/Post Outcome Analysis: Young Adult Reentry and Employment/YEP/Reentry Employment				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
Risk and Resiliency Outcomes				
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	9	11%	89%	0%
Drank alcohol.	10	20%	50%	30%
Used illegal drugs.	9	22%	67%	11%
Resiliency and Protective Factors				
I am able to walk away when friends and associates are pushing me towards trouble.	18	22%	33%	44%
I know how to get myself out of dangerous situations without violence.	19	11%	42%	47%
Employment Related Outcomes				
Job Preparation and Readiness				
I have practiced questions on an application or in a job interview.	18	28%	50%	22%
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.	11	64%	27%	9%
I have received a job referral(s) for a position(s) I am <u>interested</u> in.	11	55%	18%	27%
The referral(s) I received resulted in an interview.	12	58%	42%	0%
Job Retention				
I have been employed for...(unemployed, less than 30 days, 30-60 days, over 90 days)*	17	59%	12%	12%
	# of Clients	% Who Agreed	% Who were Neutral	% Who Disagreed
Conflict Resolution Skills				
(Post Test only): In the past 30 days I have used conflict resolution skills.	17	59%	35%	6%

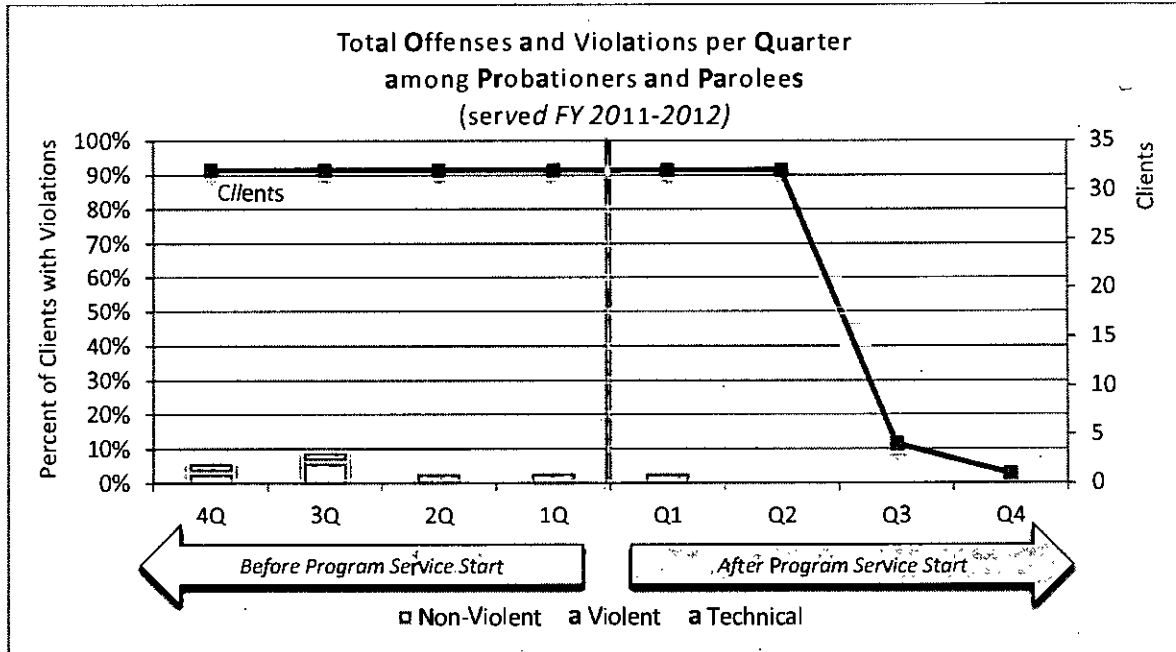
*Score improvement reflects longer job retention based on available categories.

Our analysis of clients' probation and parole outcomes showed small but important improvements in clients' post-program criminal justice offenses and violations compared to their pre-program involvement. It is important to note that most clients enrolled in the program late in the 2011-12 fiscal year, meaning that there is only about six months of post-service criminal justice data to analyze. Nonetheless, of the 32 clients who matched to either ACPD or CDCR data at had the minimum threshold of service (9.5 hours), only 2% of clients had any new offenses or probation/parole violations in the

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quarter after program enrollment and none had any new offenses or probation/parole violations in the subsequent quarters.⁷⁰ The graph below illustrates the following:

- Violent offenses decreased from 3% pre-service to 0% post-service.
- Non-violent offenses decreased from 6% pre-service to 3% post-service.
- Technical violations decreased from 3% pre-service to 0% post-service.

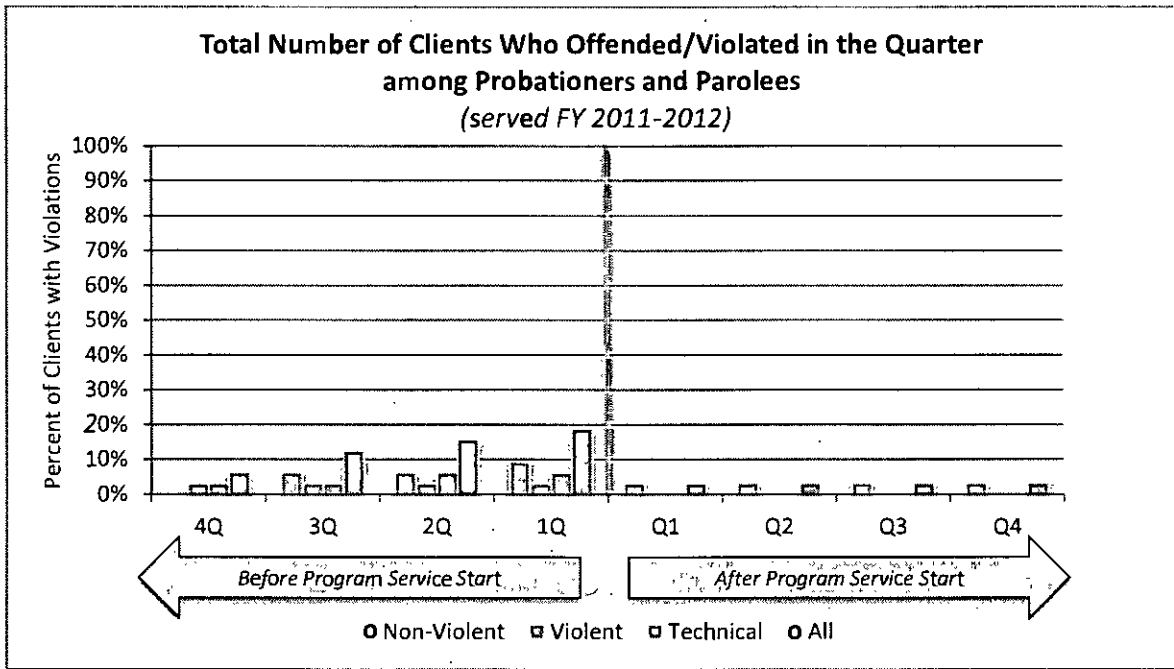


Looking at clients' justice-system contact cumulatively over the course of the year before program enrollment compared with the year after program enrollment offers similar evidence for a reduction in both the number and 70 of offenses with almost 20% have a new offense or probation/parole violation during the year before enrolling in the program and only 2% having an offense afterwards. In addition, there were no violent offenses after program enrollment, compared with 2% of clients being convicted of violent offenses the year before. These results are likely biased downwards because the post-service period for most clients was six months rather than a full year. The graph below illustrates the following:

- The proportion of clients committing violent offenses decreased from 3% to 0%.
- The proportion of clients committing non-violent offenses decreased from 9% to 3%.
- The proportion of clients with technical violations decreased from 6% to 0%.

⁷⁰ Twenty-nine clients had records with ACPD juvenile probation, 11 had records with ACPD adult probation, and 5 had records with CDCR. Almost half of clients had records with multiple justice systems.

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Youth Comprehensive Services

Introduction to Strategy

The Youth Comprehensive Service cluster is comprised of three smaller sub-clusters, all of which work with youth who are involved in the juvenile justice system or at-risk for involvement in the juvenile justice system. The largest of these sub-clusters is the Juvenile Justice Center/OUSD Wraparound strategy (JJC/OUSD Wraparound), which works with youth who are being released from Alameda County's Juvenile Hall to provide wraparound support services to help young people improve their school engagement and reduce their involvement in the justice system. The Youth Employment programs also serve at-risk youth, although the youth served by these programs are less likely to already be involved in the justice system and more likely to have early indicators of risk for justice system involvement. These programs give youth temporary job training or subsidized job experience either afterschool or over the summer in order to increase their exposure to positive opportunities and reduce their risk for school failure and justice system involvement. Finally, the Restorative Justice sub-cluster, comprised only of a school-based intervention provided by Restorative Justice for Oakland Youth (RJOY), offers both a school-wide and a student-specific approach to reducing student disciplinary infractions, working with administrators, teachers, and students in schools with high suspension rates to implement restorative justice approaches to student disciplinary issues.

Overview of Evaluation Specific Methods/Measures for Strategy

The JJC/OUSD Wraparound programs and the Youth Employment Programs are all evaluated by comparing clients' risk and resiliency, school engagement, and justice-system involvement before and after program participation. Risk and resiliency are considered intermediate-level outcomes and include "soft" factors, such as attitudes, behaviors, and beliefs, that are associated with involvement in the justice system; these are assessed through client pre/post-surveys administered to program participants at intake and three to six months later. School engagement is analyzed by comparing students' truancy rates and suspensions prior to and following program enrollment, while criminal justice outcomes are assessed by comparing clients' interactions with the justice system during the year before they began program service to their interactions with the justice system up to one year following program service start. The post-service start period varies considerably depending on when clients entered the programs; for those clients who entered the program toward the end of the 2011-12 fiscal year, there may only be a few months of post-service data to analyze.

Methodologically, the one outlier in this cluster is Restorative Justice for Oakland Youth (RJOY), which, as noted above, provides services and trainings intended to reduce a school-wide disciplinary infractions and suspensions in addition to targeting intensive to services to individual youth. Thus, in addition to including an analysis of the pre- and post-service truancy rates of individual students served by RJOY, RJOY's evaluation also a pre/post-service analysis of school-wide suspensions in the two schools in which RJOY operates. This analysis, based on OUSD-reported data on the number of suspension



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incidents and suspension days for all OUSD schools, demonstrates the impact of the RJOY program across the schools in which it was implemented during FY 2011-12.

List of Programs in Strategy

- California Youth Outreach, JJC/OUSD Wraparound Services
- East Bay Agency for Children, JJC/OUSD Wraparound Services
- East Bay Asian Youth Center, JJC/OUSD Wraparound Services
- The Mentoring Center, JJC/OUSD Wraparound Services
- Youth UpRising, JJC/OUSD Wraparound Services
- Community Initiatives Restorative Justice for Oakland Youth
- Youth Employment Partnership Afterschool Employment
- Youth Employment Partnership Summer Youth Employment
- Youth Radio After School Employment
- Youth Radio Summer Employment
- Youth UpRising Summer Employment

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California Youth Outreach JJC/OUSD Wraparound Services

Introduction

Program Overview

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 positive and healthy lifestyles. As part of the Juvenile Justice Center/OUSD Wraparound strategy, which works with youth who are being released from Alameda County's Juvenile Hall, CYO works with a multi-disciplinary team to deliver school reengagement, family support, and employment related services to youth leaving the Juvenile Justice Center (JJC) and reentering their communities. CYO also provides wraparound case management services to promote school/vocational placement and retention, as well as successful probation compliance and completion.

Summary of Findings

- Overall, the program has had measurable positive effects on the population of youth it served. Just over 60% of the 57 participating youth had successful outcomes as a result of the program.
- The evaluation results show that 35 of CYO clients were successfully re/enrolled in school, ultimately meeting the fundamental program objective. Re-engaging youth in school after involvement with the juvenile justice system is a critical step in helping youth reenter their communities. CYO is playing a significant role in making this linkage for the young people it serves in Oakland. However, analysis of school-related outcomes did *not* show improvements in truancy or suspensions rates among clients.
- There are promising improvements in clients' criminal justice outcomes following program participation. A particularly notable improvement was the reduction in the severity of offenses, evidenced by the fact that while some clients had probation violations after starting the program, no clients had new delinquent violent or non-violent offenses after enrolling in the program. This is especially noteworthy given that CYO JJC served a number of high-risk clients.

Services Provided

Description of Services

CYO works to connect youth referred through the JJC with the appropriate community services and support systems needed to promote successful reentry into the community. CYO staff primarily provides



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case management, peer and social support, and family involvement through group trainings and events. During the 12-month reporting period, CYO JJC/OUSD served 57 clients. The majority identified as male (84%). Most clients identified as Latino (50%) or African American (40%).⁷¹ The majority (92%) were between the ages of 14 and 18. Four percent were over 18 years old, and 4% were under 14 years old.⁷² CYO clients receive a combination of individual, case management, and group services. On average, CYO clients were engaged in the program for four months, and received 31 hours of individual service and 13 hours of group service.

Type of Service	# of Clients ⁷³	# of Hours	Average Hours per Client ⁷⁴
Individual	57	1771.0	31.1
Case Management	57	1770.5	31.1
Group	23	299.0	13.0
TOTAL	57	2070.0	36.3
Months of Client Engagement	n/a	n/a	4.0

Efficiency of Services

The total contract amount for CYO in FY 2011-12 was \$130,225. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,285 and the cost per hour \$63. Compared to other JJC/OUSD Wraparound Service programs, CYO was close to average in terms of cost per client and per hour.

Impact of Service

As noted above, the evaluation drew on program milestones and data from the Oakland Unified School District (OUSD) to assess clients' school engagement. Data from the Alameda County Probation Department (ACPD) were used to assess the impact of program participation on longer-term outcomes, namely recidivism. The program did not administer pre/post surveys to clients, thus limiting the ability of the evaluation to assess intermediate-level client outcomes, such as resiliency and risk-taking behaviors.

⁷¹ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁷² Age was calculated as of June 30, 2012 using the client's date of birth.

⁷³ Of these 57 clients, 50 consented to release their data for the evaluation.

⁷⁴ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

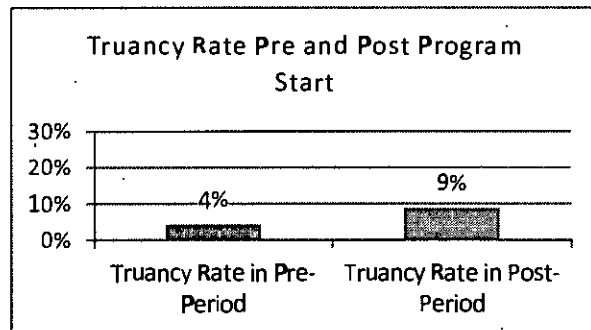


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In terms of program milestones, the majority of clients served appear to have benefitted from program participation. According to milestones tracked by the program, out of 57 clients, 35 were re/enrolled in school and two were referred to Measure Y employment training. Given the age range of the client population served by CYO, there is greater focus on school re/enrollment than employment training.

Milestones	# of Clients
Re/enrolled in school	35
Referred to MY employment training	8

Analysis of school-related outcomes did not show improvements in truancy or suspensions. The analysis included 17 clients based on their match to OUSD data and receipt of at least 9.5 hours of service. The truancy rate among these clients increased from 4% before program start to 9% following program start. Clients' suspension rate exhibited no change during the post-service period, remaining steady at 41%.



Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period, or 32 program participants. Risk assessment data, presented in this table, was available for 23 of these 32 participants, and indicates that most clients were in the medium- to high-risk range.

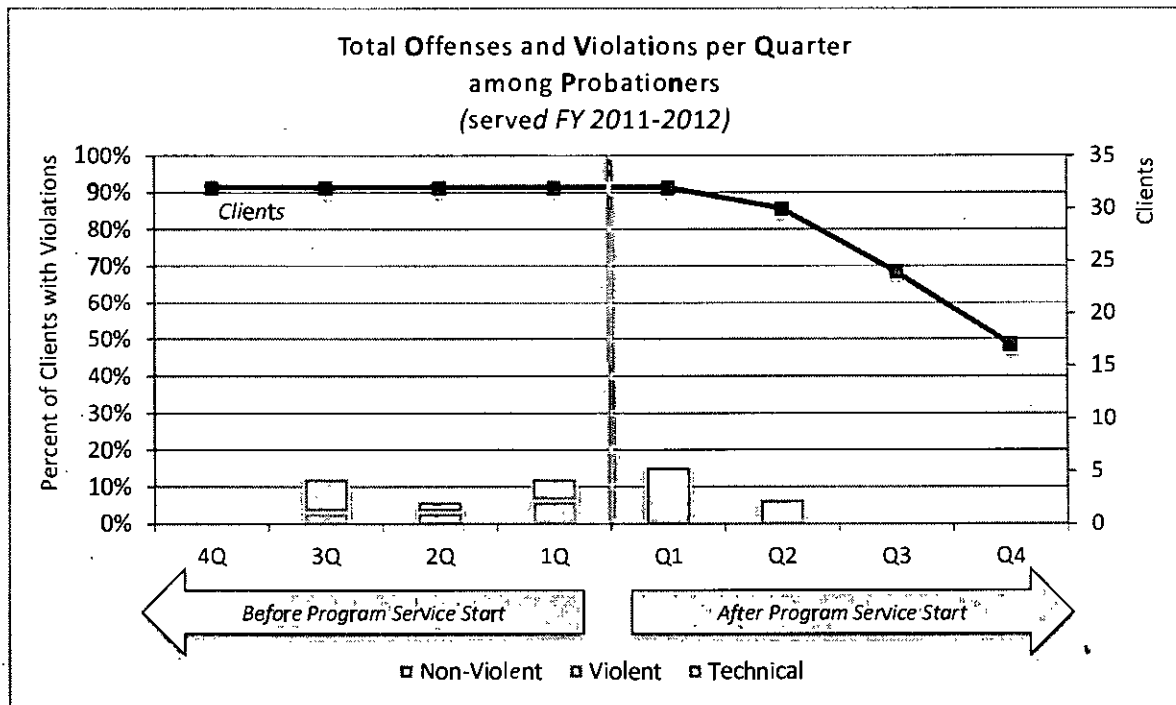
Risk Assessment	
Average Score	16.6
# Very High Risk	0
# High Risk	8
# Medium Risk	9
# Low Risk	6

Analysis of probation outcomes showed an improvement in the number of clients who were adjudicated for a delinquent offense during each quarter of the year following program start compared to each quarter within the year prior to program start, with no clients having new delinquent violent or non-violent offenses during any quarter post-service start, as illustrated in the next graph. However, 16% of clients violated the terms of their probation/parole during the quarter following service start, more than in any pre-service quarter. Taken together, these numbers suggest that, while similar numbers of youth got in trouble before and after enrolling in CYO's JJC/OUSD Wraparound program, there was a reduction in the seriousness of their interactions with the justice system. It is notable that no clients had any new offenses or violations during their third or fourth quarters after enrolling in the program. It is important to note that the evaluation looked at those individuals with a sustained law offense. The graph below illustrates the following:

- Violent offenses decreased from 3% pre-service to 0% post-service.
- Non-violent offenses decreased from 6% pre-service to 0% post-service.
- Technical violations increased from 9% pre-service to 16% post-service.



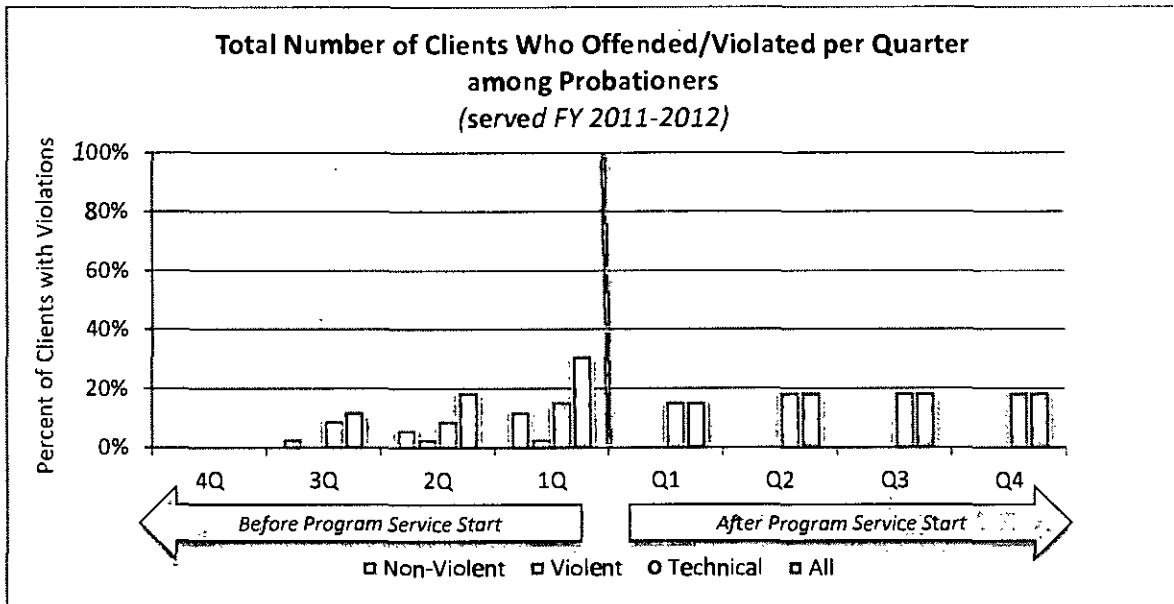
Oakland Measure Y 2011-2012



The next chart depicts the cumulative percentage of clients who were adjudicated for new offenses or violations during the four quarters prior to and following program enrollment. The proportion of clients committing any new offense or violation decreased from 30% pre-service to less than 20% post-service, indicating that fewer clients committed a new offense or violation of probation during the year after they entered the program compared to the year before. Moreover, as there were no new offenses or violations during the third and fourth post-service quarters, the proportion of clients with post-service offenses fell to 0%. Another notable improvement was that the nature of clients' post-service criminal offenses was less severe than during the pre-service period. It is important to note that the percentage of clients who violated afterwards is likely biased downwards as records were not available for a full year after enrollment for many clients. The graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 3% to 0%.
- The proportion of clients committing non-violent offenses decreased from 13% to 0%.
- The proportion of clients with technical violations increased from 16% to 19%.

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East Bay Agency for Children JJC/OUSD Wraparound Services

Introduction

Program Overview

The East Bay Agency for Children (EBAC) is dedicated to assuring the health and educational wellbeing of children and families through specialized therapeutic in addition to educational and peer support interventions for 30 at-risk youth (per year) between the ages of 14-18. As part of the Juvenile Justice Center and Oakland Unified School District Wraparound Strategy, which works with youth who are being released from Alameda County's Juvenile Hall, EBAC provides case management services to youth leaving the Juvenile Justice Center (JJC). Services include case management, intensive outreach, and mental health counseling.

Summary of Findings

- The evaluation results show that the majority of EBAC clients were successfully reengaged in school through the program. In terms of school engagement, the proportion of clients who were truant decreased after beginning EBAC services, while the proportion of clients who were suspended increased during the post-service period.
- There were improvements in clients' justice involvement outcomes following program participation. Clients' criminal justice involvement decreased following program start. Clients had notably fewer violent offenses, as well as a lower proportion of new offenses as opposed to technical violations of probation following service start. However, it is important to note that many of EBAC's clients were of low- to medium-risk.

Services Provided

Description of Services

EBAC works to connect youth referred through the JJC with the appropriate community services and support systems needed to promote successful reentry into the community. EBAC staff primarily provides case management, mental health counseling, and intensive outreach services. Case management for all EBAC clients is conducted by two case managers and one mental health clinician. During the 12-month reporting period, EBAC JJC/OUSD served 60 individuals. The majority of clients were male (67%) and identified as African American (92%).⁷⁵ The majority (84%) were between the ages

⁷⁵ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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of 14 and 18 years, while the remaining 16% were under 14 years of age.⁷⁶ Clients received an average of 25 hours of individual service and were engaged in the program for an average of 6.5 months.

Type of Service	# of Clients ⁷⁷	# of Hours	Average Hours per Client ⁷⁸
Individual	60	1502.0	25.0
Case Management	60	1214.4	20.2
TOTAL	60	1502.0	25.0
Months of Client Engagement	n/a	n/a	6.5

*One client was enrolled in the program but did not receive any service.

Efficiency of Services

The total contract amount for EBAC in FY 2011-12 was \$121,171. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,020 and the cost per hour was \$81. Compared to other JJC/OUSD Wraparound Service programs, EBAC was close to average in terms of both cost per client and cost per hour.

Impact of Service

As noted above, the evaluation drew on pre/post surveys, program milestones, and data from the Oakland Unified School District (OUSD) and the Alameda County Probation Department (ACPD) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; school-related outcomes such as re/enrollment and engagement; and longer-term outcomes, namely recidivism.

Milestones	# of Clients
Re/enrolled in school	42
Referred to MY employment training	10

In terms of program milestones, the majority of clients served by EBAC during the reporting period were re/enrolled in school (42 out of 60) and 10 were referred to Measure Y employment training. Considering the age range of the client population served by EBAC, there is greater focus on school re/enrollment than employment training.

Pre/post surveys were administered upon intake and again after three to six months of participation in the program. The program collected surveys for 21 of the 60 clients served during the reporting period.

⁷⁶ Age was calculated as of June 30, 2012 using the client's date of birth.

⁷⁷ All clients consented to release their data for the evaluation.

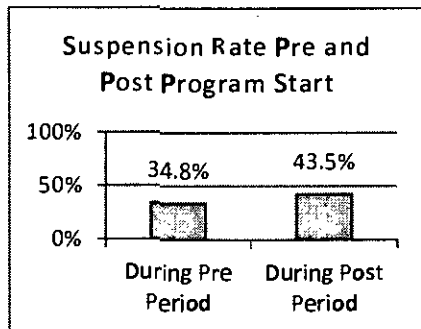
⁷⁸ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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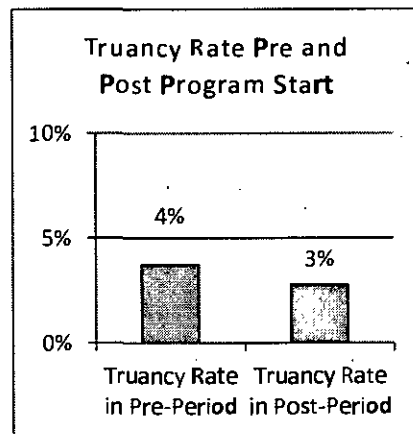
Results of the pre/post survey analysis, presented in the table below, show that clients reported some improvements in outcomes related to school, risk, and resiliency. About a third of the clients reported improvements with regard to educational planning and continuing education. Clients also reported improvements in receiving help or support from at least one adult (33%) and having an adult in who believes in their success (48%). While improvements in clients' risk-taking activities remained the same, 33% of clients reported improved resiliency in situations involving peer pressure.

Pre/Post Outcome Analysis: EBAC/JJC/OUSD Wrap				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	19	21%	74%	5%
I plan to go to college or continue my education.	21	33%	57%	10%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	21	33%	52%	14%
There is an adult in my life who believes I will be a success.	21	48%	48%	5%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	18	0%	100%	0%
Drank alcohol.	21	5%	90%	5%
Used illegal drugs.	19	16%	68%	16%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	21	33%	57%	10%

Analysis of school-related outcomes showed a small but important improvement in truancy rates post-service but an increase in suspension rates post-service. The analysis included 23 clients based on their match to OUSD data and receipt of at least 9.5 hours of service. These clients exhibited a reduction in truancy rate between the pre-service and post-service periods from 4% to 3%.



However, the proportion of clients suspended increased from 34.8% to 43.5%.



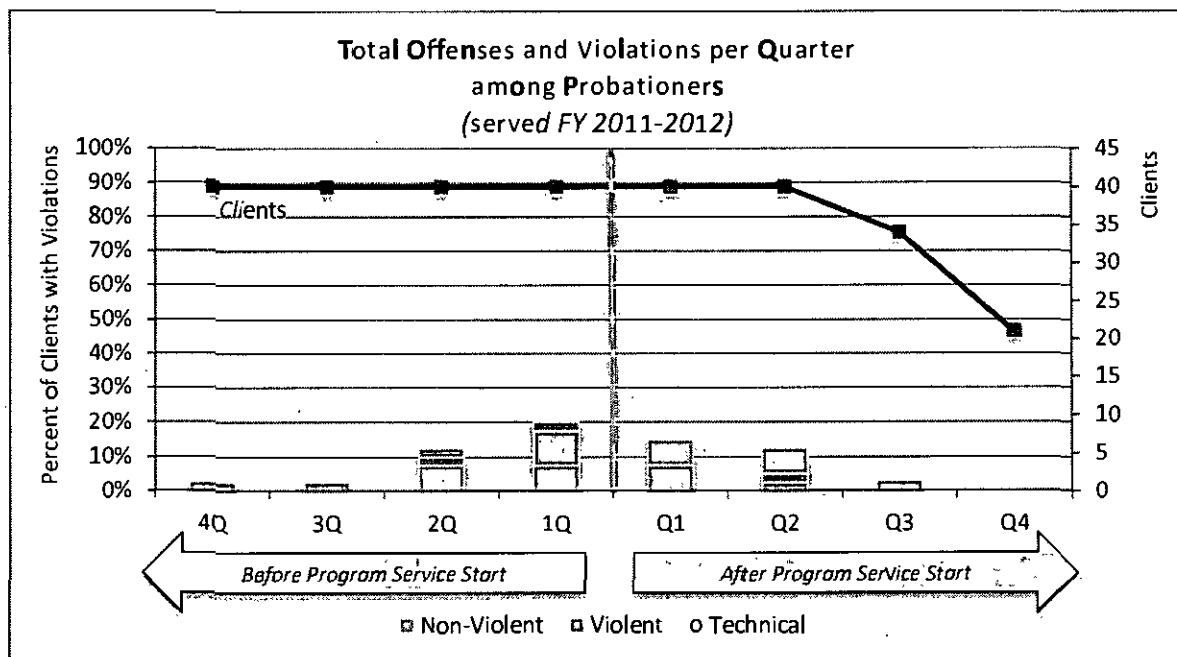
Oakland Measure Y 2011-2012

Data from Alameda County Department of Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period or 40 program participants. Risk assessment data, which was available for 29 of these 40 clients, indicates that the majority of clients were in the low- to medium-risk range.

Risk Assessment	
Average Score	14.8
# Very High Risk	0
# High Risk	5
# Medium Risk	15
# Low Risk	9

Analysis of the probation outcomes showed slight improvements in the number of clients who offended during each post-service quarter compared to pre-service quarters. The graph below illustrates that the proportion of clients who committed either a new offense or a probation violation pre-service versus post service decreased from 20% to 15%. Reduction in recidivism during the post-service period is evidenced by the gradual decrease in the number of clients committing offenses and no offenses in the fourth quarter, although latter quarters included fewer clients. Another noteworthy improvement was the reduced severity of offenses when comparing the pre-service and post-service periods. A higher proportion of post-service offenses were technical violations of probation, while a lower proportion was violent offenses. It is important to note that the evaluation looked at those individuals with a sustained law offense. The graph illustrates the following:

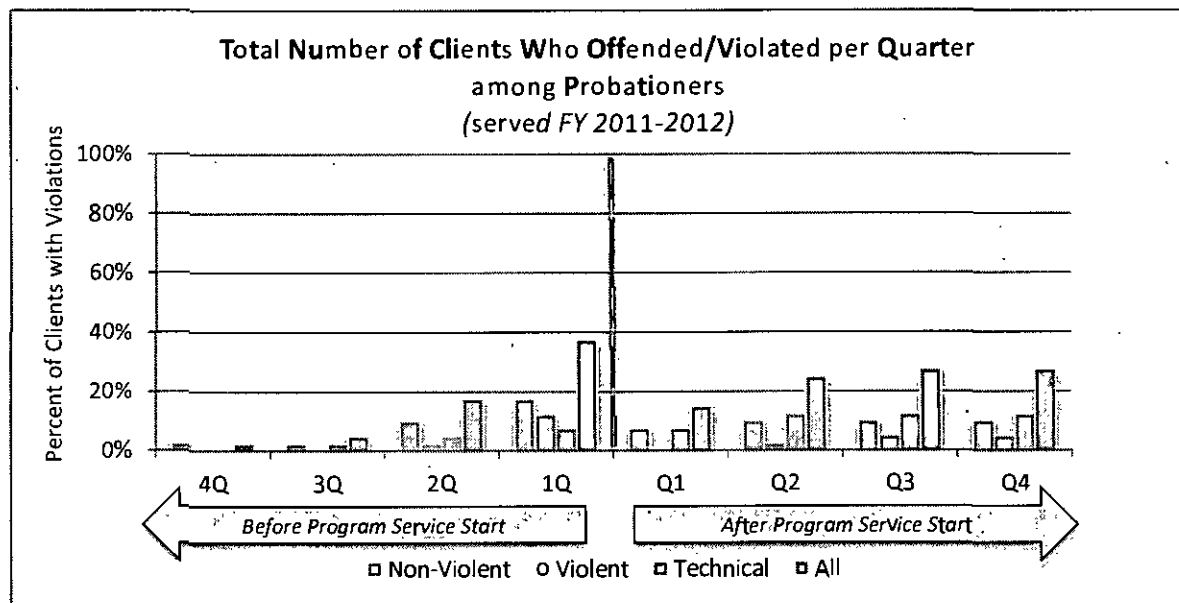
- Violent offenses decreased from 10% pre-service to 3% post-service.
- Non-violent offenses remained at 8% before and after service, though there was a considerable decrease after the first post-service quarter.
- Technical violations increased from 3% pre-service to 8% post-service.



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The next graph depicts the cumulative percentage of clients who were adjudicated for a new offense or committed a probation violation during the four quarters prior to and following program enrollment. The proportion of clients committing any new offenses decreased from 40% pre-service to less than 30% post-service, indicating that fewer clients offended or violated during the year after they entered the program compared to the year before. More importantly, violent and non-violent offenses constituted a smaller proportion of post-service offenses, while technical violations of probation constituted a larger proportion, illustrating a reduction in offense severity following service. It is important to note that the percentage of clients who violated post-service is likely biased downwards as records were not available for a full year after enrollment for many clients. The graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 13% to 5%.
- The proportion of clients committing non-violent offenses decreased from 18% to 10%.
- The proportion of clients with technical violations increased from 8% to 13%.



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East Bay Asian Youth Center JJC/OUSD Wraparound Services

Introduction

Program Overview

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. As part of the Juvenile Justice Center/OUSD Wraparound strategy, which works with youth who are being released from Alameda County's Juvenile Hall, 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 (JJC).

Summary of Findings

- The evaluation results show that the majority of EBAYC clients were successfully re/enrolled in school through the program. With respect to school engagement, while the truancy rate increased from 5% to 6%, the suspension rate decreased from 24% to 11% following program start.
- In addition, clients' pre/post-survey results indicate that most clients reporting an increased intention to graduate from high school and/or go to college, as well as improved relationships with caring adults and increased resiliency and protective factors.
- EBAYC clients tended to be lower risk than most other JJC clients, as is reflected by their pre-service offense rates. Clients showed juvenile justice improvements, the most notable of which was a reduction in the severity of offenses evidenced by decreases in the proportion of clients with violent and non-violent offenses.

Services Provided

Description of Services

EBAYC works to connect youth referred through the JJC with the appropriate community services and support systems needed to promote successful reentry into the community. EBAYC staff primarily provides case management, intensive outreach, peer support and counseling, and anger management services. During the 12-month reporting period, the program served 111 people, of which 89% were



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male, 48% were African or African American, and 38% were Latino.⁷⁹ In addition, the majority (89%) were between the ages of 14 and 18 years. Seven percent were over the age of 18 years and 4% were under the age of 14 years.⁸⁰ Through EBAYC, clients were provided a mix of services, including individual case management and group services. On average, clients were engaged in the program for 5.8 months and received 90.5 hours of service.

Type of Service	# of Clients ⁸¹	# of Hours	Average Hours per Client ⁸²
Individual	109	6136.1	56.3
Case Management	107	6045.7	56.5
Group	39	3905.5	100.1
TOTAL	111	10041.6	90.5
Months of Client Engagement	n/a	n/a	5.8

Efficiency of Services

The total contract amount for EBAYC in FY 2011-12 was \$255,400. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,301 and the cost per hour \$25. Compared to other JJC/OUUSD Wraparound Service programs, EBAYC was close to average in terms of cost per client and lower than average in terms of cost per hour.

Impact of Service

The evaluation drew on pre/post surveys, program milestones, and data from the Alameda County Probation Department (ACPD) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as school enrollment; and longer-term outcomes, namely recidivism and school engagement.

Milestones	# of Clients
Re/enrolled in school	81
Referred to MY employment training	27

⁷⁹ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁸⁰ Age was calculated as of June 30, 2012 using the client's date of birth.

⁸¹ Of these 111 clients, 109 consented to release their data for the evaluation.

⁸² Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



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In terms of program milestones, the majority of clients served appear to have benefitted from program services. Of the 111 clients served by EBAYC during the reporting period, 81 were re/enrolled in school and 27 were referred to Measure Y employment training. Given the age range of the client population served by EBAYC, there is greater focus on school enrollment than employment.

EBAYC also administered pre/post surveys to clients upon program intake and again three to six months later. The program administered pre/post surveys to approximately 50 clients, whose results are presented in the table below. As these results show, most clients reported improvements with respect to educational attainment and relationships with a caring and supportive adult. Almost half of the clients reported improvements in their ability to handle negative peer pressure. Results are more mixed in terms of clients' participation in risk-taking activities, with most clients reporting no change, although it is noteworthy that between 30% and 41% reported a reduction in risk-taking behavior following program enrollment.

One anecdote that I remember is from one of my first clients. He was in and out of the JJC until he was referred to EBAYC. We started to focus on his school placement. I transfer him to Dewey Academy where he graduated from. Then I got him a job at the Oakland airport where he was able to make money and go to community college at the same time. Now his a successful business man and is working on becoming a paralegal.

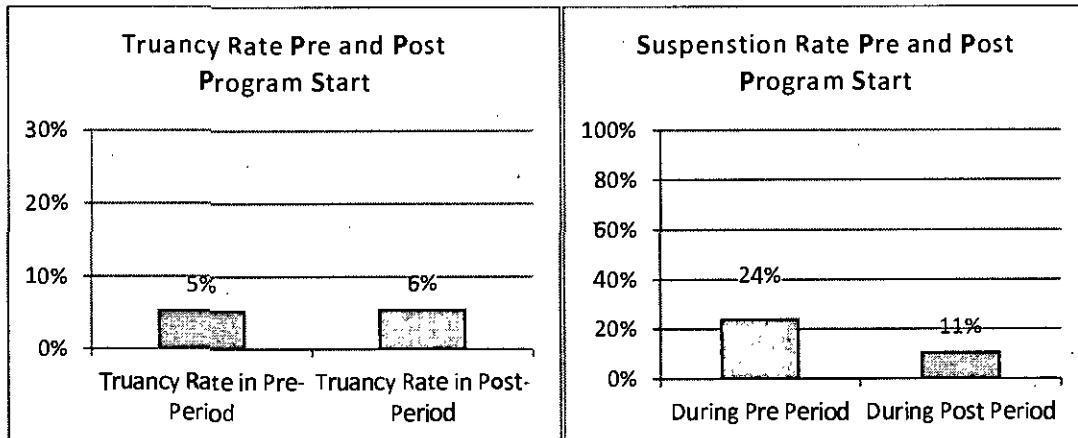
- EBAYC Staff Member

Pre/Post Outcome Analysis: EBAYC/JJC/OUUSD Wrap				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	47	51%	41%	8%
I plan to go to college or continue my education.	32	32%	45%	23%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	48	63%	29%	8%
There is an adult in my life who believes I will be a success.	48	61%	34%	5%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	40	33%	57%	10%
Drank alcohol.	43	30%	55%	15%
Used illegal drugs.	44	41%	38%	21%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	39	48%	31%	21%

Analysis of school-related outcomes revealed substantial improvements in the overall suspension rate. The analysis included 37 clients based on their match to OUSD data and receipt of at least 9.5 hours of service. The truancy rate among these clients increased from 5% to 6%. However, clients' suspension rate decreased from 24% to 11% following program start.



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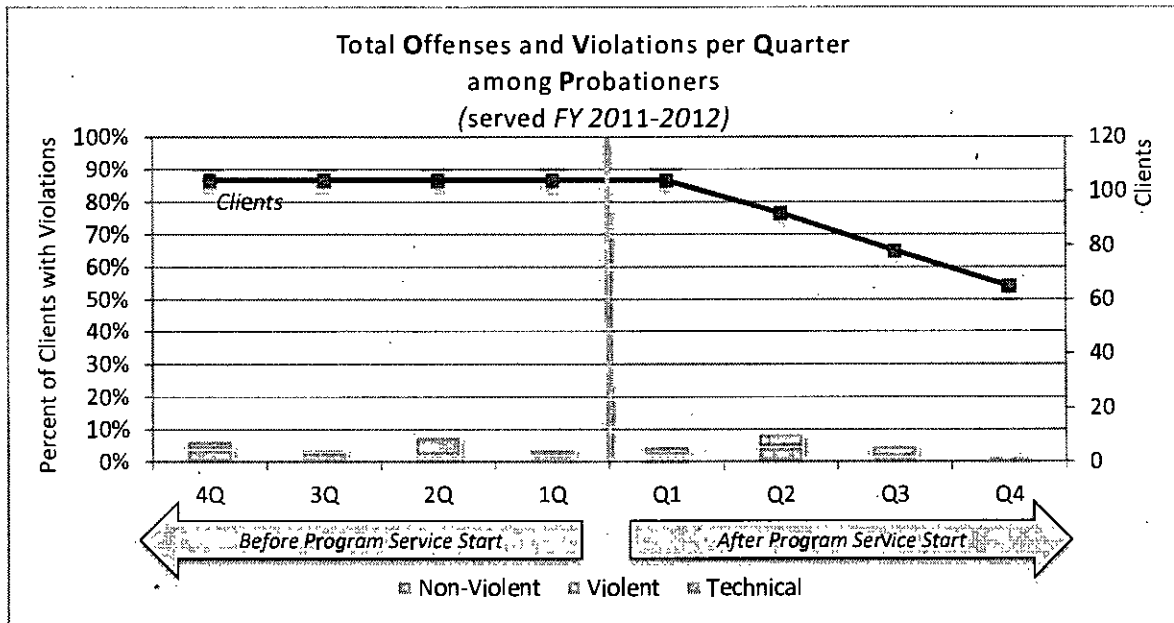
Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period, or 104 clients. In addition, risk assessment data was available on 48 of these 104 clients. Risk assessment data indicate that the vast majority of EBAYC's clients were low- to medium- risk, although it is important to note that risk assessment data were available on less than half of clients.

Analysis of probation outcomes showed some improvements in the number of offending clients and the nature of offenses during each quarter of the year following program start compared to each quarter within the year prior to program start. As illustrated in the next graph, between 4% and 8% of clients had new offenses or committed probation violations per quarter before starting the program. However, during the post-service period, the proportion of clients with offenses decreased gradually, although analysis for the latter quarters included fewer clients. Regarding the nature of offenses and violations, clients showed improvement in the post-service period as there were fewer offenses and a greater proportion of offenses were technical violations of probation, rather than new offenses. Though the numbers of clients offending during the pre-service and post-service quarters seem similar, it is noteworthy that all post-service offenses were of lower severity. It is important to note that the evaluation looked at those individuals with a sustained law offense. The next graph illustrates the following:

Risk Assessment	
Average Score	14.1
# Very High Risk	0
# High Risk	8
# Medium Risk	35
# Low Risk	15

- Violent offenses decreased from 3% pre-service to 1% post-service.
- Non-violent offenses remained steady at 4% pre-service and post-service.
- Technical violations decreased from 6% pre-service to 4% post-service.

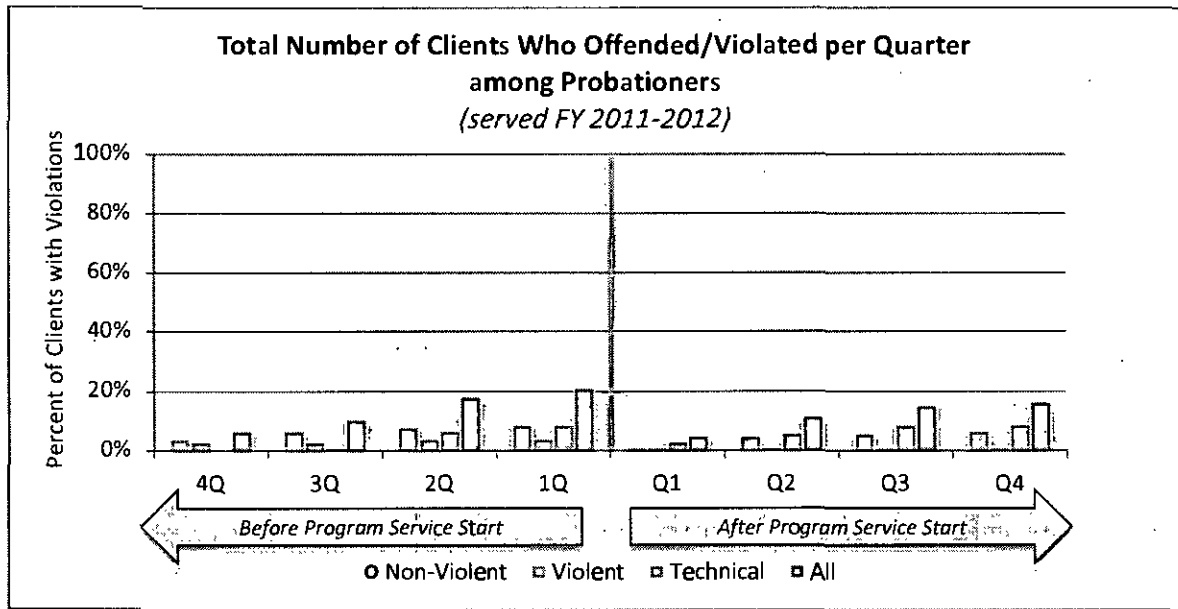
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The next graph depicts the cumulative percentage of clients who committed new offenses and violations during year prior to and following program enrollment. The proportion of clients committing new offenses and violations decreased from 21% pre-service to 16% post-service, indicating that fewer clients had new offenses or committed a violation of probation/parole during the year after they entered the program compared to the year before. Another improvement was that the nature of clients' post-service criminal offenses was less severe than during the pre-service period, as evidenced by fewer violent offenses during the post-service period. It is important to note that the percentage of clients who violated afterwards is likely biased downwards as records were not available for a full year after enrollment for many clients. The graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 4% to 1%.
- The proportion of clients committing non-violent offenses decreased from 9% to 7%.
- The proportion of clients with technical violations remained steady at 9%.

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The Mentoring Center JJC/OUUSD Wraparound Services

Introduction

Program Overview

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 high-risk youth. As part of the Juvenile Justice Center/OUUSD Wraparound strategy, which works with youth who are being released from Alameda County's Juvenile Hall, the Mentoring Center 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 also provides case management and Transformative Mentoring services to 40 youth who have recently left the Juvenile Justice Center (JJC).

Summary of Findings

- The evaluation results show that the majority of the Mentoring Center clients were successfully re/enrolled in school through the program. However, there were no changes in overall truancy and suspension rates.
- Clients' juvenile justice outcomes improved following program participation. The reduction in the severity of offenses, evidenced by decreases in the proportion of clients with new delinquent offenses rather than probation violations, is a notable improvement. It is important to note that the Mentoring Center clients were relatively low- to medium-risk based on their risk assessment scores.

Services Provided

Description of Services

The Mentoring Center works to connect youth referred through the JJC with the appropriate community services and support systems needed to promote successful reentry into the community. The Mentoring Center staff primarily provides case management, intensive outreach, peer support, and counseling. The Mentoring Center JJC/OUUSD served 51 clients, of which 100% were male and 96% were African American.⁸³ Almost all clients (92%) were between the ages of 14 and 18 years, 6% were under 14 years,

⁸³ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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and 2% were over 18 years old.⁸⁴ On average, clients were engaged in the program for 2.6 months, received 26 hours of individual and case management services, and 83.5 hours of group service.

Type of Service	# of Clients ⁸⁵	# of Hours	Average Hours per Client ⁸⁶
Individual	51	1318.5	25.9
Case Management	51	1307.5	25.6
TOTAL	51	1652.5	32.4
Months of engagement	n/a	n/a	2.6

Efficiency of Services

The total contract amount for The Mentoring Center in FY 2011-12 was \$160,400. Given the number of clients served and the hours of service provided, the cost per client amounted to \$3,145 and the cost per hour \$97. Compared to other JJC/OUSD Wraparound Service programs, The Mentoring Center was considerably higher than average in terms of both cost per client and hour.

Impact of Service

The evaluation drew on pre/post surveys, program milestones, and data from the Oakland Unified School District (OUSD) and Alameda County Probation Department (ACPD) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as school enrollment; and longer-term outcomes, namely recidivism and school engagement.

In terms of program milestones, the majority of clients appear to have benefitted from program participation. Of the 51 clients served, more than two-thirds were re/enrolled in school and 15 were referred to Measure Y employment training. Considering the age range of the client population served by the program, there is greater focus on school enrollment than job placement.

Milestones	# of Clients
Re/enrolled in school	35
Referred to Measure Y employment training	15

⁸⁴ Age was calculated as of June 30, 2012 using the client's date of birth.

⁸⁵ Of these 51 clients, 50 consented to release their data for the evaluation.

⁸⁶ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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Pre/post surveys were administered upon intake and again after three to six months of participation in the program. The program collected pre/post surveys for 11 of the 51 clients served during the reporting period.⁸⁷ Results presented in the table below show 40% of clients reported improvements with regard to having an adult in who believes in their success.

Pre/Post Outcome Analysis: TMC/JJC/OUSD Wrap				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	11	9%	64%	27%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
There is an adult in my life who believes I will be a success.	10	40%	40%	20%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Used illegal drugs.	11	9%	73%	18%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	11	18%	64%	18%

Analysis of school-related outcomes showed limited changes and no significant improvement in truancy. The analysis included 20 clients based on their match to OUSD data and receipt of at least 9.5 hours of service. Compared to before program start, the clients' truancy rate did not change in the post-service period, remaining steady at 4%. Similarly, there was no change in clients' suspension rate, which remained the same at 25% when comparing clients before and after program participation.

Risk Assessment	
Average Score	13.5
# Very High Risk	0
# High Risk	3
# Medium Risk	12
# Low Risk	6

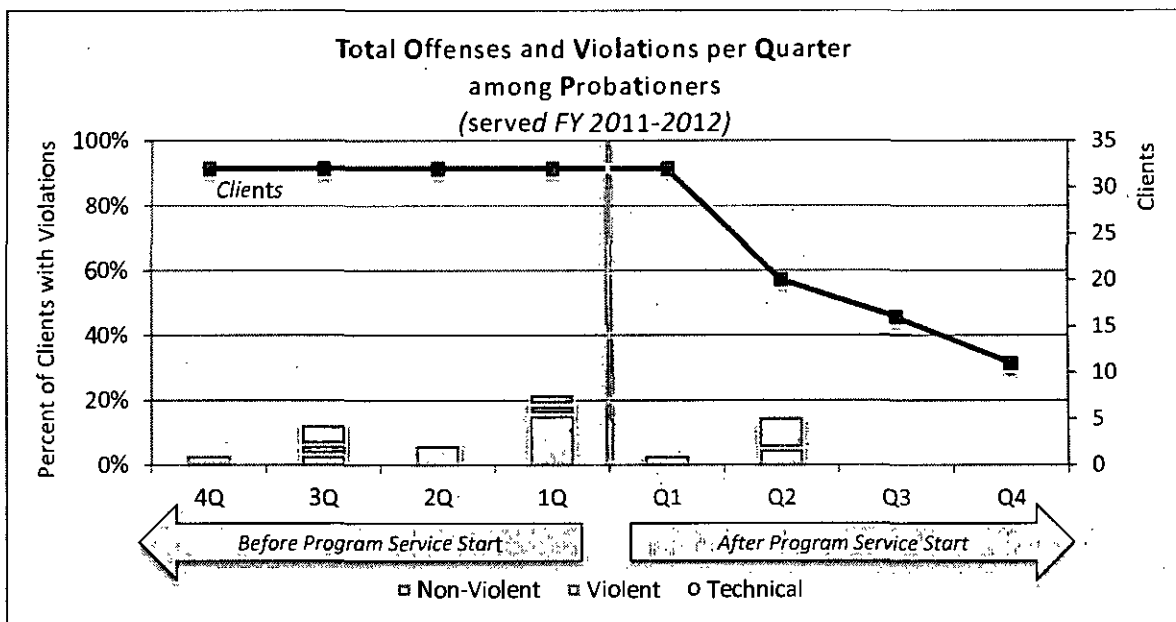
Data from Alameda County Juvenile Probation were analyzed for the 32 clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period. In addition, risk assessment data was available for 21 of these 32 clients. The results indicate that the majority of clients were in the low- to medium-risk range.

⁸⁷ Results are only included for questions answered by a minimum of 10 clients.

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Analysis of probation outcomes showed some improvements in the number of clients who were committed a new criminal offense or violated their probation during each quarter of the year following program start compared to each quarter within the year prior to program start. As illustrated in the graph below more than 20% of clients recidivated during the pre-service period. Since starting program services, though up to 15% of clients recidivated in the second quarter, the number of clients that recidivated in each quarter had decreased and there were no new offenses or violations in the third and fourth post-service quarters. Perhaps most notably, there was a reduction in the severity of offenses during the post-service period: prior to enrolling in TMC's JJC program, clients had new violent and non-violent offenses each quarter, while the majority of post-service offenses were technical violations of probation rather than new offenses. In addition, there were no violent offenses in any quarter post-service. It is important to note that the evaluation looked at those individuals with a sustained law offense. The graph below illustrates the following:

- Violent offenses decreased from 3% pre-service to 0% post-service.
- Non-violent offenses decreased from 16% pre-service to 5% post-service.
- Technical violations increased from 6% pre-service to 10% post-service.

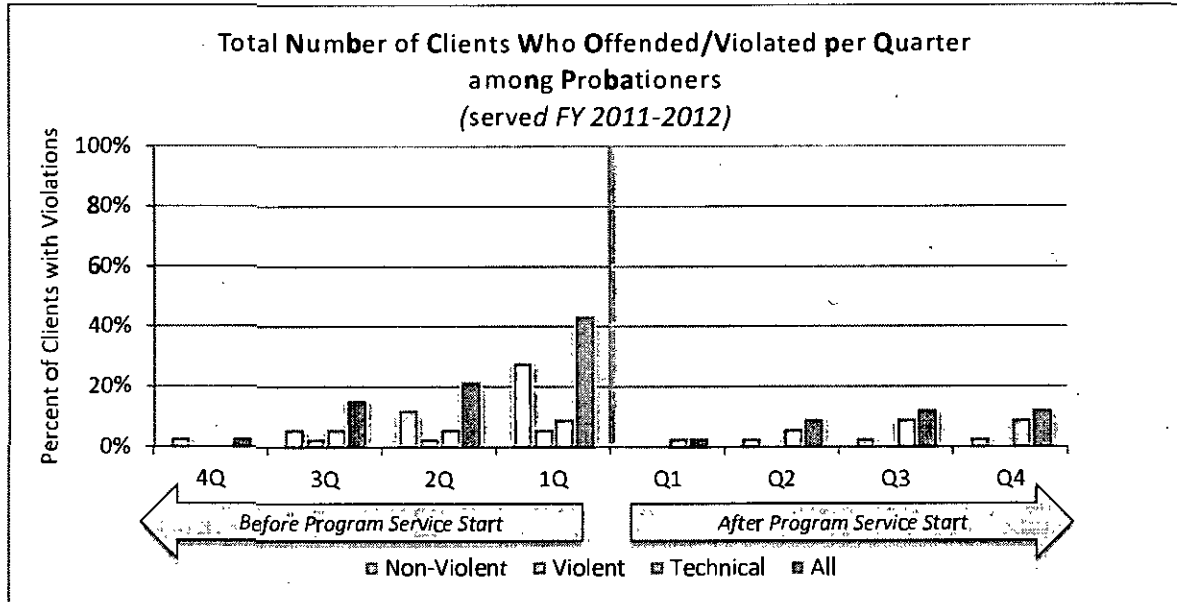


The next graph depicts the cumulative percentage of clients who had a new offense or committed technical violations during the year prior to and following program enrollment. Over the course of the year before enrolling in the program, 44% of clients had a delinquent offense or probation violations, including 6% with a violent offense. During the year following program start, only 13% of clients offended, and almost all incidents were technical violations of probation rather than new offenses. It is important to note that the percentage of clients who violated afterwards is likely biased downwards as

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records were not available for a full year after enrollment for many clients. The graph below illustrates the following:

- The proportion of clients committing violent offenses decreased from 6% to 0%.
- The proportion of clients committing non-violent offenses decreased from 28% to 3%.
- The proportion of clients with technical violations remained steady at 9%.



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Youth UpRising JJC/OUUSD Wraparound Services

Introduction

Program Overview

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. As part of the Juvenile Justice Center/OUUSD Wraparound strategy, which works with youth who are being released from Alameda County's Juvenile Hall, 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, expression, health, and wellness services. Measure Y funds Youth UpRising to provide 70 high-risk youth referred through the Juvenile Justice Center (JJC) with intensive case management and wraparound services annually.

Summary of Findings

- The evaluation results show that all Youth UpRising clients were successfully re/enrolled in school through the program. There were significant improvements in clients' school-related outcomes, evidenced by reductions in truancy and suspension rates following program enrollment.
- There were substantial improvements in clients' criminal justice outcomes following program participation. A particularly notable improvement was the reduction in the severity of offenses, evidenced by a sizeable decrease in the proportion of clients with new sustained delinquent offenses and the absence of any violent offenses following program enrollment. This is especially noteworthy given that YU served more high-risk clients than did most other JJC programs.

Services Provided

Description of Services

Youth UpRising JJC/OUUSD aims to ensure that youth involved in the juvenile justice system are reengaged in school and connected to the appropriate services to support successful reentry into the community. The program primarily provides intensive outreach and case management. During the 12-month reporting period, Youth UpRising served 83 individuals. The majority of clients were male (65%) and identified as African American (94%).⁸⁸ Almost all clients (95%) were between the ages of 14 and 18

⁸⁸ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the

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years, 4% were under 14 years, and 1% was over 18 years.⁸⁹ On average, Youth UpRising clients were engaged in the program for 4.4 months and provided 27 hours of case management.

Type of Service	# of Clients ⁹⁰	# of Hours	Average Hours per Client ⁹¹
Individual	83	2238.8	27.0
Case Management	82	2238.7	27.3
TOTAL	83	2238.8	27.0
Months of Client Engagement	n/a	n/a	4.4

Efficiency of Services

The total contract amount for Youth UpRising in FY 2011-12 was \$208,676. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,514 and the cost per hour \$93. Compared to other JJC/OUUSD Wraparound Service programs, Youth UpRising was close to average in terms of cost per client and higher than average for cost per hour.

Impact of Service

As noted above, the evaluation drew on pre/post surveys, program milestones, and data from the Oakland Unified School District (OUSD) and Alameda County Probation Department (ACPD) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; program-related milestones, such as school enrollment; and longer-term outcomes, namely recidivism and school engagement.

Milestones	# of Clients
Re/enrolled in school	82
Referred to Measure Y employment training	30

In terms of program milestones, all clients served during the reporting period appear to have benefitted from program participation. Of the 83 clients served, almost 100% were re/enrolled in school. In addition, 30 clients were referred to Measure Y employment training. Given the age range of the client population served by the program, there is greater focus on school re/enrollment than employment.

evaluation. Clients are able to select more than one racial identity and so percentages will not total 100%. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁸⁹ Age was calculated as of June 30, 2012 using the client's date of birth.

⁹⁰ All clients consented to release their data for the evaluation.

⁹¹ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



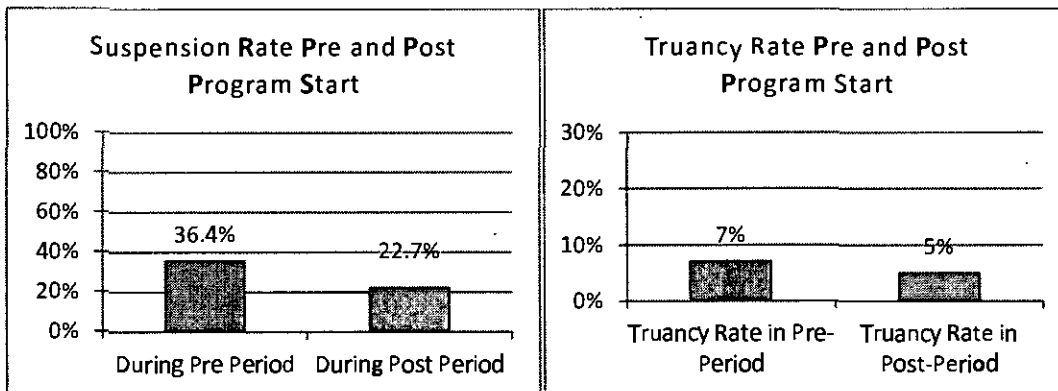
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The program administered pre/post surveys to clients at intake and again three to six months later to assess changes in risk and resiliency outcomes. Thirty-six clients took both pre and post surveys. The results are presented in the table below show that more than a third of the clients reported improvements in their ability to walk away from negative peer pressure. Results were more mixed in terms of clients' reported participation in risk-taking activities, although this may also indicate that clients are reporting their activities more honestly after having developed relationships with case managers and other program staff.

Pre/Post Outcome Analysis: YU/JJC/OUUSD Wrap				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education/Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	34	26%	56%	18%
I plan to go to college or continue my education.	35	17%	63%	20%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	35	23%	54%	23%
There is an adult in my life who believes I will be a success.	35	11%	74%	14%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	29	3%	83%	14%
Drank alcohol.	29	14%	72%	14%
Used illegal drugs.	29	17%	62%	21%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	36	36%	53%	11%

Analysis of school-related outcomes showed significant improvements through reduced truancy suspension rates. The analysis included 22 clients based on their match to OUSD data and receipt of at least 9.5 hours of service. For these clients, the truancy rate decreased from 7% pre-service to 5% post-service. Similarly, the number of youth suspended after enrolling in the program decreased dramatically, from 36.4% pre-service to 22.7% post-service.

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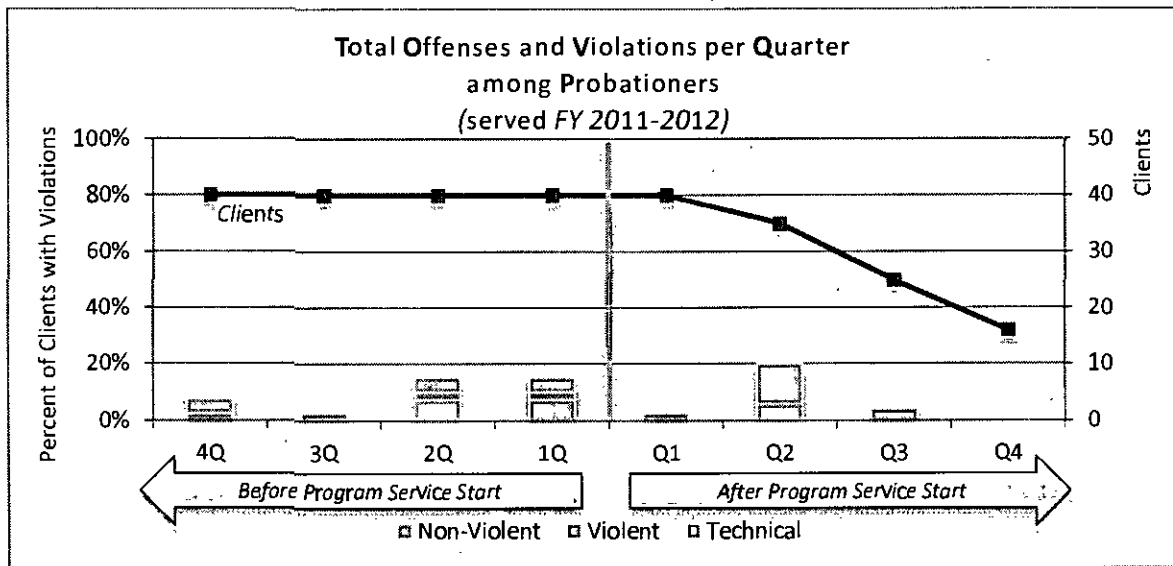
Data from Alameda County Juvenile Probation were analyzed for all 40 clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period. In addition, risk assessment data was available for 29 of these 40 clients. The results indicate that most clients were in the medium- to high-risk range.

Risk Assessment	
Average Score	16.8
# Very High Risk	0
# High Risk	10
# Medium Risk	14
# Low Risk	5

Analysis of probation outcomes showed some improvements in the number of clients who had a new offense or probation violation during each quarter of the year following program start compared to each quarter within the year prior to program start. Among the 40 Youth UpRising clients analyzed, up to 15% of clients had a new delinquent offense or technical probation violation per quarter before starting the program; the proportion of clients who offended or violated decreased to 3% in the first quarter after program start with some fluctuation thereafter. Even more noteworthy is the reduction in offense severity during each quarter following program service start. Prior to program enrollment, clients were adjudicated delinquent for new offenses or violations in every quarter, including violent offenses in three of four quarters. By contrast, following service start, clients were only adjudicated for new offenses or violations during one quarter, with all other offenses being technical violations of probation. It is important to note that the evaluation looked at those individuals with a sustained law offense. The next graph illustrates the following:

- Violent offenses decreased from 3% pre-service to 0% post-service.
- Non-violent offenses decreased from 8% pre-service to 6% post-service.
- Technical violations increased from 5% pre-service to 14% post-service.

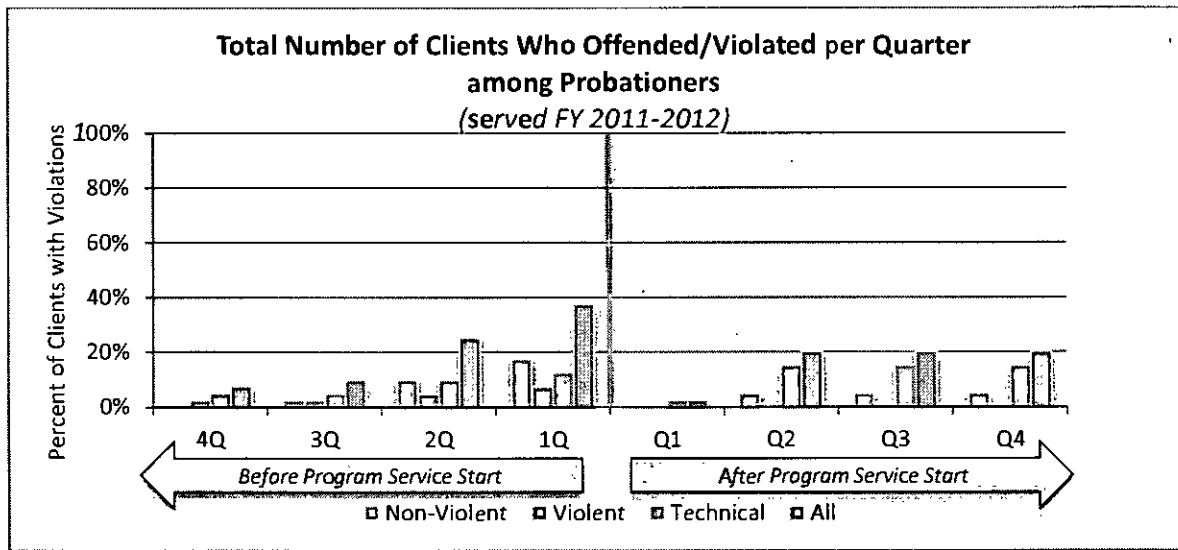
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The next chart depicts the cumulative percentage of clients who had new offenses or committed violations during the year prior to and following program enrollment. The proportion of clients committing new offenses or violations decreased from 38% before program start to 20% after, which is a substantial reduction. Another notable improvement was that the nature of clients' post-service criminal offenses was less severe than during the pre-service period, with almost all post-service offenses occurring via technical violations of probation, rather than new offenses. It is important to note that the percentage of clients who violated afterwards is likely biased downwards as records were not available for a full year after enrollment for many clients. The graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 8% to 0%.
- The proportion of clients committing non-violent offenses decreased from 18% to 5%.
- The proportion of clients with technical violations increased from 13% to 15%.

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Youth Employment Partnership After School Employment

Introduction

Program Overview

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.

Summary of Findings

- Overall results for the Youth Employment Partnership's Afterschool Program indicate modest but important gains in clients' interim outcomes, including risk-taking behaviors.
- However, outcomes suggest that the program had limited impact on school engagement as the percentage of students suspended before and after starting the program did not change.
- Outcomes indicate reductions in delinquent offenses, with no clients having new offenses of probation violations after starting the program.

Services Provided

Description of Services

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 can gain valuable skills, become more engaged in educational opportunities and are better equipped to secure a job. During the reporting period, YEP served 65 individuals. The majority were male (81%), were between the ages of 14 and 18 (95%), and self-identified as African American (80%) or Latino (14%).⁹² While work experience comprised the bulk of service hours, many clients also received case management, life skills, job skills, and basic education training. On average, clients received 109 hours of individual service and 114 hours of group service.

⁹² Demographic information was obtained from the City of Oakland's Youth Services Management information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Clients received roughly equivalent number of hours of Individual and Group services, and when taken together translates to clients provided with over two hundred hours of job skills and preparation programming. Further, an average of 40 hours of Case

Type of Service	# of Clients ⁹³	# of Hours	Average per Client ⁹⁴
Individual	65	7094.2	109.1
Case Management	65	2584.5	39.8
Group	65	7406.0	113.9
TOTAL	65	14500.2	223.1
Months of Client Engagement	n/a	n/a	4.4
*This table only includes clients who received service. Three clients were enrolled but did not receive any service.			

Management affords significant one-on-one interaction between the youth and their case workers, allowing for the potential of relationships and trust to develop. These relationships and services are instrumental to improving opportunities for young adults in the workforce.

Sustaining client interaction over a period of time leads to better program outcomes. The YEP After School Program worked with clients for an average of 4.4 months, and a total average of 223 service hours. The employment services and skills delivered by the YEP After School Program are most successfully acquired when youth are able to participate and remain engaged for a length of time. At an average of just over four months, clients are likely to receive benefits from program participation.

Efficiency of Services

The total contract amount for YEP in FY 2011-12 was \$117,880. Given the number of clients served and the hours of service provided, the cost per client amounted to \$1,814 and the cost per hour \$8.

Impact of Service

The evaluation drew on client pre/post surveys administered to clients at program intake and again three to six months later, data from the Oakland Unified School District (OUSD), and from the Alameda County Probation Department (ACPD) to assess the impact of program participation on clients' interim outcomes, such as risk and resiliency, and longer term outcomes, including school engagement and recidivism. The program collected surveys from 19 of the 65 clients who they served. Survey results, presented in the table below, indicate improvements in clients' educational goals, not using illegal

⁹³ All clients consented to release their data for the evaluation.

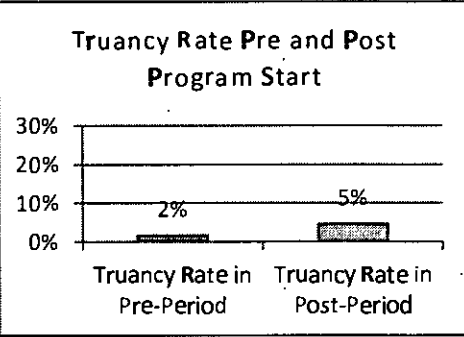
⁹⁴ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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drugs, and ability to walk away from negative peer pressure, all of which are important intermediate outcomes associated with better overall youth outcomes.

Pre/Post Outcome Analysis: Youth Employment Partnership/After School Employment				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	12	8%	92%	0%
I plan to go to college or continue my education.	11	36%	64%	0%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	14	7%	57%	36%
There is an adult in my life who believes I will be a success.	13	8%	77%	15%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	17	12%	76%	12%
Drank alcohol.	18	22%	56%	22%
Used illegal drugs.	19	42%	58%	0%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	18	28%	56%	17%

An analysis of the 43 program participants who were matched to OUSD attendance data and received at least the minimum threshold of service (9.5 hours) indicates that clients' school-based outcomes did not improve. Overall, the truancy rate has increased from 2% before program enrollment to 5% after program start. A look at the data on suspensions for the client population shows no change in the percentage of students suspended before and after starting the program: 18.6% of



Risk Assessment	
Average Score	12.7
# Very High Risk	0
# High Risk	3
# Medium Risk	20
# Low Risk	9

students were suspended both prior to and following their participation in the program. In interpreting all of these outcomes it is important to note that the sample included only two-thirds of clients served by the program during the fiscal year.

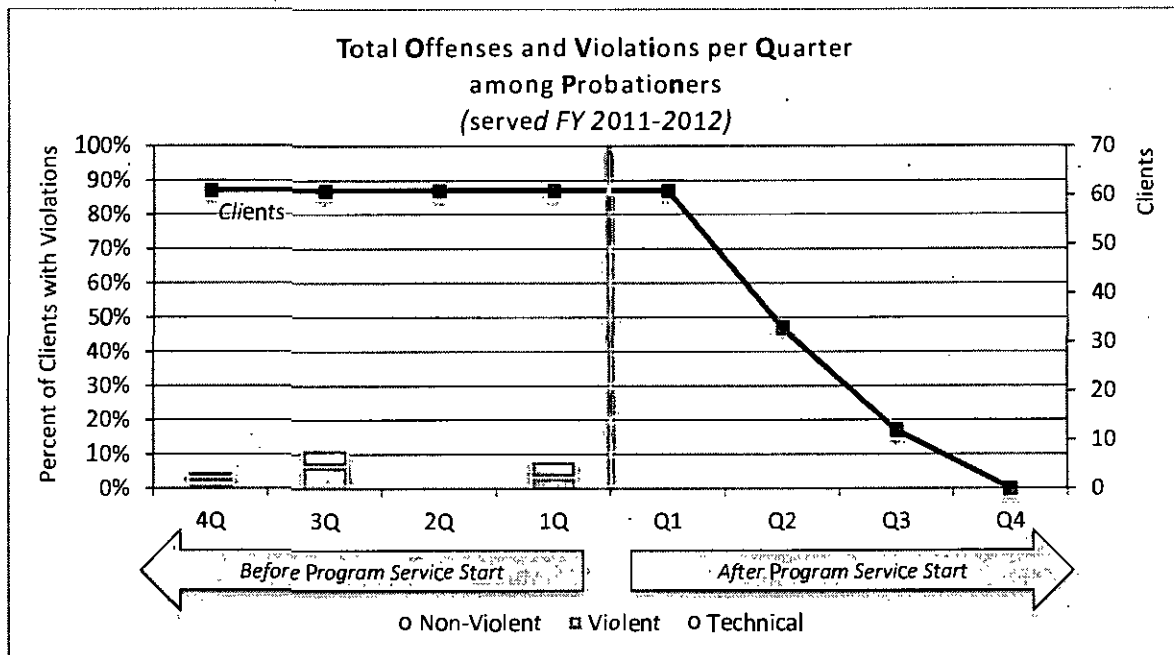
Data from Alameda County Juvenile Probation were analyzed for all 61 clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period. In addition, risk assessment data was available for 32 of these 61 clients. The data indicates that the majority of clients were in the low- to medium-risk range, although it is important to note that this data was only available for half of all program participants.



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Because many of YEP Afterschool Program clients did not enroll in the program until the second half of the school year (and the second half of the fiscal year), most clients only had a couple of quarters of post-program enrollment data to analyze. Initial indicators of clients' post-program juvenile justice outcomes appear positive, with no client having new offenses or a probation violation in any quarter after starting the program.⁹⁵ By contrast, up to 12% of clients had a new offense or probation violation in pre-service quarters. It is important to note that the evaluation looked at those individuals with a sustained law offense. The next graph illustrates the following:

- Violent offenses decreased from 2% pre-service to 0% post-service.
- Non-violent offenses decreased from 7% pre-service to 0% post-service.
- Technical violations decreased from 5% pre-service to 0% post-service.

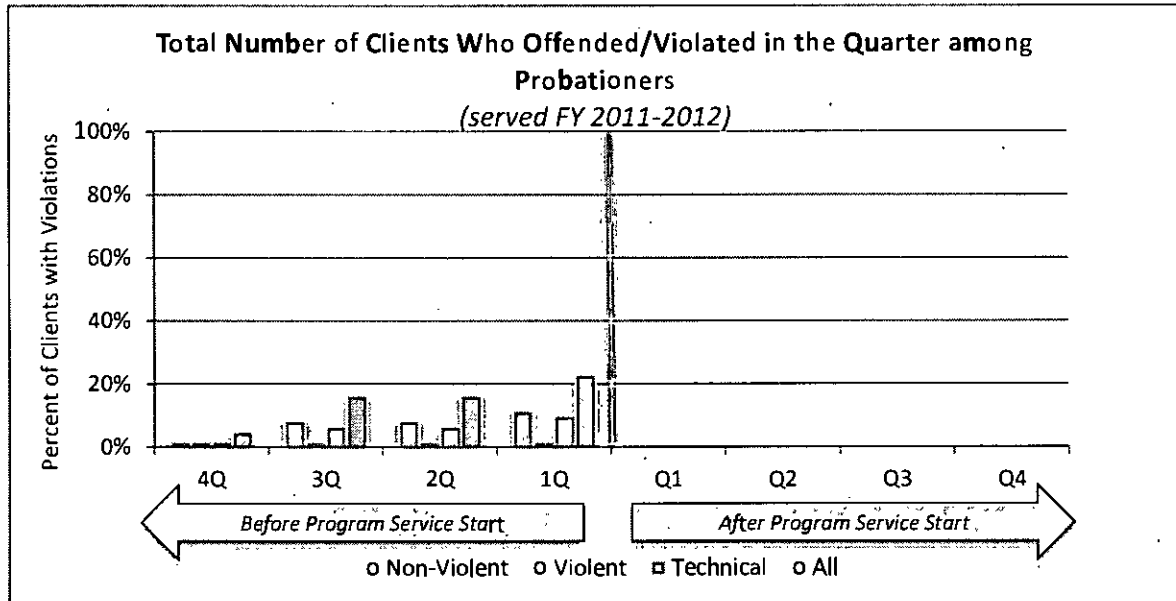


Clients' post-service juvenile justice outcomes are even more impressive when compared over the entire year prior to starting the program. As the next graph illustrates, 20% of YEP Afterschool Program participants had either a delinquent offense or a probation violation over the course of the year before they started the program, whereas none did afterwards. It is important to note that post-program recidivism rates are biased downward by the shorter post-period. The next graph illustrates the following:

⁹⁵ Sixty-one of the 65 clients served by YEP Afterschool matched to data from Alameda County Juvenile Probation and received at least the minimum threshold of service (9.5 hours).

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- The proportion of clients committing violent offenses decreased from 2% to 0%.
- The proportion of clients committing non-violent offenses decreased from 11% to 0%.
- The proportion of clients with technical violations decreased from 10% to 0%.



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Youth Employment Partnership Summer Youth Employment

Introduction

Program Overview

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.

Summary of Findings

- Overall, both OUSD and ACPD data indicate that clients were more engaged in school and less involved in the juvenile justice system during the year after participating in YEP's Summer Youth Employment program compared with the year before. While the findings are positive and important indicators of the effect of program participation, the small sample sizes for both OUSD and ACPD data limit their generalizability.

Services Provided

Description of Services

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

Type of Service	# of Clients ⁹⁶	# of Hours	Average Hours per Client ⁹⁷
Individual	77	7557.0	98.1
Case Management	75	556.0	7.4
Group	71	1919.5	27.0
TOTAL	77	9476.5	123.1
Months of Client Engagement	n/a	n/a	2.0

⁹⁶ Of these 77 clients, 39 consented to release their data for the evaluation.

⁹⁷ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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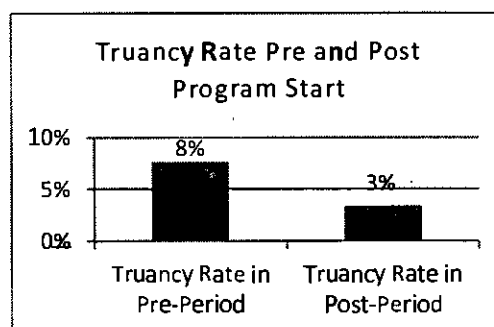
experience, job skills and vocational training, and mental health services. During the reporting period, the program served 77 clients, of whom 64% were African or African American and 18% were Latino.⁸⁸

Efficiency of Services

The total contract amount for YEP Summer in FY 2011-12 was \$95,260. Given the number of clients served and the hours of service provided, the cost per client amounted to \$1,237 and the cost per hour \$10.

Impact of Service

Because of the relatively short duration of this program, the program was not able to collect pre/post surveys from participants, so there was no way to track intermediate-level outcomes such as resiliency, protective factors, and risk-taking behaviors. The evaluation was able to draw on data from the Oakland Unified School District (OUSD) and the Alameda County Probation Department (ACPD) to assess the impact of program participation on clients' school engagement and juvenile justice outcomes.



Of the 14 youth who matched to OUSD data during both the 2010-11 and 2011-12 school years and met the minimum threshold of at least 9.5 hours of service, the overall truancy rate decreased by more than 50%; moreover, the number of students whose truancy rates decreased (57%) was almost twice the number of students whose truancy rates increased (29%).

Despite impressive reductions in truancy rates, there was no change in the proportion of program participants suspended the year after participating in YEP Summer Youth Employment compared with the year before. It is important to note that OUSD data was available for less than one-quarter of clients served by the program during the fiscal year, limiting the generalizability of these findings.⁹⁹

⁸⁸ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

⁹⁹ Other program participants may have been enrolled in non-OUSD schools, including Alameda County's alternative schools or charter schools, or in schools that do not use the OUSD ARIES data system.

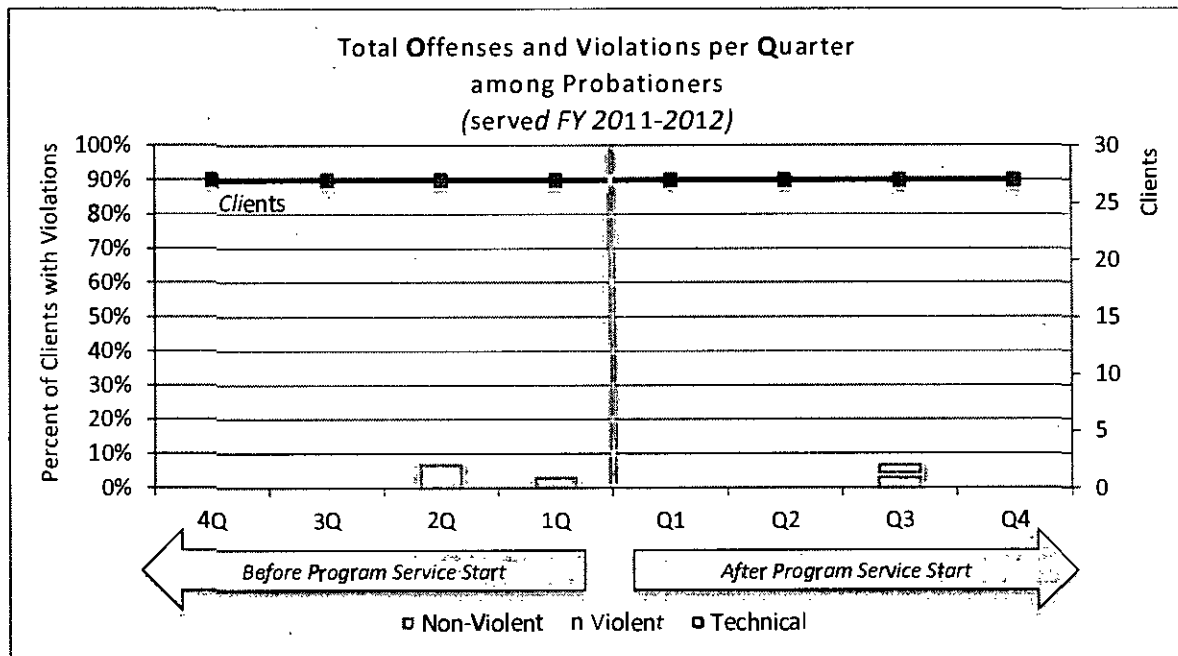
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Twenty-seven YEP Summer Youth Program participants were matched to Alameda County Probation Department (ACPD) data and met the minimum service threshold of 9.5 hours, a reasonable number considering that many program participants are considered at-risk for juvenile justice involvement but may not actually be on probation; in addition, some participants are Oakland residents who are on probation in surrounding counties, which did not provide data for the evaluation.

Risk Assessment	
Average Score	13.9
# Very High Risk	0
# High Risk	0
# Medium Risk	5
# Low Risk	2

Risk assessment data was only available for seven of these participants, which limits generalizability. Nonetheless, this data indicates that program participants may have been in the medium- to low-risk range, which is supported by clients' pre and post-service justice system involvement. Of the 27 clients who did have ACPD data, fewer than 10% had a delinquent offense or a probation violation in any quarter prior to or following program service start. Post-service offenses and violations were less serious in nature, with half of post-service incidents being technical violations of the conditions of probation rather than new delinquent offenses; additionally, no clients were adjudicated delinquent for violent offenses following program start. It is important to note that the evaluation looked at those individuals with an adjudicated law offense. The next graph illustrates the following:

- Violent offenses decreased from 4% pre-service to 0% post-service.
- Non-violent offenses decreased from 7% pre-service to 4% post-service.
- Technical violations increased from 0% pre-service to 4% post-service.

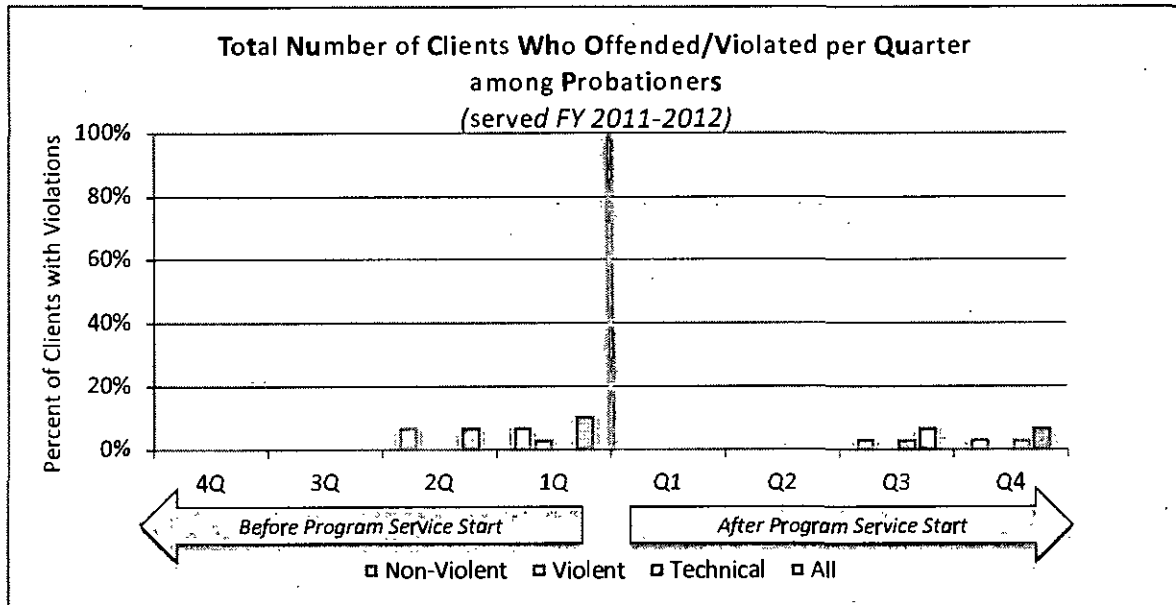


Examining clients' cumulative post-service offenses and violations over the course of the years before and after participating in YEP Summer Youth Employment further supports reductions in delinquency: 11% of program participants had a sustained delinquent offense or probation violation during the year

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before enrolling in the program, while only 7% had any new offense or probation violation during the year after. Moreover, half of the post-service incidents were technical violations of probation rather than new delinquent offenses. The next graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 4% to 0%.
- The proportion of clients committing non-violent offenses decreased from 7% to 4%.
- The proportion of clients with technical violations increased from 0% to 4%.



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Youth Radio After School Employment

Introduction

Program Overview

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 years. 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. Educational and financial under-resourcing as well as disproportionate incarceration rates are examples of such inequalities. 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 and 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. Wraparound services, such as case management and academic counseling, are mandatory.

Summary of Findings

- The evaluation results show notable improvements in clients' juvenile justice outcomes following their participation in Youth Radio's Afterschool Employment Program. Juvenile justice outcomes are preliminary, since most clients have very brief post-service periods to analyze. However, initial indicators are strongly positive, with reductions in the number of clients offending after starting service as well as reductions in the severity of post-service offenses.

Services Provided

Description of Services

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 facilitates 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 receive work experience, various trainings in basic education, life and vocational skills, as well as anger management. During the



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12-month reporting period, the program served 22 individuals, of whom 77% were male and 23% were female; 86% were African or African American and 9% were Latino.¹⁰⁰ Clients received an average of 7.7 hours of individual service and over 130 hours of group service, and were engaged for an average of 4.6 months.

Type of Service	# of Clients ¹⁰¹	# of Hours	Average per Client ¹⁰²
Individual	19	146.7	7.7
Case Management	19	146.7	7.7
Group	21	2874.5	136.88
TOTAL	22	3021.2	137.3
Months of Client Engagement	n/a	n/a	4.6

Efficiency of Services

The total contract amount for Youth Radio in FY 2011-12 was \$65,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$2,955 and the cost per hour \$22.

Impact of Service

Although this program did administer intake surveys to the majority of clients, they did not follow up and administer post surveys to measure clients' intermediate-level outcomes. Consequently, the evaluation has no data on intermediate-level client outcomes, such as risk taking behavior or resiliency and protective factors. In addition, only five of the 22 participants matched to OUSD data both before and after program enrollment, so the evaluation could not assess the effect of program participation on clients' school engagement.

¹⁰⁰ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

¹⁰¹ All clients consented to release their data for the evaluation.

¹⁰² Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

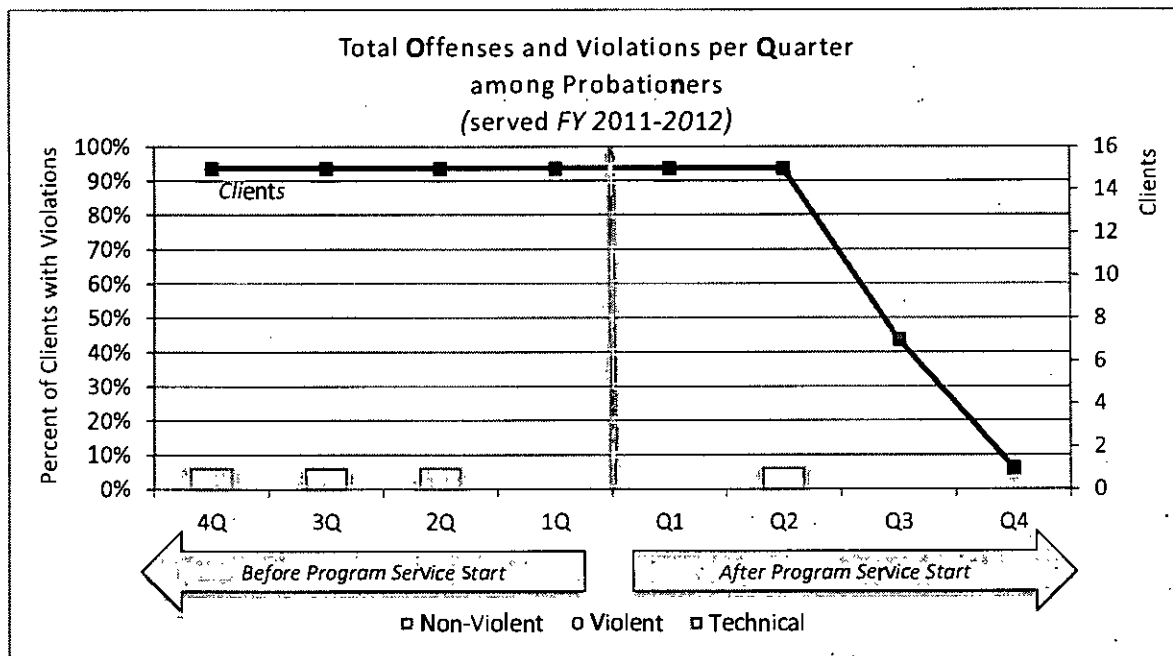
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Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period, or 15 of the programs 22 clients. In addition, risk assessment data was available on nine of these 15 clients. This data, shown in this table, indicate that most Youth Radio participants were in the medium- to high-risk range.

Risk Assessment	
Average Score	16.9
# Very High Risk	0
# High Risk	3
# Medium Risk	5
# Low Risk	1

Because many of Youth Radio Afterschool Program clients did not enroll in the program until the second half of school year (and the second half of the fiscal year), most clients only had a couple of quarters of post-service data to analyze. Initial indicators of clients' post-program juvenile justice outcomes appear positive: only 7% of program participants had a delinquent offense or probation violation in any quarter before or after starting Youth Radio's Afterschool Employment program, and none had a violent offense in any quarter after starting the program. However, because many clients enrolled in the program late in the fiscal year, a full year of post-service data is not available for most clients. It is important to note that the evaluation looked at those individuals with a sustained law offense. The graph below illustrates the following:

- Violent offenses decreased from 7% pre-service to 0% post-service.
- Non-violent offenses remained at 7% pre-service and post-service.
- Technical violations remained at 0% pre-service and post-service.

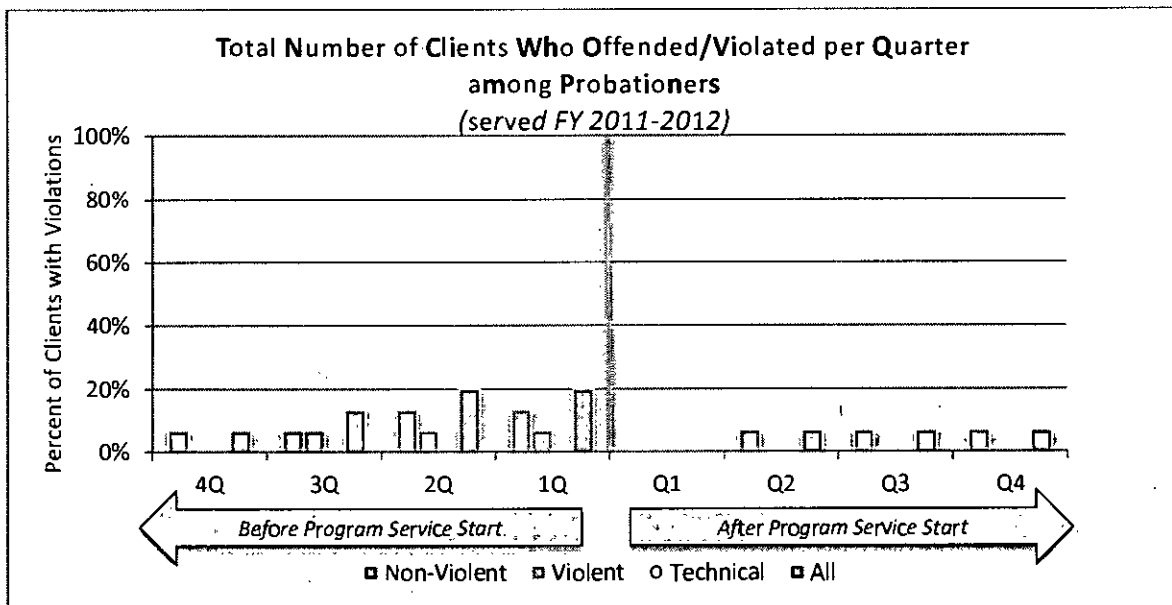


Looking at clients' juvenile justice outcome cumulatively over the course of the year before and after starting the Youth Radio Afterschool Employment program further supports reduction in juvenile justice contact after starting the program. In the pre-service period, 20% of clients had a delinquent offense or

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probation violation, including 7% with violent offenses. By contrast, only 7% had a delinquent offense the year after the program, and none had a violent offense. These results are likely biased downward because most participants did not have a full-year of post-program data. The graph below illustrates the following:

- The proportion of clients committing violent offenses decreased from 7% to 0%.
- The proportion of clients committing non-violent offenses decreased from 13% to 7%.
- The proportion of clients with technical violations remained at 0%.



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Youth Radio Summer Employment

Introduction

Youth Radio's Summer Employment Program is similar to its Afterschool Employment program, and aims to promote 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. Through hands on media production workshops, the Summer Employment 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.

Summary of Findings

- Although there is limited data on Youth Radio Summer Employment participant outcomes, available data does indicate small but important positive outcomes for clients following program participation. Forty percent of clients expressed a greater desire to go to college after participating in the program.
- In the post-service period, fewer clients had adjudicated offenses and/or violations in the juvenile justice system and those who did had only technical violations of probation as opposed to new delinquent offenses.

Services Provided

Youth Radio's Summer Media Camp was a rigorous 20 hours per week, six-week summer program that provided 13 Oakland youth with workforce skills training in addition to academic, career, and health support services. Participants received training in technology and media production and gained hands-on experience as paid interns at Youth Radio where they learned how to create media assets such as blogs, commentaries, and videos. Participants also received career and academic counseling that include intensive pre-employment skills training, greater exposure to college, and focused preparation for the CAHSEE (California High School Exit Examination). During the summer of 2011, Youth Radio's Summer Employment program employed 13 youth, of whom 77% were male and 23% were female; 92% of program clients were African American and 8% were Latino.¹⁰³

¹⁰³ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the



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Type of Service	# of Clients ¹⁰⁴	# of Hours	Average Hours per Client ¹⁰⁵
Individual	12	669.7	55.8
Group	13	294.5	22.7
TOTAL	13	994.2	76.5
Months of Client Engagement	n/a	n/a	1.2

Efficiency of Services

The total contract amount for Youth Radio in FY 2011-12 was \$40,000. Given the number of clients served and the hours of service provided, the cost per client amounted to \$3,077 and the cost per hour \$40.

Impact of Service

The evaluation drew on pre/post-service and data from Alameda County Probation Department (ACPD) to assess the impact of program participation on interim outcomes, such as risk and resiliency factors; and longer-term outcomes, namely recidivism. The evaluation also obtained data from OUSD, though the sample size available for analysis was insufficient: only two of the programs' 13 participants had OUSD data for the school years before and after participating in the program.

Youth Radio collected pre/post surveys from 11 of their 13 participants at program intake and again when the participants exited the program. Participants showed only limited changes on the majority of indicators, which is not surprising given the short duration of the program. It is worth noting that participants showed the most positive change when answering questions related to their plans for educational attainment, with 40% of participants reporting a greater likelihood of going to college after participating in the program.

evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

¹⁰⁴ All clients consented to release their data for the evaluation.

¹⁰⁵ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.



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Pre/Post Outcome Analysis: Youth Radio/Summer Employment				
	# of Clients	% Whose Scores Improved	% Whose Scores Stayed the Same	% Whose Scores Got Worse
School/Education Related Outcomes				
Educational Attainment				
I plan to graduate from high school or get my GED.	9	22%	56%	22%
I plan to go to college or continue my education.	10	40%	40%	20%
Risk and Resiliency Outcomes				
Relationship with a Caring and Supportive Adult				
I receive help or support from at least one adult.	11	0%	64%	36%
There is an adult in my life who believes I will be a success.	10	10%	60%	30%
Risk Taking Activities				
<i>In the past 30 days, either I or someone that I hang out with...</i>				
Carried a weapon such as a gun, knife or club.	9	0%	78%	22%
Drank alcohol.	9	11%	67%	22%
Used illegal drugs.	9	11%	56%	33%
Resiliency				
I am able to walk away when friends and associates are pushing me towards trouble.	10	10%	50%	40%

Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period, or 11 of 13 participants. In addition, risk assessment data was available for six of these 11 participants. Although this is too small a number to be generalizable, it indicates that most Youth Radio Summer Employment clients may have been in the medium- to high-risk range.

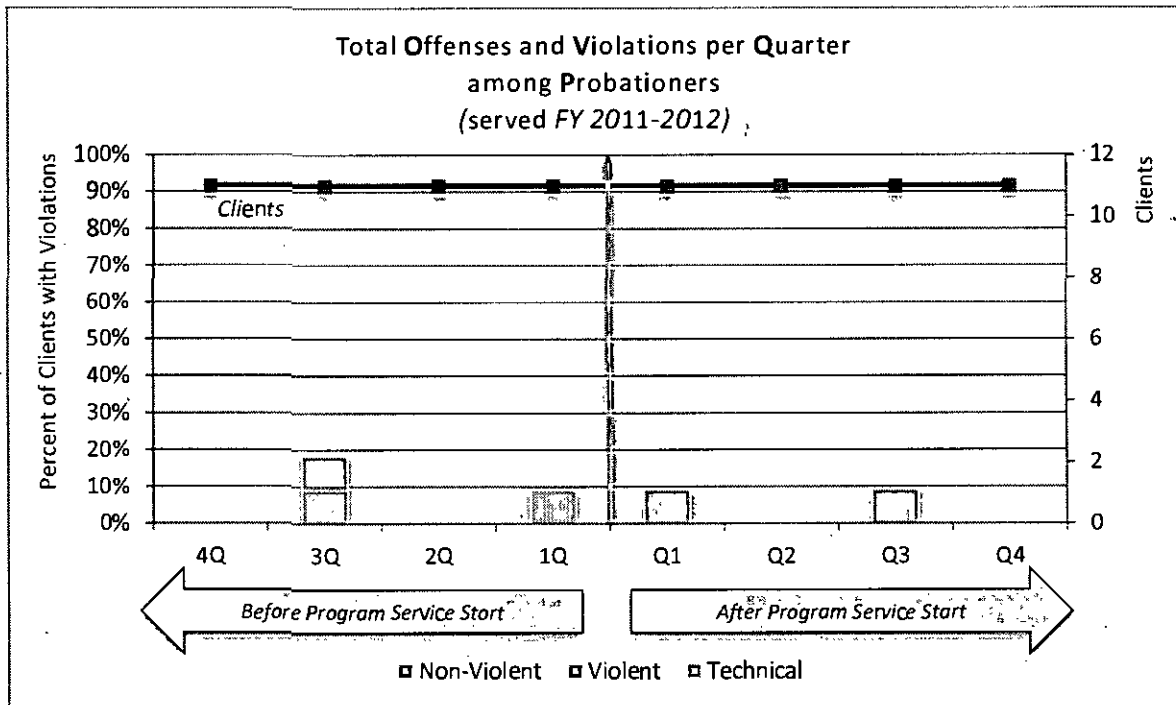
Risk Assessment	
Average Score	17.5
# Very High Risk	0
# High Risk	2
# Medium Risk	3
# Low Risk	1

Our analysis of participants' delinquent offenses and probation violations showed small but important changes in participants' juvenile justice contact during each quarter before and after starting the program. Most notably, no clients had a new delinquent offense in any quarter after enrolling in the program, with all recidivism occurring only through technical violations of probation. By contrast, prior to program start, participants had both violent and non-violent new delinquent offenses, as well as technical violations. It is important to note that the evaluation looked at those individuals with a sustained law offense. The next graph illustrates the following:

- Violent offenses decreased from 9% pre-service to 0% post-service.
- Non-violent offenses decreased from 9% pre-service to 0% post-service.
- Technical violations remained at 9% pre-service and post-service.



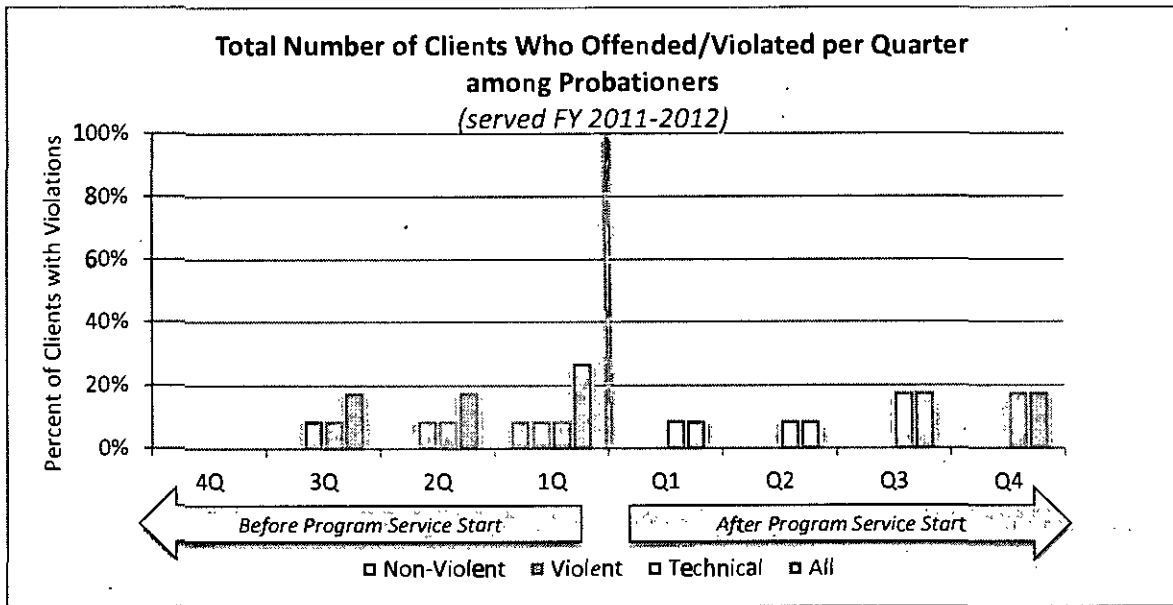
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Looking at participants' cumulative contact with the justice system over the course of the year before and the year after enrolling in Youth Radio Summer Employment provides further evidence for reductions in the total offenses and/or violations as well as with the severity of the incidents. During the year before they began Youth Radio Summer Employment, 27% of participants had an adjudicated offense, of which 18% had new violent and non-violent offenses; by contrast, the 18% who had sustained offenses during the year after the program had only technical probation violations. The next graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 9% to 0%.
- The proportion of clients committing non-violent offenses decreased from 9% to 0%.
- The proportion of clients with technical violations increased from 9% to 18%.

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Youth UpRising Summer Employment

Introduction

Program Overview

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 summer jobs program, Youth UpRising provides soft skills training and job experience to at-risk youth in Oakland. The program's goal is to help youth gain the skills and experience they will need in today's economy and to prepare them to transition into careers in a variety of industries, ranging from digital media to food manufacturing. The program offers limited case management services to those youth who need it, but focuses primarily on job skills and experience.

Summary of Findings

- Analysis of juvenile justice-related data offers strong support for positive outcomes following program participation: in contrast to 44% of clients who were adjudicated delinquent during the pre-service year, only 13% of clients were adjudicated delinquent during the post-service year. Moreover, there appears to have been a reduction in overall offense severity, with no clients being adjudicated for a violent offense after enrolling in the program, compared with 6% in the pre-service year.

Services Provided

Description of Services

Youth UpRising's Summer Employment Program served 20 youth during the summer of 2011, providing an average of almost 90 hours of job training per youth over the course of approximately six weeks. Youth received both individual and group services. Of the clients served, 95% identified as African American and 77% were male.¹⁰⁶

¹⁰⁶ Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan and is only available for clients who consented to report this information to the evaluation. Clients are able to select more than one racial identity and so percentages will not total 100 percent. Due to non-consented clients, and missing and/or duplicate data, demographic information is an approximation.

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Type of Service	# of Clients ¹⁰⁷	# of Hours	Average Hours per Client ¹⁰⁸
Individual	19	656.0	34.5
Case Management	3	3.8	1.3
Group	19	1117.0	58.8
TOTAL	20	1773.0	88.7
Months of Client Engagement	n/a	n/a	1.5
*This table only includes clients who received service. Two clients were enrolled but did not receive any service.			

Efficiency of Services

The total contract amount for Youth UpRising in FY 2011-12 was \$36,299. Given the number of clients served and the hours of service provided, the cost per client amounted to \$882 and the cost per hour \$69.

Impact of Service

Because of the short duration of the Summer Employment program, the program did not administer pre/post surveys, limiting the ability of the evaluation to assess intermediate-level client outcomes, such as resiliency and risk-taking behaviors. The evaluation also obtained data from OUSD; however, only six of the programs' 20 participants had OUSD data for the school years before and after participating in the program, which was not a sufficient sample size to analyze their outcomes.

Data from Alameda County Juvenile Probation were analyzed for all clients who matched to CitySpan and received at least 9.5 hours of service during the reporting period (or 16 out of the program's 20 clients). In addition, risk assessment data was available for seven of these 16 participants. Although this is too small a number to be generalizable, it indicates that most Youth Radio Summer Employment clients may have been in the medium range.

Risk Assessment	
Average Score	15.1
# Very High Risk	0
# High Risk	3
# Medium Risk	2
# Low Risk	3

Of the 16 program participants who had ACPD records and met the minimum service threshold, 13% were adjudicated delinquent for a non-violent offense in the second quarter after they enrolled in the

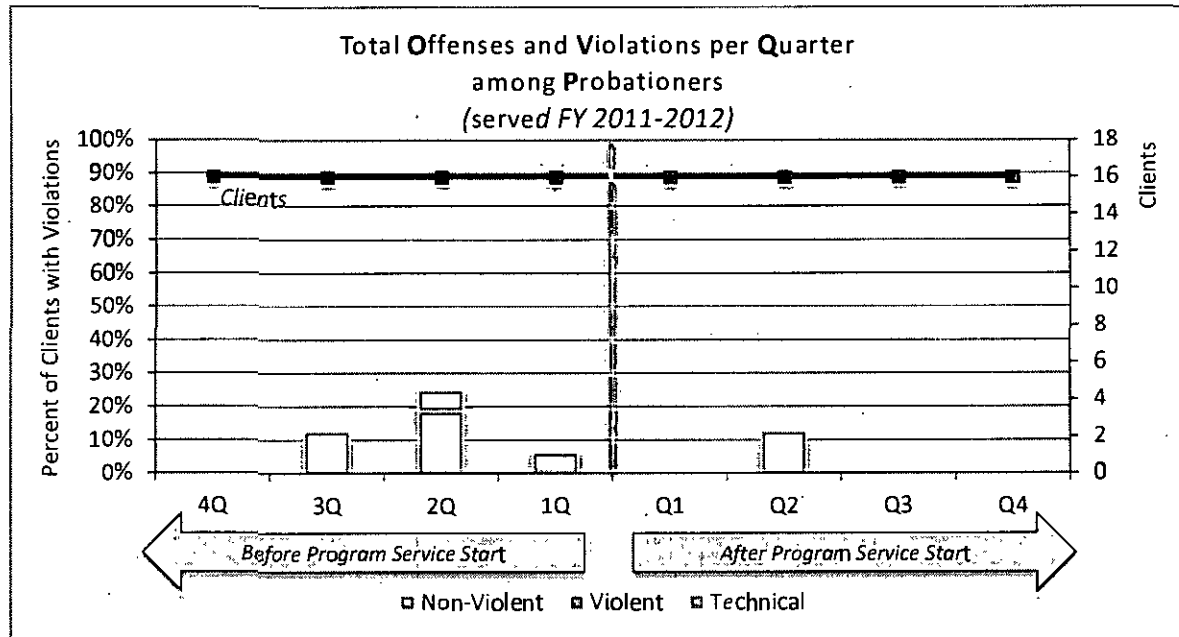
¹⁰⁷ All clients consented to release their data for the evaluation.

¹⁰⁸ Averages include all clients with individual or group service hours entered into CitySpan. It is important to note that per client total service hours vary considerably, as many clients participate in Measure Y services for only a few hours before discontinuing, bringing down the mean number of service hours per client.

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program, and no client had any delinquent offenses or probation violations during any other quarter after starting service; by contrast, two quarters before starting program service, 25% of clients were adjudicated for a delinquent offense, including 6% with violent offenses. It is important to note that the evaluation looked at those individuals with a sustained law offense. The graph below illustrates the following:

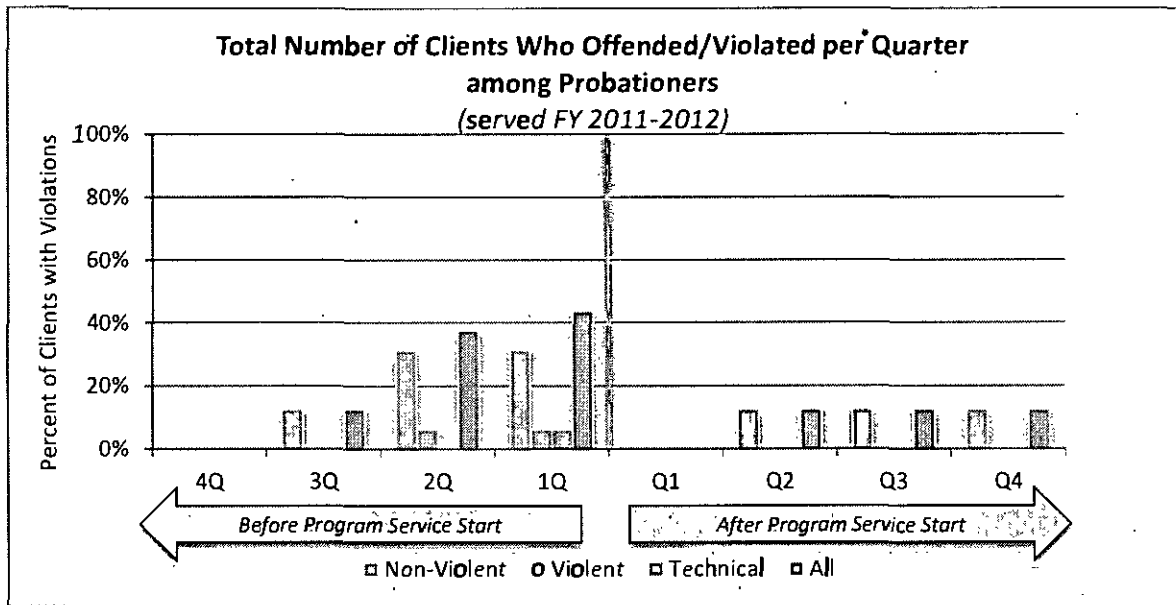
- Violent offenses decreased from 6% pre-service to 0% post-service.
- Non-violent offenses decreased from 19% pre-service to 13% post-service.
- Technical violations decreased from 6% pre-service to 0% post-service.



An analysis of clients' cumulative offenses and probation violations during the years before and after enrolling in YU's Summer Employment Program offers further evidence for positive program effects. A total of 44% of program participants were adjudicated delinquent or violated probation during the year before enrolling in the program, including 6% who were adjudicated for violent offenses; by contrast, only 13% of clients were adjudicated delinquent during the year after enrolling in the program, and none were adjudicated for violent offenses. The next graph illustrates the following:

- The proportion of clients committing violent offenses decreased from 6% to 0%.
- The proportion of clients committing non-violent offenses decreased from 31% to 13%.
- The proportion of clients with technical violations decreased from 6% to 0%.

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Measure Y-Funded Positions

Introduction to Funded Positions

Measure Y includes funding for three positions. The positions are intended to support existing strategies and include:

- Mayor's Reentry Employment Specialist
- OUSD Enrollment Specialist
- Violence Prevention Networks Coordinator

The role and activities of each position are described in the following pages:

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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 application process and receive guidance with completing the employment application. The Employment Specialist also networks with other City agencies, programs, and NCPCs to publicize employment resources available to the reentry population. No further information was available on the activities of this position.

Total Cost	\$ 119,880
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OUSD Enrollment Specialist

Measure Y funds an OUSD Enrollment Specialist, who enrolls and places students returning from the Alameda County Juvenile Justice Center (or Juvenile Hall), into Oakland public schools as part of the Juvenile Justice Center/OUSD Wraparound Services strategy. The Enrollment Specialist is housed in the Juvenile Hall’s Transition Center, where she works closely with the Probation Department and Health Service as well as with OUSD schools, to ensure that youth receive the services they need upon release from Juvenile Hall. In addition to enrolling youth in OUSD schools immediately upon their release from the Juvenile Hall, the Enrollment Specialist also works with youth and their families to identify community-based resources and to refer youth to Measure Y-funded JJC Wraparound Programs.

Total Cost	\$ 79,920
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During the last year, the OUSD Enrollment Specialist and Transition Center partners improved their collaboration by adding an academic guidance counselor assist with the identification of appropriate school placements, as well as with updating transcripts and academic plans. They have also worked collaboratively to provide data on students’ grades, attendance, and disciplinary infractions to juvenile judges and probation officers. By facilitating improved communication between case managers from Measure Y-funded case managers and ACPD probation officers, Transition Center partners—including the OUSD Enrollment Specialist—have enhanced prerelease services for Oakland youth. Their partnership has become a model for the Alameda County Office of Education, which is working to establish similar processes for youth from other parts of Alameda County.

These successes are particularly important given some of the ongoing challenges that the Enrollment Specialist and Transition Center have confronted. The

Contacts	Benchmarks	Actuals
# of students enrolled in OUSD Schools	500	600
# of students referred to Case Management	407	407
# of MDT meetings at school sites	12	20
# of Case Conferencing meetings facilitated	11	22

biggest of these challenges have been issues related to growing pains; as the Enrollment Specialist and Transition Center have become more established and successful, they have faced constraints related to the availability of space and additional staff. The Enrollment Specialist pointed out that youth, families, CBOs, and Juvenile Hall staff has needs 24 hours per day, seven days per week, even though her position is designed to operate on a 40 hours per week schedule. Growing pains, including the need for more staff and staff training, have been exacerbated by staff turnover in the Probation Department.

Despite these challenges, the Enrollment Specialist placed 600 youth in OUSD schools during the 2011-12 fiscal year and referred over 400 youth to case management services. The majority of these youth are African American males. She also facilitated case conferencing meetings and attended Multidisciplinary Team (MDT) meetings at school sites.



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Violence Prevention Networks Coordinator

The Violence Prevention Networks Coordinator provides training, oversight and technical assistance to the Oakland Street Outreach strategy. In addition to conducting street outreach events, the Coordinator is responsible for networking with the Oakland Police Department, NCPCs, and other violence prevention efforts. The table below summarizes the activities conducted by the Coordinator throughout the year.

Overall, the work of the Violence Prevention Coordinator and his Team has experienced many notable achievements. Working within the targeted communities, they have continued to build on establishing strong ties with the community members, and generating strong relationships with the local government agencies and service provider community.

The Coordinator reports strong and healthy relationships with law enforcement that include not only the Oakland Police Department, but also the Transit Authority, Oakland Housing Authority, and Sheriffs. The same strength of relationship extends to the Probation Department. To this end, there is a week-long training scheduled to take place the week of October 15th, 2012 administered by the Violence Prevention Coordinator.

One of the challenges that the Violence Prevention Coordinator has historically struggled with is identifying an appropriate strategy to address violence in Oakland that is spontaneous and difficult to predict. The Ceasefire model assumes that there are disputes between two distinct groups that can be mediated. However, in Oakland, there are different dynamics around the violence. Oakland has violence that is spontaneous and frequently impulsive. The Coordinator has adapted to the spontaneity by developing programs such as The Way Out, which is an attempt to motivate the community members to reach out to the members before the first shots are fired. This has yielded success in that community members are beginning to call the Coordinator and his Team with increasing frequency. Another adaptation that is proving successful is that the Coordinator has reassigned his Outreach workers so that there is a greater degree of flexibility: 70% remain doing outreach work in their targeted areas while 30% are now designated as "interrupters" who are able to respond to calls from the community members.

Activity	Frequency
Outreach Trainings	4
OPD Trainings	4
Homicide Response	20/25
Shooting Response	50
Way Out Events	5
Streets	Every weekend since April
ATL Meets	2 monthly 24 yearly
OSO Meetings	1 monthly 12 yearly
Weekly Homicide Calls	Every Wednesday
OPD Collaboration Calls/Responses	20/30
Interruptions	10
Community Events	At least 20

The Coordinator has adapted to the spontaneity by developing programs such as The Way Out, which is an attempt to motivate the community members to reach out to the members before the first shots are fired. This has yielded success in that community members are beginning to call the Coordinator and his Team with increasing frequency. Another adaptation that is proving successful is that the Coordinator has reassigned his Outreach workers so that there is a greater degree of flexibility: 70% remain doing outreach work in their targeted areas while 30% are now designated as "interrupters" who are able to respond to calls from the community members.

A final piece of feedback relates to the way in which the efforts of the Violence Prevention Teams are reflected to the community. Because their resources allow them to cover only targeted areas of Oakland, challenges arise when they are held responsible for addressing violence City-wide. Ensuring



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there is clarity among the various stakeholders about the specific boundaries and limitations of the effort would help the teams capitalize on their successes.

Measure Y allocated just over \$133,000 toward the Violence Prevention Network activities.

Total Cost	\$ 133,200
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Appendix A: Programs by Strategy

Family Violence Intervention

Family Violence Law Center
Safe Passages
Alameda County Health Care Services – Commercially Sexually Exploited Children

Oakland Street Outreach & Community Organizing

California Youth Outreach
Healthy Oakland
Street Outreach Coordinator
City County Neighborhood Initiative
Youth Uprising – Attraction, Retention, and Movement

School-Based Prevention Projects

Oakland Comprehensive Gang Model – OUSD Alternative Education
Alameda County Health Care – OUR KIDS
Oakland Unified School District – Second Step

Violent Incident and Crisis Response

Catholic Charities of the East Bay
Youth Alive

Young Adult Reentry and Employment

Reentry/Employment

Work first Foundation – America Works
Goodwill Industries
Youth Employment Partnership
Volunteers of America
Mayor's Reentry Specialist

Project Choice

Volunteers of America
The Mentoring Center

Youth Comprehensive Services

Juvenile Justice

California Youth Outreach
East Bay Agency for Children
East Bay Asian Youth Center
The Mentoring Center
Youth Uprising
OUSD JJC Coordinator

Youth Employment

Youth Radio
Youth Employment Partnership
Youth Uprising

Restorative Justice

Community Initiatives/Restorative Justice for Oakland Youth

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Appendix B: Program Deliverables

Family Violence Intervention

Oakland Street Outreach & Community Organizing

School-Based Prevention Projects

Violent Incident and Crisis Response

Young Adult Reentry and Employment

Youth Comprehensive Services

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Family Violence Intervention			
Family Violence Law Center			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients placed into shelter/emergency housing	40	69	173%
# of intensive outreach clients	1000	988	99%
# of intensive outreach hours	1750	1644	94%
# of OPD referrals/ police reports to FVIU Advocates	3300	3215	97%
# of community training event sessions (OPD)	10	19	190%
# of community members trained (OPD)	215	329	153%
# NCPC meetings attended	4	5	125%

Safe Passages – Mental Health Services for Ages 0-5			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
#of clients provided with referral	50	52	104%
# of mental health service clients	50	73	146%
# of mental health service contacts	72	293	407%
# of mental health service hours	580	588	101%
# of hours of site based mental health (event) consultations	414	1846	446%
# of mental health consultation (event) participants	330	332	101%
# of bi-monthly Safe Passages MHC meetings	6	6	100%
# NCPC meetings attended	4	3	75%

Alameda County Health Care Services – Commercially Sexually Exploited Children			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Gbal Reached
# of intensive outreach participants	240	278	116%
# of case managed clients	50	98	196%
# of case management hours	1500	3292	219%
# of street outreach events	50	73	146%
# of street outreach event participants	300	358	119%
# of networking /collaborative meeting event sessions	10	8	80%
# of networking /collaborative meeting event hours	20	28	140%
# NCPC meetings attended	4	4	100%



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Oakland Street Outreach & Community Organizing

California Youth Outreach:

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients placed in employment	44	40	91%
# of clients placed and/or referred to an educational setting	64	66	103%
# of case managed clients	74	85	115%
# of case management hours	2240	2243	100%
# of intensive outreach clients	200	204	102%
# of intensive outreach hours	1150	1195	104%
# of street outreach event participants – unduplicated	5700	9055	159%
# of street outreach event sessions	612	1140	186%
# of street outreach staff event hours	5974	13694	229%
# of networking/collaboration meeting event sessions	8	8	100%
# of community trainings	16	16	100%
# NCPC meetings attended	4	4	100%

Healthy Oakland

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients placed in employment	20	40	200%
# of clients re/enrolled in school or other education	20	34	170%
# of case managed clients	45	71	158%
# of case management hours	1350	1731	128%
# of intensive outreach clients	100	81	81%
# of intensive outreach hours	500	495	99%
# of street outreach event participants – unduplicated	3300	5091	154%
# of Street Outreach Event sessions	360	362	101%
# of street outreach staff event hours	3900	4478	115%
# of social events	12	9	75%
# of networking/collaboration meeting event sessions	8	23	288%
# of community trainings	4	6	150%
# of general outreach events	6	23	383%
# NCPC meetings attended	4	4	100%



Oakland Measure Y 2011-2012

Oakland Street Outreach & Community Organizing (cont'd)

Street Outreach Coordinator

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# outreach trainings	4	4	100%
# OPD trainings	4	4	100%
# homicide response	-	25	
# of shooting response	-	50	
# of Way Out events	5	5	100%
# of ATL meetings	12	12	100%
# of Interruptions	-	10	
# of Community Events	20	20	100%

City County Neighborhood Initiative

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients placed in employment	15	34	227%
# of clients placed in employment training	25	45	180%
# of intensive outreach clients	50	53	106%
# of intensive outreach hours	100	66	66%
# of general outreach events	8	9	113%
# of general outreach event participants (duplicated)	220	1319	600%
# of networking/collaborative meeting event participants (duplicated)	300	783	261%
# of networking/collaborative meeting event sessions	20	29	145%
# NCPC meetings attended	4	11	275%

Youth Uprising – Attraction, Retention, and Movement

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of case managed clients	67	67	100%
# of case management hours	670	808	121%
# referrals to employment	20	30	150%
# NCPC meetings attended	4	4	100%



Oakland Measure Y 2011-2012

School-Based Prevention Projects

Oakland Comprehensive Gang Model – OUSD Alternative Education

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of case managed clients	50	65	130%
# of case management hours	1000	1018	102%
# of clients enrolled in violence prevention groups	50	89	178%
# of violence prevention group sessions	60	88	147%
# of clients enrolled in groups	60	144	240%
# of group session client hours	600	1799	300%
# NCPC meetings attended	4	4	100%

Alameda County Health Care – OUR KIDS Middle Schbdl Model

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of mental health/case managed clients	520	664	128%
# of mental health/case management hours	7500	13478	180%
# of general outreach hours	1000	3520	352%
# of clients enrolled in groups	100	244	244%
# of group session client hours	650	2888	444%
# NCPC meetings attended	4	2	50%

Oakland Unified School District – Second Step

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
Pre-School; Second Step Unit I	1760	2080	118%
Pre-School; Second Step Unit II	1600	1582	99%
Pre-School; Second Step Unit III	1300	1170	90%
Elementary; Second Step Unit I	8720	7409	85%
Elementary; Second Step Unit II	6720	4735	70%
Elementary; Second Step Unit III	5720	2812	49%
# Parent education sessions	25	31	124%
# NCPC meetings attended	4	1	25%



Oakland Measure Y 2011-2012

Violent Incident and Crisis Response			
Catholic Charities of the East Bay			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients receiving emergency funds	40	65	163%
# of intensive outreach clients	260	260	100%
# of intensive outreach hours	1450	1507	104%
# of mental health service clients	100	171	171%
# of mental health service hours	1260	2883	229%
# of peer support/counseling events	40	34	85%
# of peer support/counseling event participants	125	586	469%
# of victim groups served	60	78	130%
# of event participants	200	1608	804%
# NCPC meetings attended	4	5	125%

Youth Alive			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of intensive outreach clients	60	120	200%
# of case managed clients	40	42	105%
# of case management hours	700	860	123%
# NCPC meetings attended	4	4	100%

Oakland Measure Y 2011-2012

Young Adult Reentry and Employment			
Work first Foundation – America Works			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients placed (@ \$500 per)	84	75	89%
# of clients retained for 30 days in employment (@ \$900 per)	77	75	97%
# of clients retained for 90 days in employment (@ \$1400 per)	62	70	113%
# of clients retained for 180 days in employment (@ \$2,200 per)	50	24	48%
# of clients retained in employment for 180 days at OLW	25	27	108%
# of clients retained in employment for 180 days at OLW or enrolled in education	25	25	100%
# of clients co-enrolled with Goodwill	15	15	100%
# of clients completing employment training	84	200	238%
# of NCPC meetings attended	4	4	100%

Goodwill Industries			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# Clients	20	66	330%
# of case management hours	40	198	495%
# of Work Experience Hours	6000	10049	167%
# of clients placed in employment	5	9	180%
# clients coenrolled with America Works	9	11	122%
# of clients with 300 hours paid work experience	20	29	145%
# of client hours of life skills and pre-employment skills	240	147	61%
# NCPC meetings attended	4	4	100%

Youth Employment Partnership – Reentry Employment			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# Clients	38	42	111%
# of case management hours	432	2009	465%
# of Work Experience Hours	4150	3449	83%
# of clients placed in employment	18	21	117%
# of clients retained for 30 days in employment	11	14	127%
# of client hours of education	4150	6358	153%
# of client hours of job skills/vocational training	2766	4490	162%
# of client hours of life skills and pre-employment skills	2175	2245	103%
# NCPC meetings attended	4	5	125%



Oakland Measure Y 2011-2012

Young Adult Reentry and Employment (cont'd)

Volunteers of America – Reentry Employment

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients	32	49	153%
# of clients 220 hours of work experience	28	28	100%
# of client hours of work experience	6160	6242	101%
# of case management hours	400	672	168%
# of client hours of life skills	1536	1538	100%
# of NCPC meetings attended	4	4	100%

Mayor's Reentry Specialist

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients places in employment	40	No deliverables were reported	
# of meetings with employers	240		
# of employment opportunities identified	60		

Volunteers of America – Project Choice

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients receiving mental health/substance abuse assessments	50	50	100%
# of case managed clients	50	90	180%
# of case management hours	2000	1665	83%
# of case management contacts	2120	2720	128%
# of monthly OPRI client contacts	390	510	131%
# of quarterly OPRI home visits	130	140	108%
# of client hours of support groups (post release)	600	819	137%
# of clients co-enrolled with America Works	20	25	125%
# NCPC meetings attended	4	4	100%

The Mentoring Center – Project Choice

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients receiving mental health assessments	24	24	100%
# of case management hours	1185	1155	97%
# of clients enrolled in pre-release groups	24	18	75%
# of clients enrolled in post release groups	24	13	54%
# of group session client hours	2400	2348	98%
# NCPC meetings attended	4	4	100%



Oakland Measure Y 2011-2012

Youth Comprehensive Services			
California Youth Outreach			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients re/enrolled in school or other education	51	35	69%
# of clients with one supportive adult identified	51	57	112%
# of clients referred to Measure Y employment training	5	8	160%
# of case managed clients	51	57	112%
# of case management hours	1763	1769	100%
# of peer support/counseling group participants	29	20	69%
# of peer support/counseling group client hours	240	215	90%
# of violence prevention group participants	30	6	20%
# of violence prevention training client hours	550	57	10%
# NCPC meetings attended	4	4	100%

East Bay Agency for Children			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients re/enrolled in school or other education	42	42	100%
# of clients with one supportive adult identified	40	42	105%
# of clients referred to Measure Y employment training	10	10	100%
# of case managed clients	42	60	143%
# of case management hours	1175	1214	103%
# of mental health service clients	20	11	55%
# of mental health service hours	232	269	116%
# NCPC meetings attended	-	-	-

East Bay Asian Youth Center			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of clients re/enrolled in school or other education	86	81	94%
# of clients with one supportive adult identified	86	86	100%
# of clients referred to Measure Y employment training	18	27	150%
# of case managed clients	86	107	124%
# of case management hours	2300	6045	263%
# of violence prevention groups	30	32	107%
# NCPC meetings attended	4	4	100%



Oakland Measure Y 2011-2012

Youth Comprehensive Services (cont'd)

The Mentoring Center

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients re/enrolled in school or other education	51	42	94%
# Post JJC Educational Engagement	50	35	70%
# of clients with one supportive adult identified	50	35	70%
# of clients referred to Measure Y employment	7	15	214%
# of case managed clients	50	35	70%
# of case management hours	1120	1123	100%
# NCPC meetings attended	4	4	100%

Youth Uprising

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of clients re/enrolled in school or other education	81	82	101%
# of clients with one supportive adult identified	81	82	101%
# of clients referred to Measure Y employment training	21	30	143%
# of case managed clients	81	82	101%
# of case management hours	2231	2238	100%
# NCPC meetings attended	4	4	100%

OUSD JJC Coordinator

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of students enrolled in OUSD schools	500	600	120%
# of students referred to case management	407	407	100%
# of MDT meetings at school sites planned	12	20	167%
# of case conferencing meetings facilitated	11	11	100%

Youth Radio – After School Jobs

Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of case management hours	127.5	146	115%
# of client hours of work experience	1500	1797	120%
# of clients enrolled in job skills/vocational training	17	17	100%
# of client hours of education	105	118	112%
# of client hours of health education	120	173	144%
# of client hours of life skills and pre-employment skills	900	945	105%
# of client Health Department Internships hours	750	1108	148%



Oakland Measure Y 2011-2012

# of clients co enrolled in Measure Y agency	5	5	100%
# NCPC meetings attended	4	4	100%

Youth Comprehensive Services (cont'd)

Youth Radio – Summer Jobs Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of client hours of work experience	567	696	123%
# of clients completing assigned work experience	11	10	91%
# of clients enrolled in job skills/vocational training	15	0	0%
# of client hours of education	504	131	26%
# of client hours of life skills and pre-employment skills	126	163	129%
# NCPC meetings attended	2	2	100%

Youth Employment Partnership – Summer Jobs Deliverables: Numbers Served 7/1/11 – 6/30/2012

Service	Annual Goal	# Served	% of Goal Reached
# of client hours of education	918	959	104%
# of Work Experience Hours	4320	7001	162%
# of client hours of life skills and pre-employment skills	810	960	119%
# NCPC meetings attended	2	3	150%

Youth Employment Partnership – After School Jobs Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of case managed clients	60	65	108%
# of case management hours	1275	2584	203%
# of Work Experience Hours	5202	4509	87%
# of client hours of life skills and pre-employment skills	2244	7406	330%
# of clients co-enrolled with other Measure Y Service Providers	20	24	120%
# NCPC meetings attended	4	5	125%

Youth Uprising – Summer Jobs Deliverables: Numbers Served 7/1/11 – 6/30/12

Service	Annual Goal	# Served	% of Goal Reached
# of client hours of work experience	688	652	95%
# of clients completing assigned work experience	16	11	69%
# of client hours of education	688	720	105%
# of client hours of life skills and pre-employment skills	192	397	207%
# NCPC meetings attended	2	2	100%



Oakland Measure Y 2011-2012

Youth Comprehensive Services (cont'd)			
Community Initiatives / Restorative Justice for Oakland Youth			
Deliverables: Numbers Served 7/1/11 – 6/30/12			
Service	Annual Goal	# Served	% of Goal Reached
# of general outreach events	10	22	220%
# of general outreach event hours	20	54	270%
# of general outreach event participants	100	1165	1165%
# of teachers and administrators trained	50	65	130%
# of clients enrolled in violence prevention groups	100	216	216%
# of violence prevention group sessions	175	346	198%
# of violence prevention group hours	500	1014	203%
# NCPC meetings attended	4	3	75%

Oakland Measure Y 2011-2012

Appendix C: Pre/Post Surveys

Family Violence Intervention

Incident Crisis Response

Oakland Street Outreach & Community Organizing

Project Choice

School-based Intervention

Young Adult Reentry Employment

Youth Comprehensive Services

NOTE: Not all outcomes were reported for each cluster.

Oakland Measure Y 2011-2012

FAMILY VIOLENCE INTERVENTION

PRE/POST SURVEY

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

Date:	
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Remove portion above and retain in your client records

Enter date: mm/dd/yy

For questions 1 – 8, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark “Not Applicable.”

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I know about the services that are offered in my neighborhood and in Oakland:						
Health						
Employment						
Financial						
Legal						
Costs prevent me from accessing these services, even when I need them.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
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.						
When actions of others make me angry or scared, I might sometimes resort to violence.						
I don't always feel optimistic about my future.						
I'm not always able to stay calm when life gets stressful.						
I am able to walk away when friends and associates are pushing me toward trouble.						
I know how to get myself out of dangerous situations without violence.						

Most families and households experience conflict from time to time. Please consider the past 30 days in your family or household when answering questions 9 – 11.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
In the past 30 days I have witnessed someone in my family or household being hurt or threatened.						
In the past 30 days I have been hurt or threatened by someone in my household or family.						
In the past 30 days I have hurt or threatened someone in my household or family.						



Oakland Measure Y 2011-2012

For questions 12 – 13, please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1-2 times	A few times	Once a Week	More than once a week	Not Applicable
During the past 30 days, how many times have you...?						
Been threatened or injured with a weapon (gun, knife, club, etc)?						
Been pushed shoved, slapped, hit, or kicked by someone who wasn't just kidding around?						
Had your property stolen or deliberately damaged, such as your car, clothing, or books?						

	0 times	1 time	2 times	3 times	More than 3 times	Not Applicable
During the last two months, how many times have you been arrested or detained?						

Oakland Measure Y 2011-2012

INCIDENT CRISIS AND RESPONSE

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

PRE/POST SURVEY

Date:

Remove portion above and retain in your client records

Enter date: mm/dd/yy

For questions 1 – 16, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I know about the services that are offered in my neighborhood and in Oakland:						
Health						
Employment						
Financial						
Legal						
Costs prevent me from accessing these services, even when I need them.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I receive help or support from at least one adult.						
There is an adult in my life who believes I will be a success.						
In my home there is a parent/guardian or other adult figure who expects me to follow the rules. <i>(if you are over 18 and do not live with a parent or guardian, please mark "Not Applicable")</i>						
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.						
When actions of others make me angry or scared, I might sometimes resort to violence.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
The people I hang out with get into a lot of trouble.						
Most of the people I hang out with aren't very responsible about school or their jobs.						
The people I hang out with help me when I'm having a hard time.						



Oakland Measure Y 2011-2012

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I don't always feel optimistic about my future.						
I'm not always able to stay calm when life gets stressful.						
I am able to walk away when friends or associates are pushing me towards trouble.						
I know how to get myself out of dangerous situations without violence.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am confident in my ability to complete the terms of my parole/probation.						
I try to stay away from situations that will compromise the terms of my parole/probation.						

For questions 17 – 20, please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times have you ...?						
Been threatened or injured with a weapon (gun, knife, club, etc)?						
Been pushed shoved, slapped, hit, or kicked by someone who wasn't just kidding around?						
Had your property stolen or deliberately damaged, such as your car, clothing, or books?						

	0 times	1 time	2 times	3 times	More than 3 times	Not Applicable
During the last two months, how many times have you been arrested or detained?						
During the last two months, how many times have you been arrested or detained for a violent offense?						
During the last two months, how many times have you been arrested or detained for a probation violation?						



Oakland Measure Y 2011-2012

OAKLAND STREET OUTREACH AND
COMMUNITY ORGANIZING

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

POST SURVEY

Date:

Enter date: mm/dd/yy

Remove portion above and retain in your client records

Please mark your selection in the space provided. For questions 1 – 14, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
Street outreach helped connect me to a job.						
Street outreach helped me get back to school or complete my GED.						
Street outreach helped me enroll in an education or training program.						
Street outreach connected me to another employment or vocational training program.						
Street outreach helped me access legal and financial resources.						
Street outreach helped me access health services (i.e. mental, physical, substance use treatment).						
Street outreach helped me get other resources or supports that I needed.						
Street outreach helped me resolve a conflict without violence.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
By participating in street outreach, I receive help or support from at least one adult.						
By participating in street outreach, I think more about the consequences before I react to a situation.						
By participating in street outreach, I feel more optimistic about my future.						
By participating in street outreach, I am more able to walk away when friends and associates are pushing me towards trouble.						
By participating in street outreach, I know how to get myself out of dangerous situations without violence.						
By participating in street outreach, I am less likely to use violence to resolve conflicts.						



Oakland Measure Y 2011-2012

The next few questions are about what you and your friends and associates have been doing over the past month or so. They are meant to give us an idea of your safety. We do not assume that you are responsible for the actions of the people you hang out with.

	0 times	1-2 times	A few times	Once a Week	More than once a week	Not Applicable
During the past 30 days, how many times did you or someone you were hanging out with...?						
Carry a weapon such as a gun, knife or club?						
Drink alcohol?						
Use illegal drugs?						

For questions 16 – 18, please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1 time	2 times	3 times	More than 3 times	Not Applicable
During the last two months, how many times have you been arrested or detained?						
During the last two months, how many times have you been arrested or detained for a violent offense?						
During the last two months how many times have you been arrested or detained for a probation violation?						

Oakland Measure Y 2011-2012 YOUNG ADULT AND REENTRY

PRE/POST SURVEY

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

Date:	
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Remove portion above and retain in your client records

Enter date: mm/dd/yy

Please mark your selection in space provided

	Less than 30 days	30 to 60 days	More than 90 days	I am not employed
By participating in Project Choice I have been employed for...				

	Renrolled in school	Received my GED/ Graduated
By participating in Project Choice, I have...		

For questions 3 – 31, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
By participating in Project Choice, I know about the services that are offered in my neighborhood and in Oakland:						
Health						
Employment						
Financial						
Legal						
Costs prevent me from accessing these services, even when I need them.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
By participating in Project Choice...						
I know what job or career I might want to pursue.						
I am aware of the education and skills required for my desired career.						
I am aware of the requirements needed to complete school or obtain my GED.						
I know how to prepare a competitive resume.						
I know how to conduct a job search.						
I have practiced questions on an application or in a job interview.						
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.						
I have received a job referral(s) for a position(s) I am <u>interested</u> in.						
I have received referral that resulted in an interview.						
I am more confident in my ability to get a job.						



Oakland Measure Y 2011-2012

By participating in Project Choice...

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am more confident in my ability to <u>dress</u> appropriately for a job..						
I am more confident I will act in a way that does not upset or offend anyone when I am at work.						
I am more confident in my ability to <u>keep</u> a job.						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
The people I hang out with get into a lot of trouble.						
Most of the people I hang out with aren't very responsible about school or their jobs.						
The people I hang out with help me when I'm having a hard time.						
<i>By participating in Project Choice...</i>	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I think more about the consequences before I react to a situation.						
I have a more stable <u>living</u> situation.						
I feel more optimistic about my future.						
I'm more able to stay calm when life gets stressful.						
I am more able to walk away when friends and associates are pushing me toward trouble.						
I know how to get myself out of dangerous situations without violence.						
I have learned to relax and calm myself down when I am upset.						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
In the past 30 days I have used conflict resolution skills.						
I am confident in my ability to complete the terms of my <u>parole/probation</u> .						
I try to stay away from situations that will compromise the <u>terms</u> of my parole/probation.						

The next few questions are about what you and your friends and associates have been doing over the past month or so. They are meant to give us an idea of your safety. We do not assume that you are responsible for the actions of the people you hang out with.

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times did you or someone you were hanging out with...?						
Carry a weapon such as a gun, knife or club?						
Drink alcohol?						



Oakland Measure Y 2011-2012

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

Date:	
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Use illegal drugs?	SCHOOL BASED PREVENTION PROGRAMS			
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PRE/POST SURVEY

Remove part Enter date: mm/dd/yy client records

For questions 1 – 4, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I plan to graduate from high school or get my GED.						
I plan to go to college or continue my education.						
I am confident in my ability to complete the terms of my parole/probation.						
I try to stay away from situations that will compromise the terms of my parole/probation.						

The next few questions are about what you and your friends and associates have been doing over the past month or so. They are meant to give us an idea of your safety. We do not assume that you are responsible for the actions of the people you hang out with.

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times did you or someone you were hanging out with...?						
Carry a weapon such as a gun, knife or club?						
Drink alcohol?						
Use illegal drugs?						
During the past two months, how many times have you been...?						
Sent home from school for getting into trouble?						
Sent to the office or received detention for getting into trouble at school?						

For questions 7 – 10 please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1 times	2 times	3 times	More than 3 times	Not Applicable
During the past 30 days, how many times have you skipped school or cut classes?						



Oakland Measure Y 2011-2012

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

Date:	
-------	--

During the last two months, how many times have you been arrested or detained?						
During the last two months, how many times have you been arrested or detained for a violent offense?						
During the last two months, how many times have you been arrested or detained for a probation violation?						

YOUNG ADULT AND REENTRY

PRE/POST SURVEY

----- Enter date: mm/dd/yy -----
 Remove portion above and retain in your client records

Please mark your selection in space provided

	Less than 30 days	30 to 60 days	More than 90 days	I am not employed
I have been employed for...				

	In school	Graduated from high school	GED	Quit or dropped out
What is your status is school?				

For questions 3 – 31, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I know about the services that are offered in my neighborhood and in Oakland:						
Health						
Employment						
Financial						
Legal						
Costs prevent me from accessing these services, even when I need them.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I know what job or career I might want to pursue.						
I am aware of the education and skills required for my desired career.						
I am aware of the requirements needed to complete school or obtain my GED.						



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I would need a lot of help to prepare a competitive resume.						
I would need a lot of help to conduct a job search.						
I have practiced questions on an application or in a job interview.						
I have received a job referral(s) for a position(s) I am <u>qualified</u> for.						
I have received a job referral(s) for a position(s) I am <u>interested</u> in.						
The referral(s) I received resulted in an interview.						
I am confident in my ability to <u>get</u> a job.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am confident in my ability to <u>dress</u> appropriately for a job.						
When I am at work I am confident I will act in a way that does not upset or offend anyone.						
I am confident in my ability to <u>keep</u> a job.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
The people I hang out with get into a lot of trouble.						
Most of the people I hang out with aren't very responsible about school or their jobs.						
The people I hang out with help me when I'm having a hard time.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
A lot of times I don't really think about the consequences before I react to a situation.						
I have a stable living situation.						
I don't always feel safe living in my own home.						
I don't always feel optimistic about my future.						
I'm not always able to stay calm when life gets stressful.						
I am able to walk away when friends and associates are pushing me toward trouble.						
I know how to get myself out of dangerous situations without violence.						
When I am upset, it is very difficult for me to relax and calm myself down.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
(Post Test only): In the past 30 days I have used conflict						



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resolution skills.						
I am confident in my ability to complete the terms of my parole/probation.						
I try to stay away from situations that will compromise the terms of my parole/probation.						

Oakland Measure Y 2011-2012

The next few questions are about what you and your friends and associates have been doing over the past month or so. They are meant to give us an idea of your safety. We do not assume that you are responsible for the actions of the people you hang out with.

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times did you or someone you were hanging out with...?						
Carry a weapon such as a gun, knife or club?						
Drink alcohol?						
Use illegal drugs?						

For questions 33 – 35, please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1 time	2 times	3 times	More than 3 times	Not Applicable
During the last two months, how many times have you been arrested or detained?						
During the last two months, how many times have you been arrested or detained for a violent offense?						
During the last two months, how many times have you been arrested or detained for a probation violation?						

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YOUTH COMPREHENSIVE SERVICES

Client Name:	
CitySpan Client ID Number:	
Agency/Program Name:	

PRE/POST SURVEY

Date:

Enter date: mm/dd/yyyy

Remove portion above and retain in your client records

Please mark your selection in space provided

	In school	Graduated from high school	GED	Quit or dropped out
What is your status in school?				

My grades on average are mostly (circle one):	A's	B's	C's	D's

For questions 3 – 31, please mark whether or not you agree to the following statements. If the statement does not apply to you, mark "Not Applicable."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I know about the services that are offered in my neighborhood and in Oakland:						
Health						
Employment						
Financial						
Legal						
Costs prevent me from accessing these services, even when I need them.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I receive help or support from at least one adult.						
There is an adult in my life who believes I will be a success.						
In my home there is a parent/guardian or other adult figure who expects me to follow the rules. <i>(if you are over 18 and do not live with a parent or guardian, please mark "Not Applicable")</i>						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am aware of the requirements needed to complete school or obtain my GED.						
I think education is important.						
In general I like school.						
Getting good grades is important to me.						
During the past month I always completed my homework.						
I plan to graduate from high school or get my GED.						



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	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I plan to go to college or continue my education.						
I would need a lot of help to prepare a competitive resume.						
I would need a lot of help to conduct a job search.						
I have practiced answering questions on an application or in a job interview.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I don't always feel optimistic about my future.						
I have a stable living situation.						
I don't always feel safe living in my home.						
A lot of times I don't really think about the consequences before I react to a situation.						
I'm not always able to stay calm when life gets stressful.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
I am able to walk away when friends and associates are pushing me toward trouble.						
I know how to get myself out of dangerous situations without violence.						
The people I hang out with get into a lot of trouble.						
Most of the people I hang out with aren't very responsible about school or their jobs.						
The people I hang out with help me when I'm having a hard time.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
When I am upset, it is very difficult for me to relax and calm myself down.						
(Post Test only): In the past 30 days I have used conflict resolution skills.						
I am confident in my ability to complete the terms of my parole/probation.						
I try to stay away from situations that will compromise the terms of my parole/probation.						

Oakland Measure Y 2011-2012

The next few questions are about what you and your friends and associates have been doing over the past month or so. They are meant to give us an idea of your safety. We do not assume that you are responsible for the actions of the people you hang out with.

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times did you or someone you were hanging out with...?						
Carry a weapon such as a gun, knife or club?						
Drink alcohol?						
Use illegal drugs?						

For questions 33 – 38, please mark the number of times each of the following has happened. If the question does not apply to you mark "Not Applicable."

	0 times	1-2 times	A few times	Once a week	More than once a week	Not Applicable
During the past 30 days, how many times have you ...?						
Been threatened or injured with a weapon (gun, knife, club, etc)?						
Been pushed shoved, slapped, hit, or kicked by someone who wasn't just kidding around?						
Had your property stolen or deliberately damaged, such as your car, clothing, or books?						
During the past two months, how many times have you been...?						
Sent home from school for getting into trouble?						
Sent to the office or received detention for getting into trouble at school?						

	0 times	1 time	2 times	3 times	More than 3 times	Not Applicable
During the past 30 days, how many times have you skipped school or cut classes?						
During the last two months, how many times have you been arrested or detained?						
During the last two months, how many times have you been arrested or detained for a violent offense?						
During the last two months, how many times have you been arrested or detained for a probation violation?						

Oakland Measure Y 2011-2012

Appendix D: Recidivism Outcomes

Oakland Street Outreach
California Youth Outreach
Healthy Oakland

Reentry Transitional Employment
Goodwill Industries

Attraction, Retention, and Movement
Youth UpRising

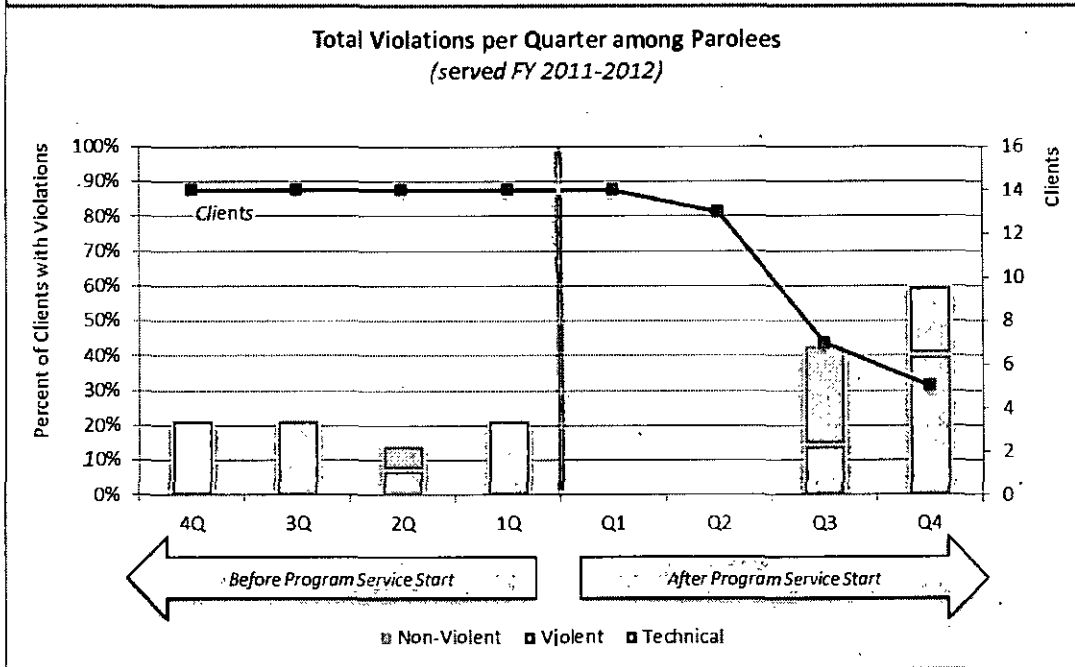
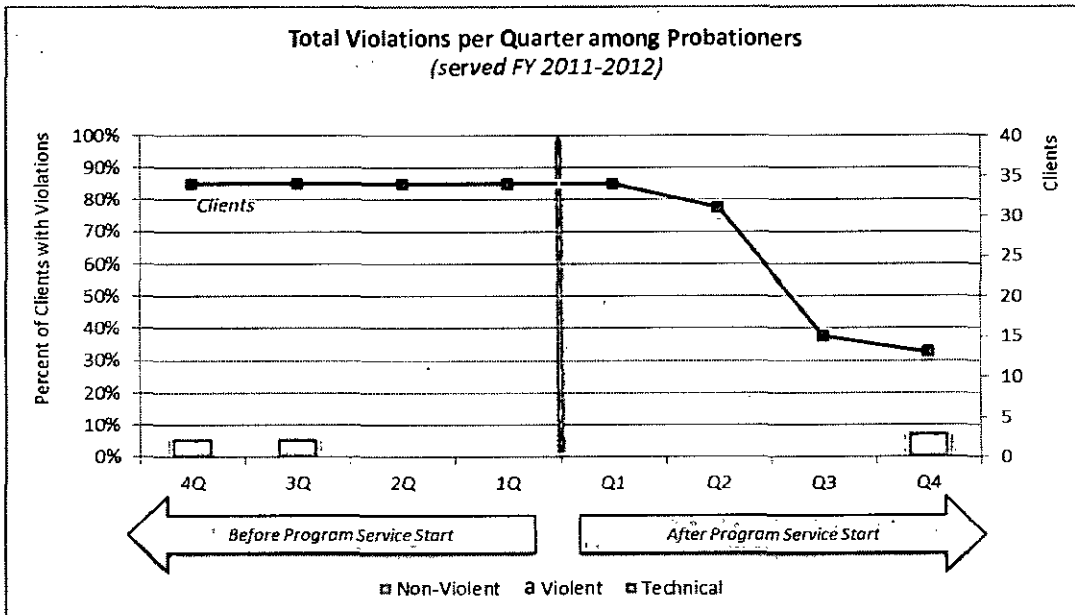
Project Choice
The Mentoring Center
Volunteers of America, Bay Area

Reentry Employment
Volunteers of America, Bay Area
Youth Employment Partnership

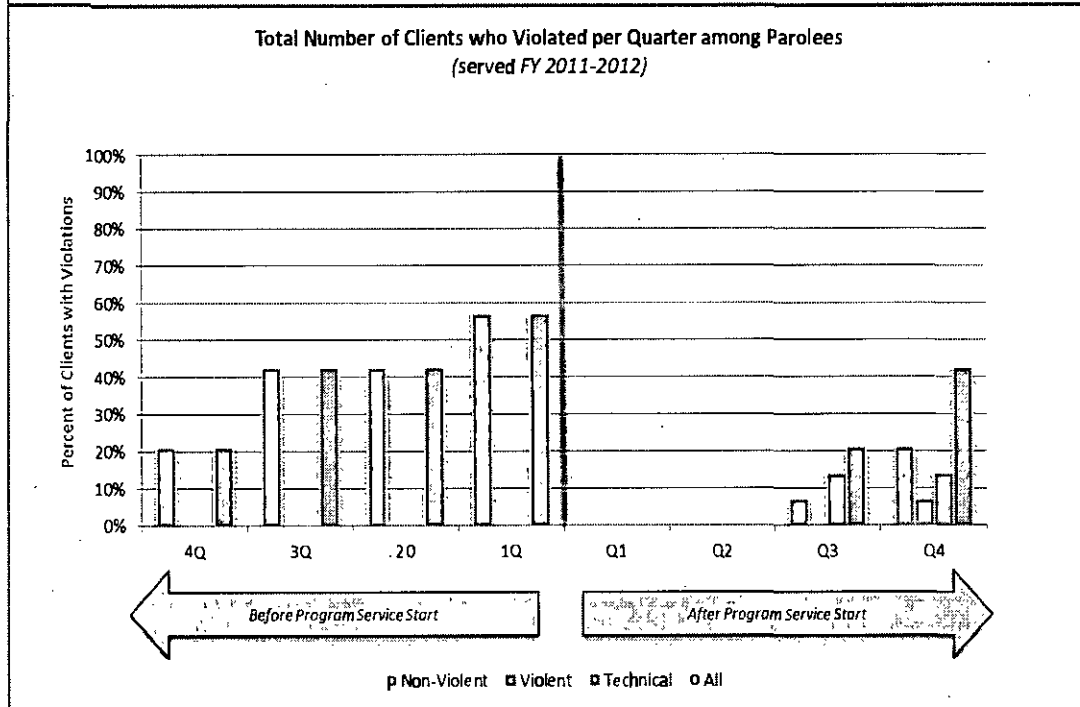
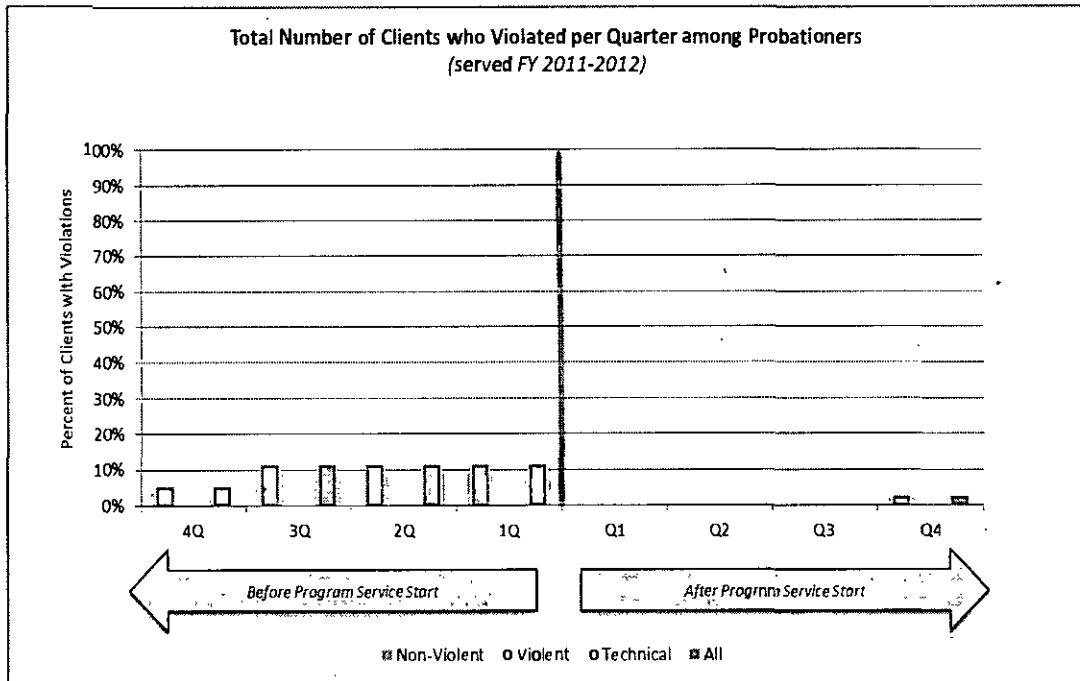
Transitional Jobs
Workfirst Foundation

Oakland Measure Y 2011-2012

Oakland Street Outreach
California Youth Outreach

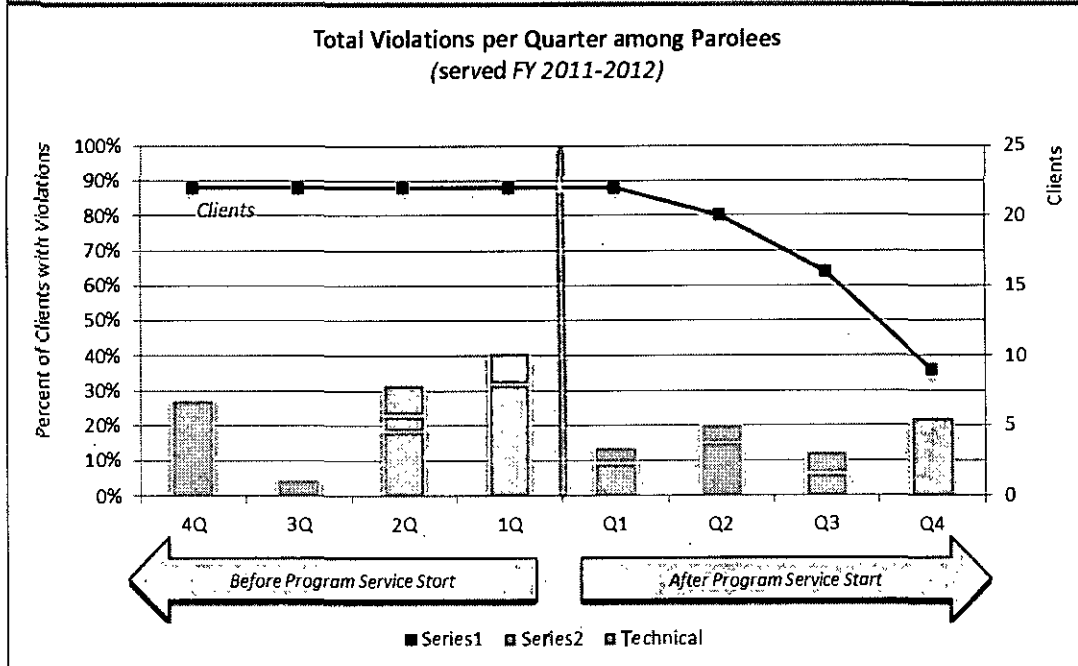
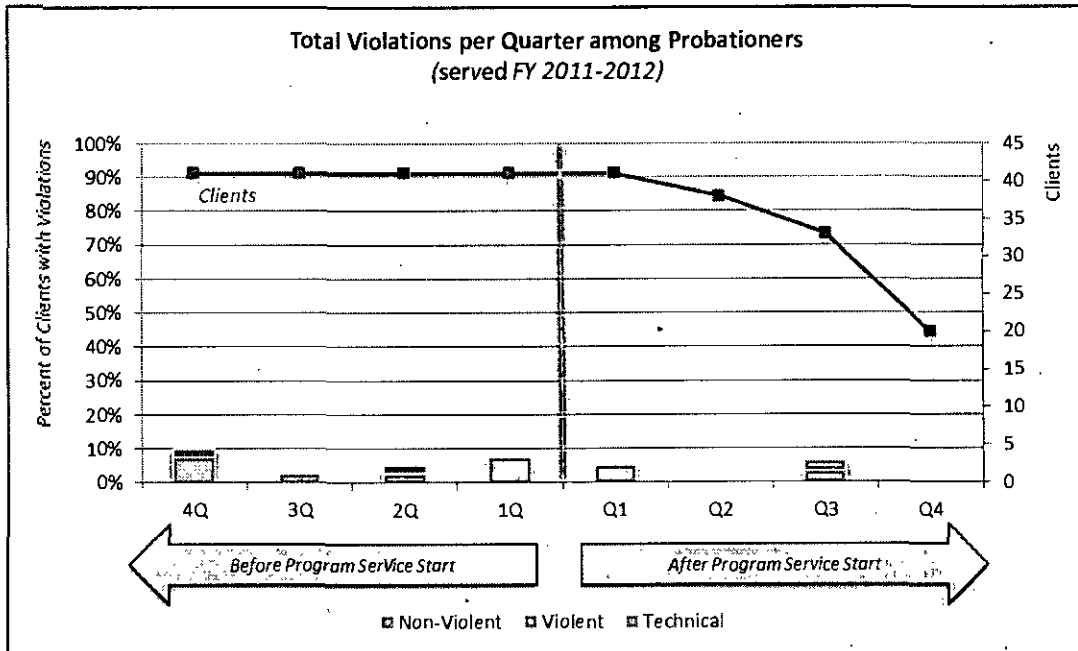


Oakland Measure Y 2011-2012

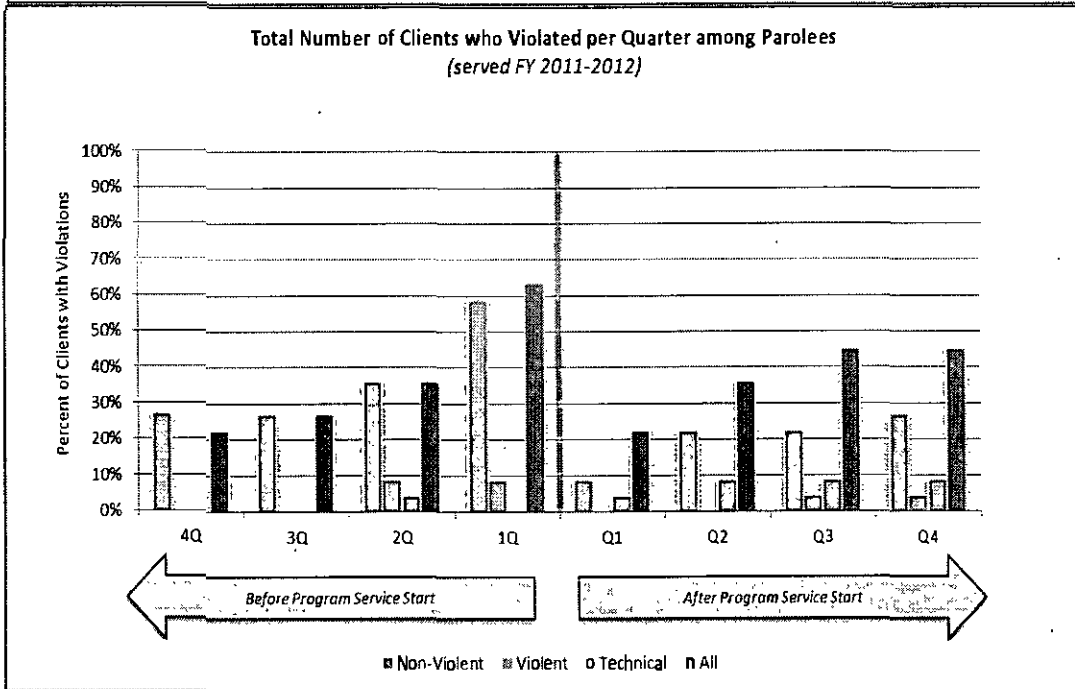
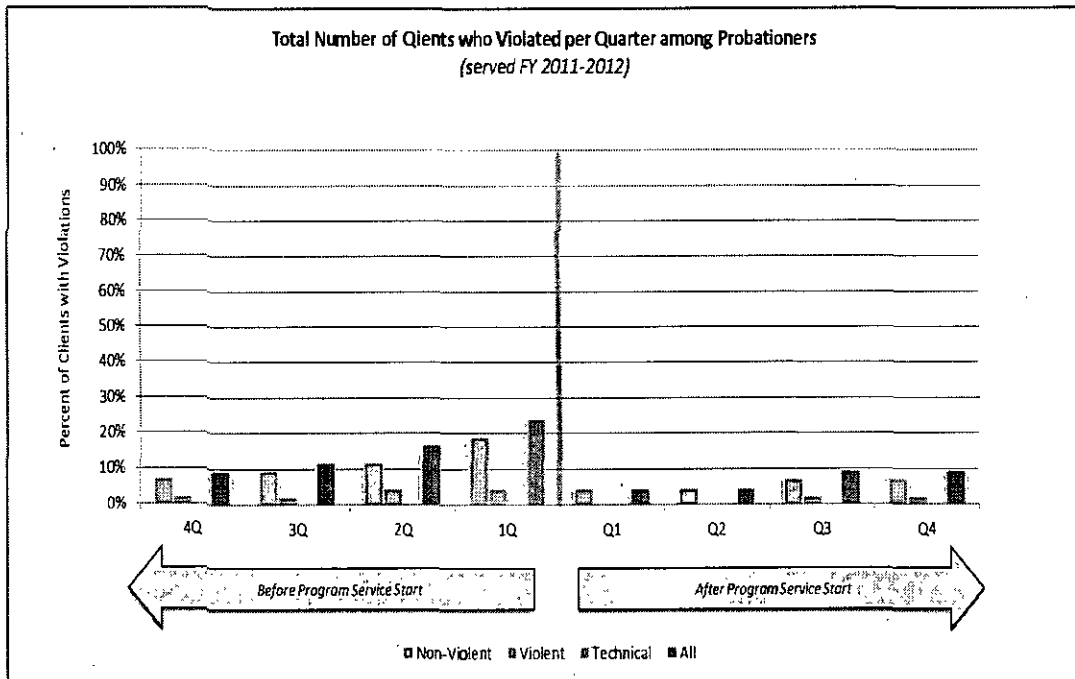


Oakland Measure Y 2011-2012

Oakland Street Outreach
Healthy Oakland

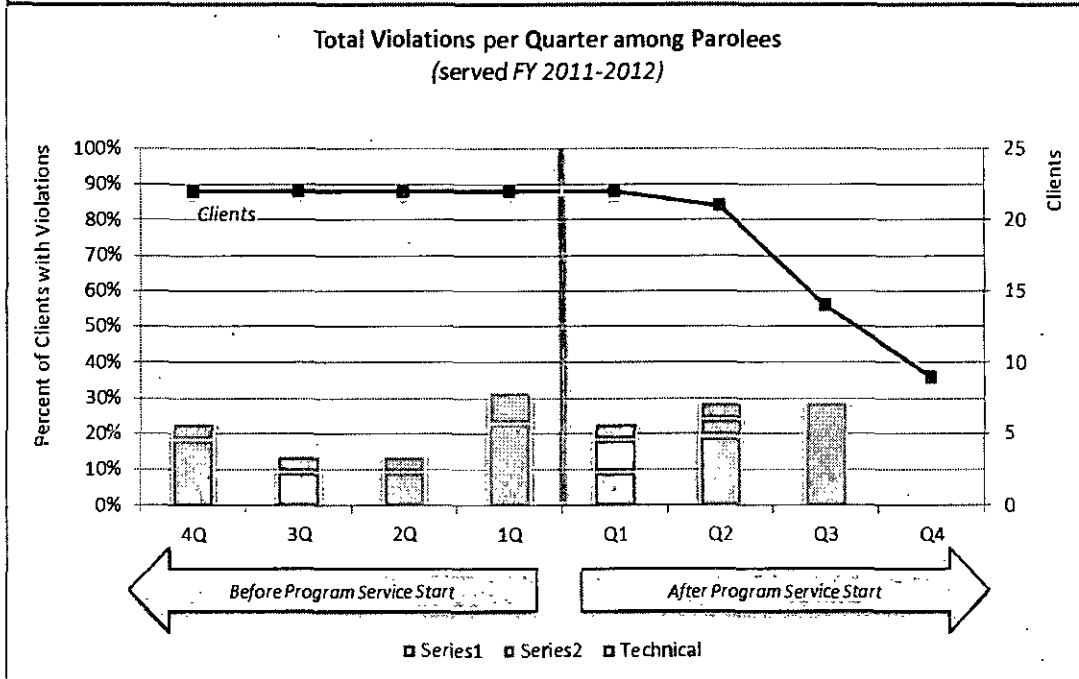
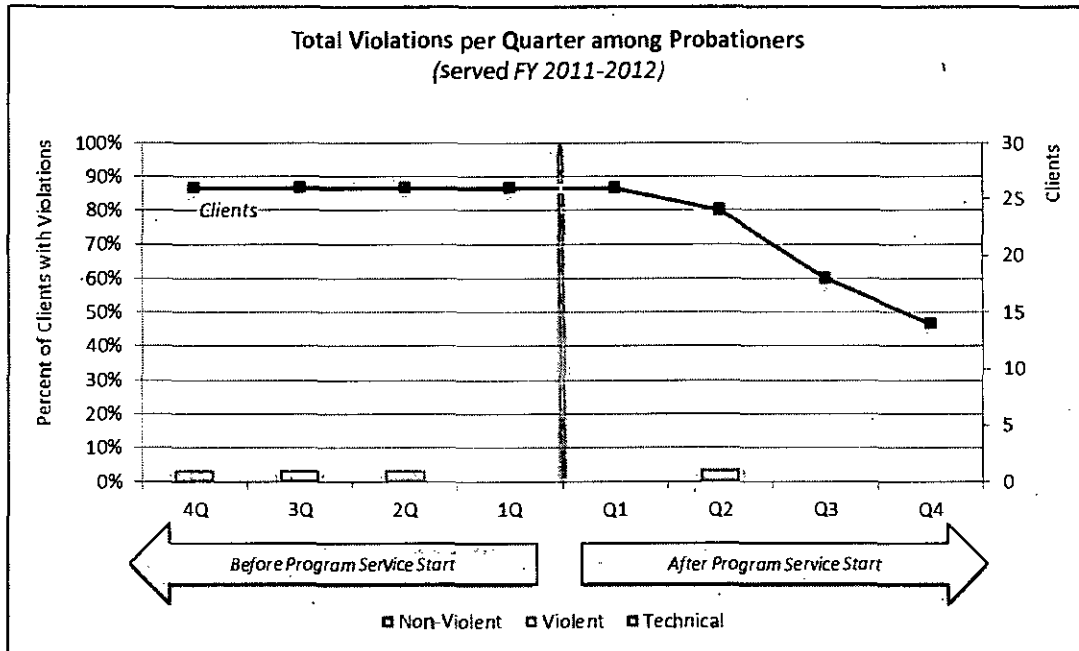


Oakland Measure Y 2011-2012

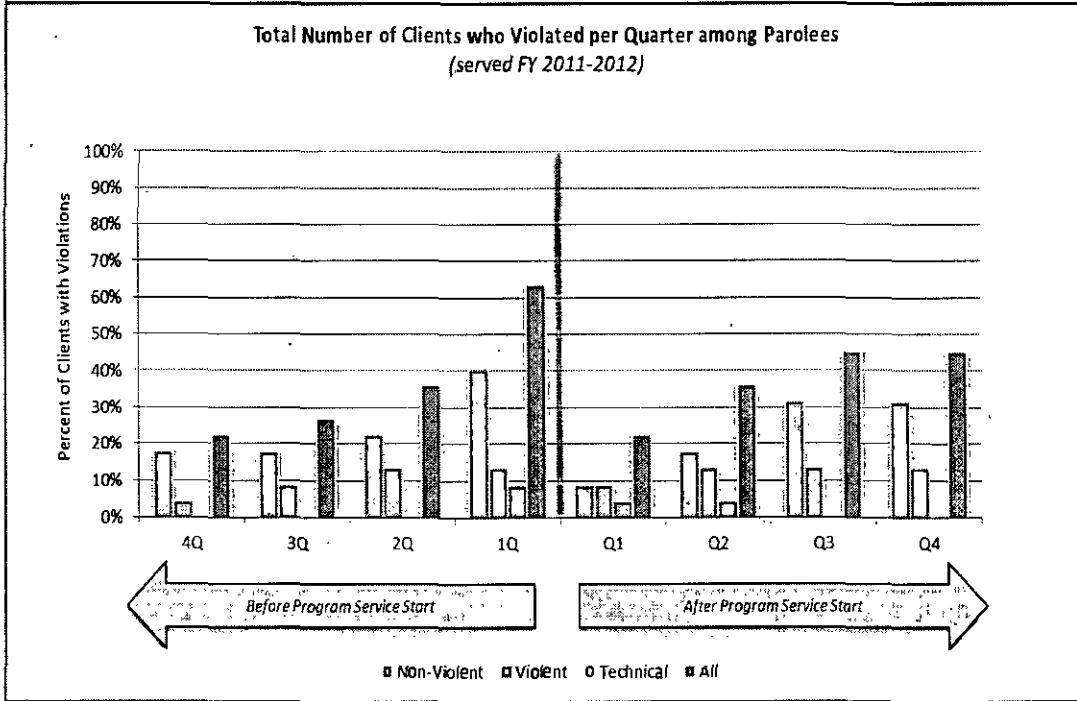
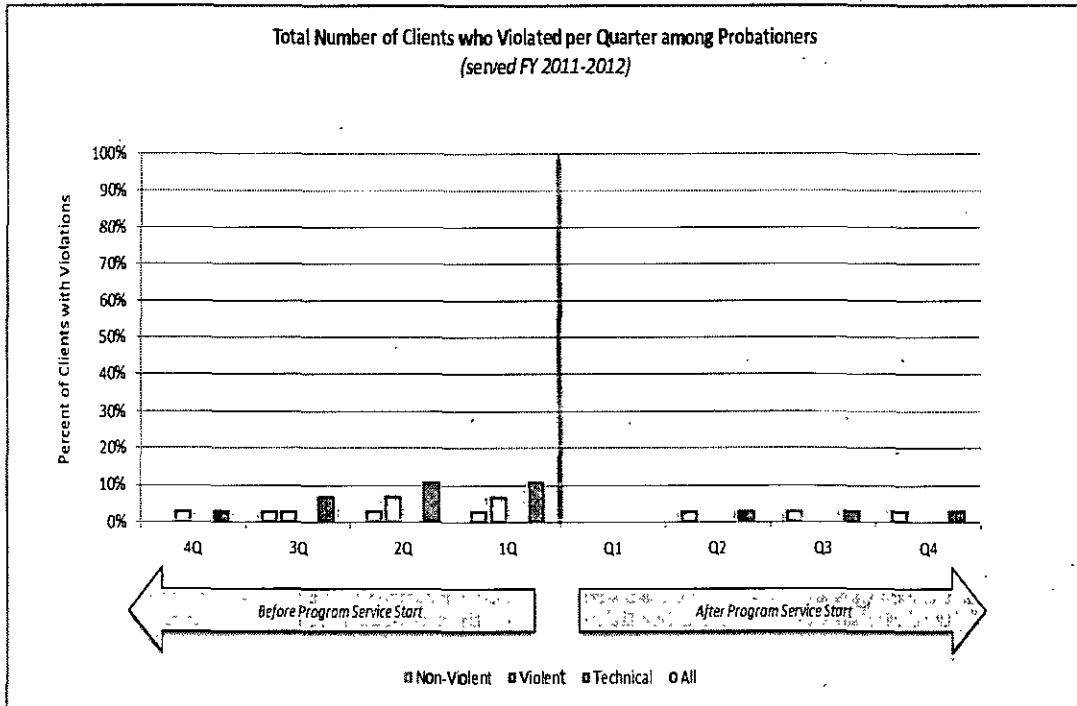


Oakland Measure Y 2011-2012

Reentry Transitional Employment
Goodwill Industries

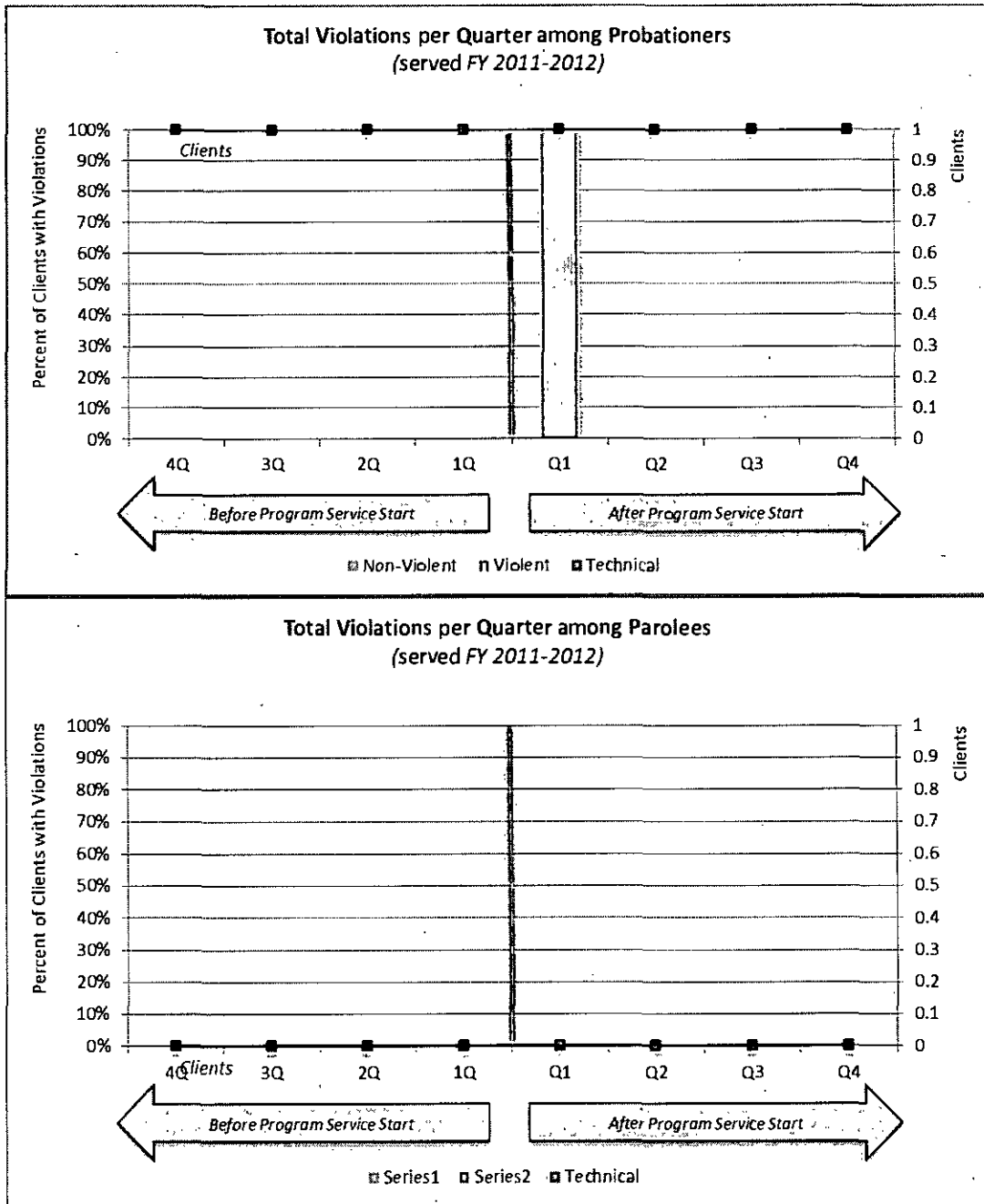


Oakland Measure Y 2011-2012

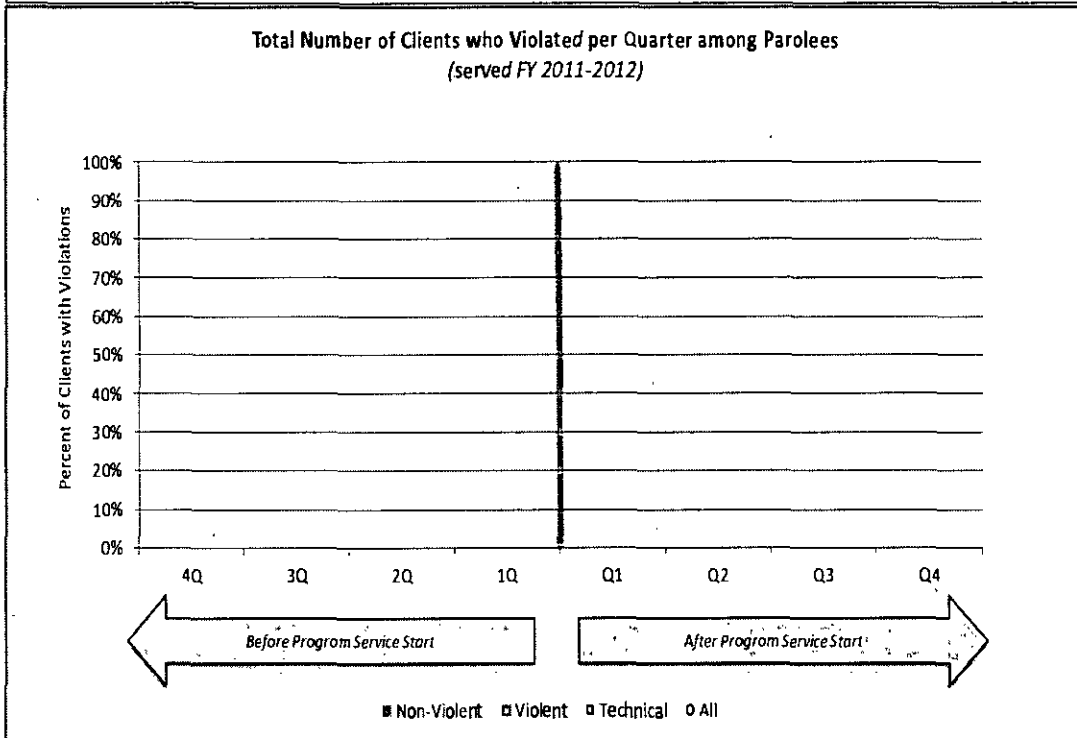
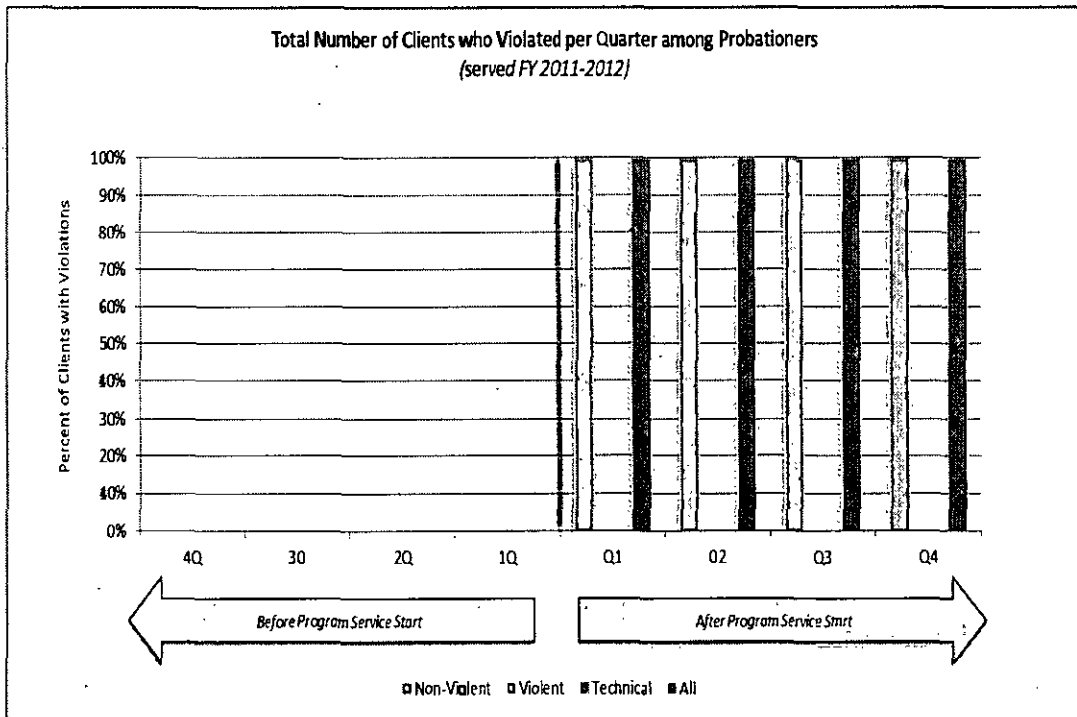


Oakland Measure Y 2011-2012

Attraction, Retention, and Movement Youth UpRising

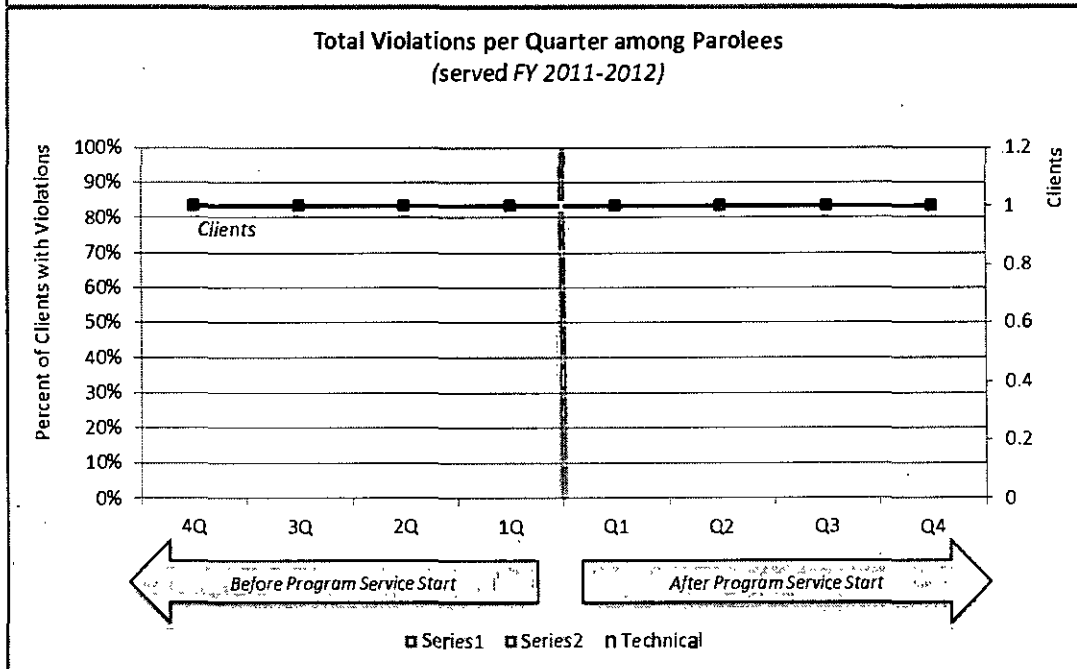
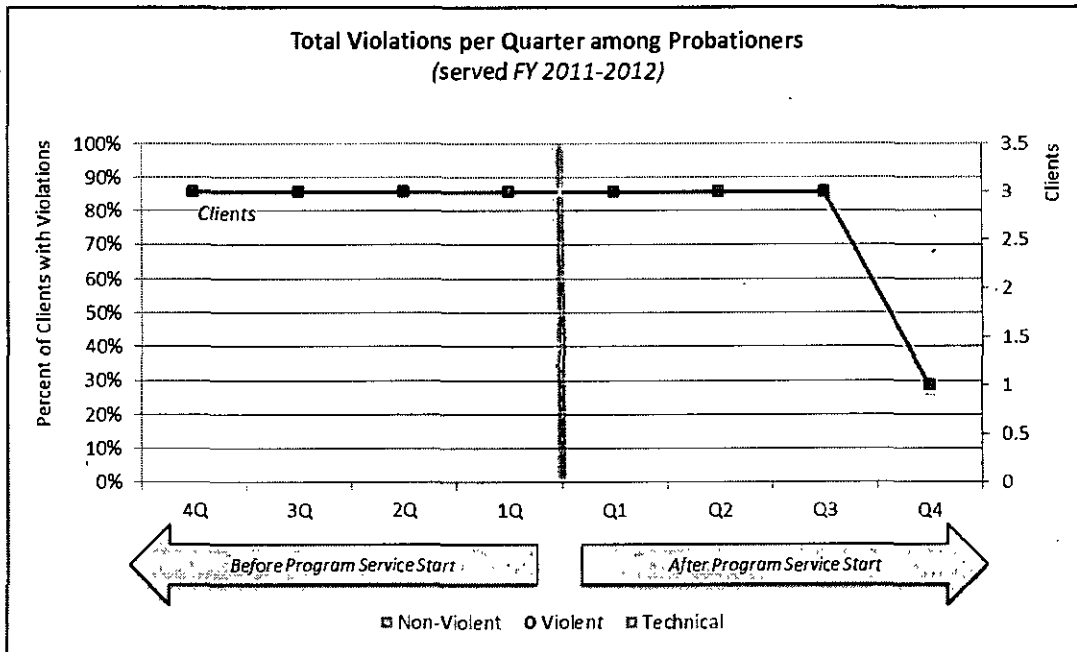


Oakland Measure Y 2011-2012

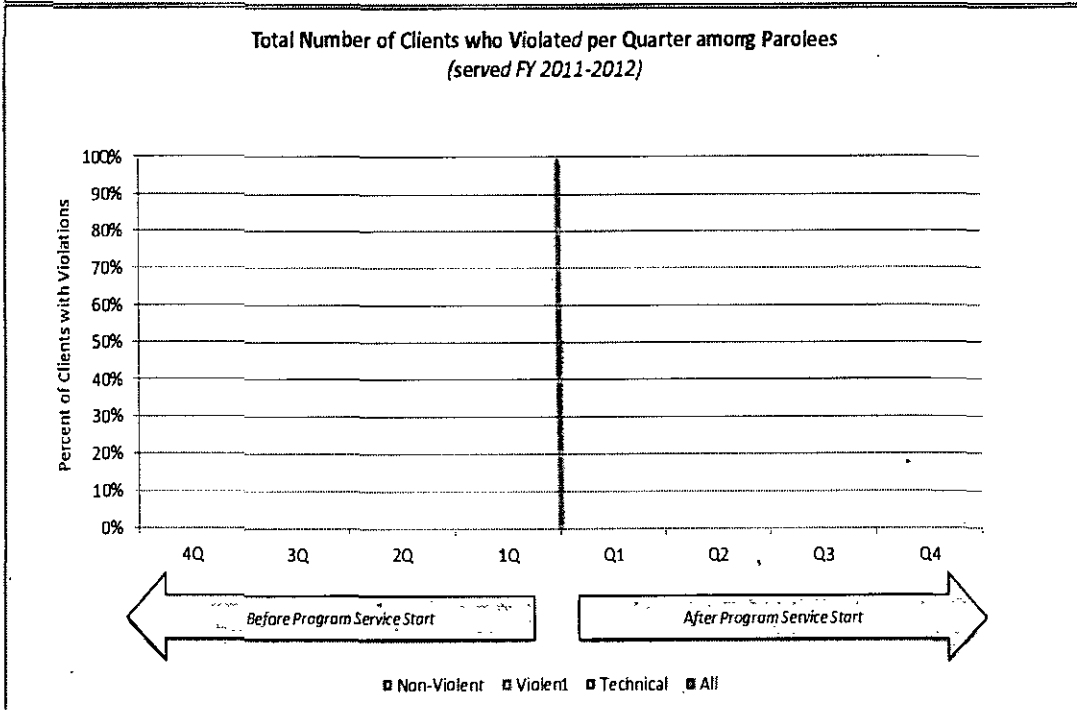
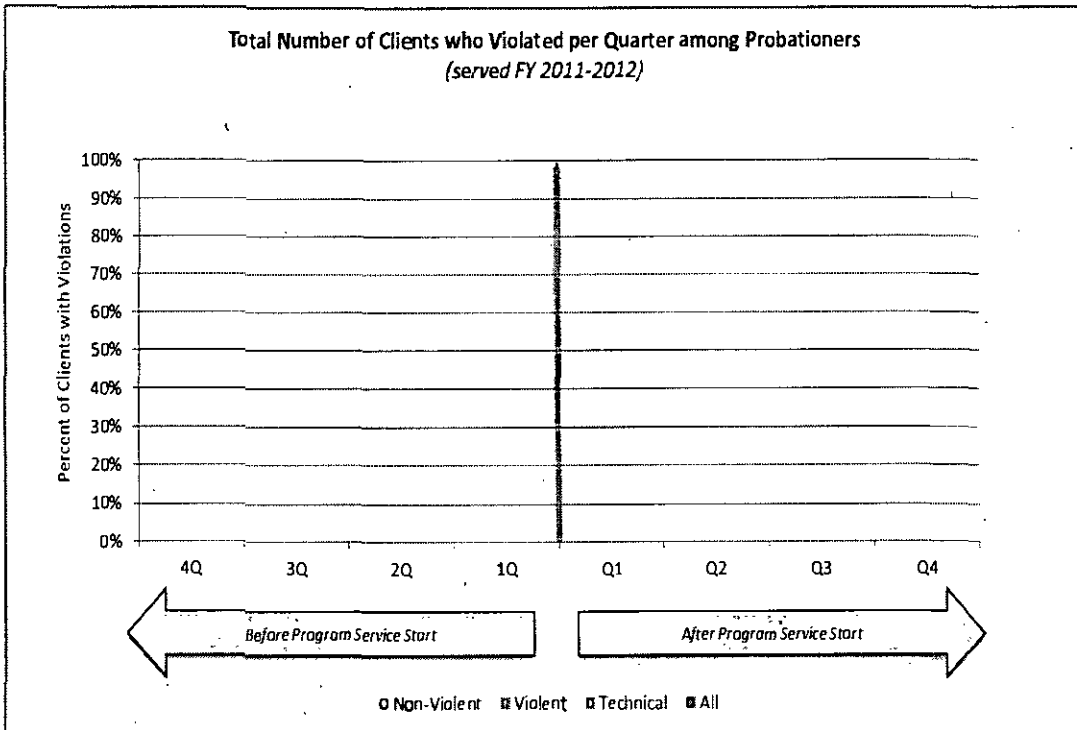


Oakland Measure Y 2011-2012

Project Choice
The Mentoring Center

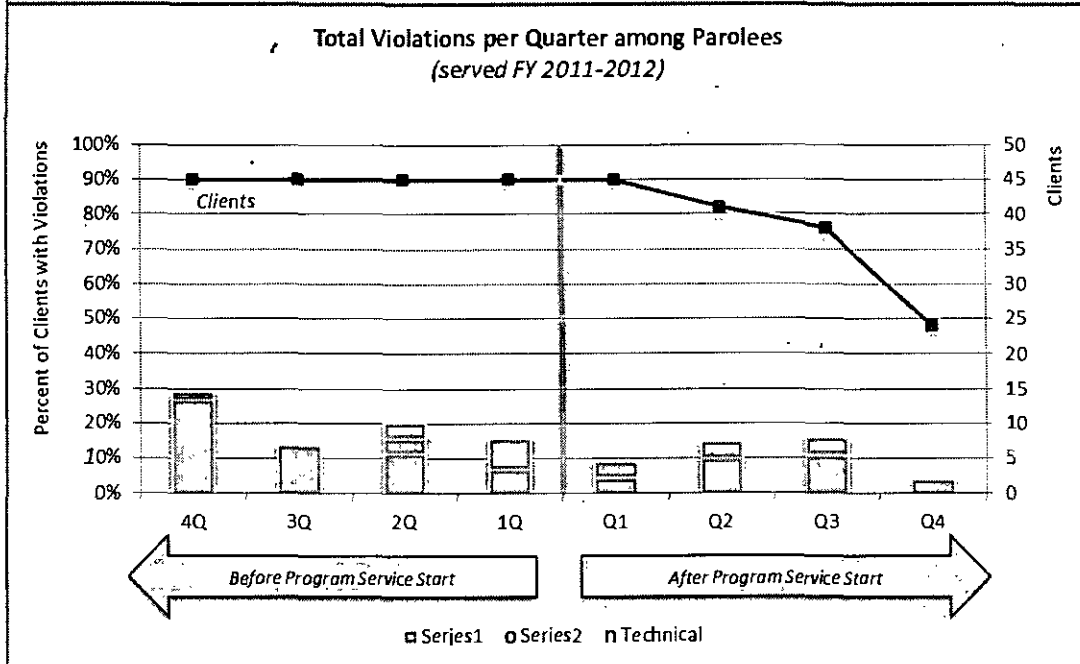
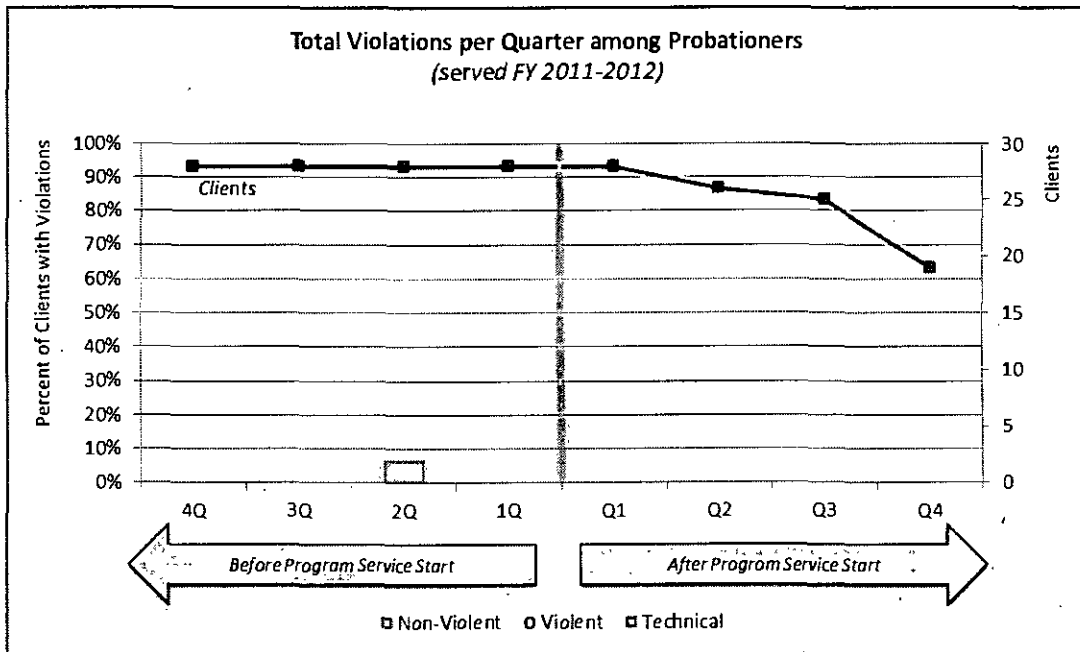


Oakland Measure Y 2011-2012

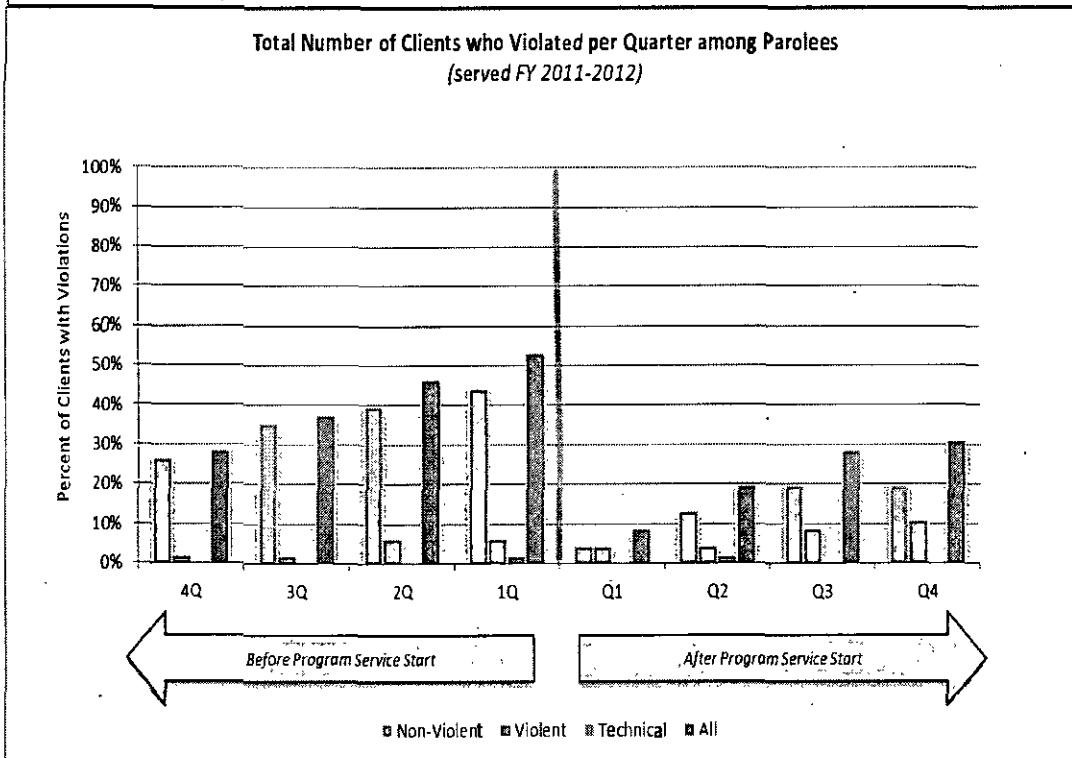
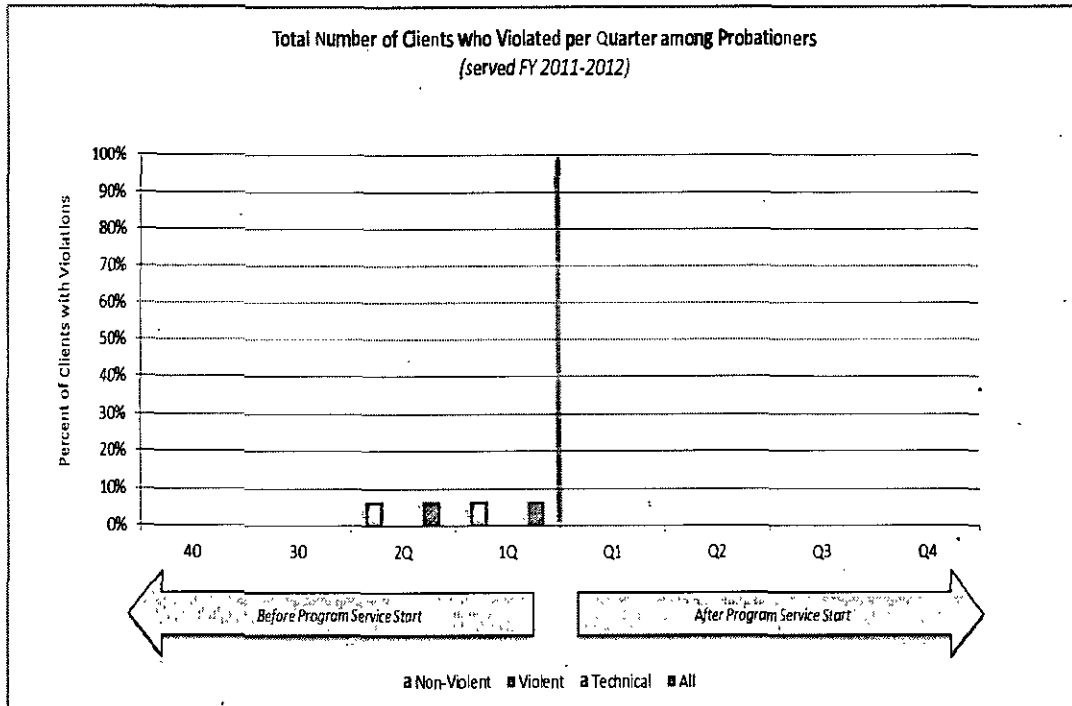


Oakland Measure Y 2011-2012

Project Choice
Volunteers of America, Bay Area

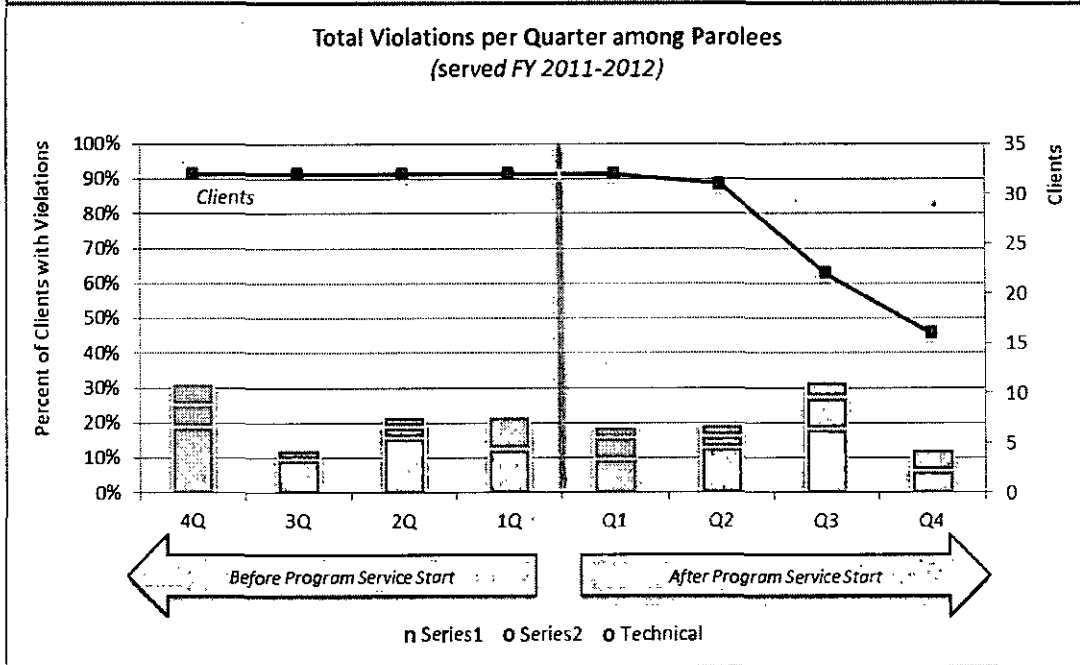
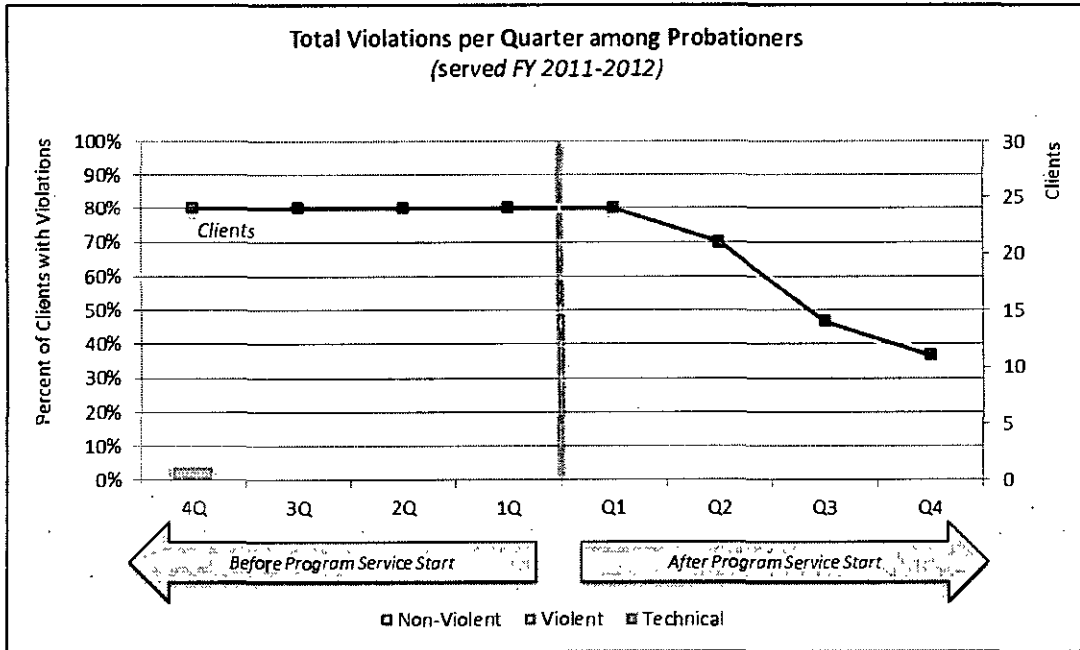


Oakland Measure Y 2011-2012

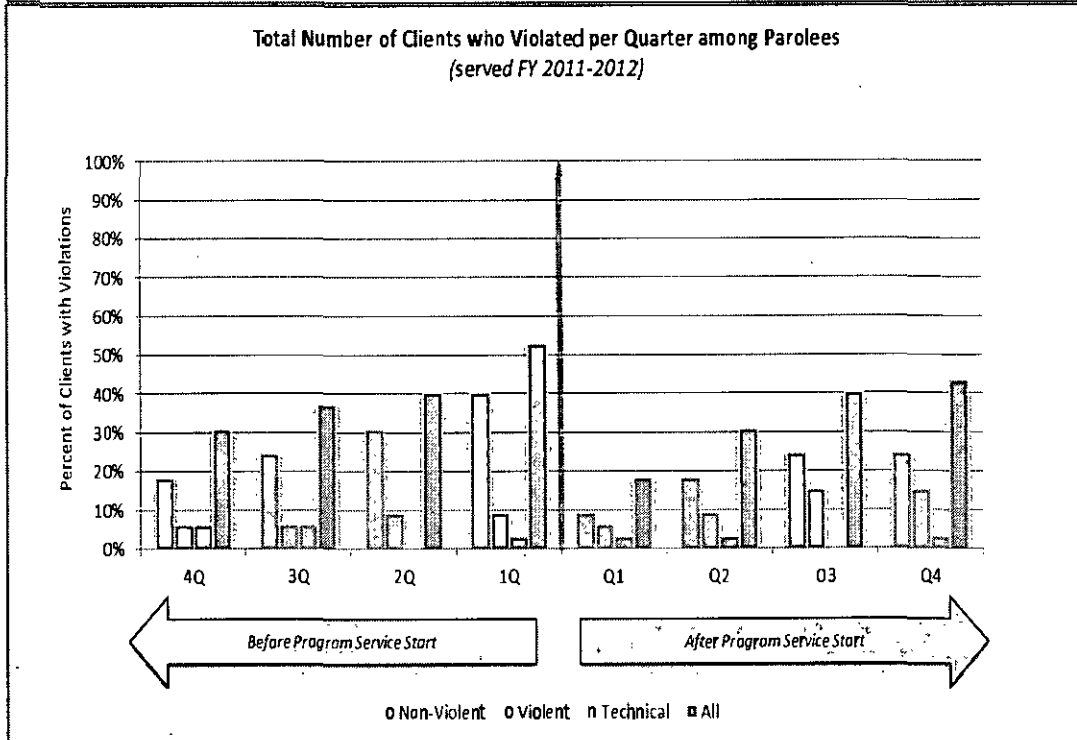
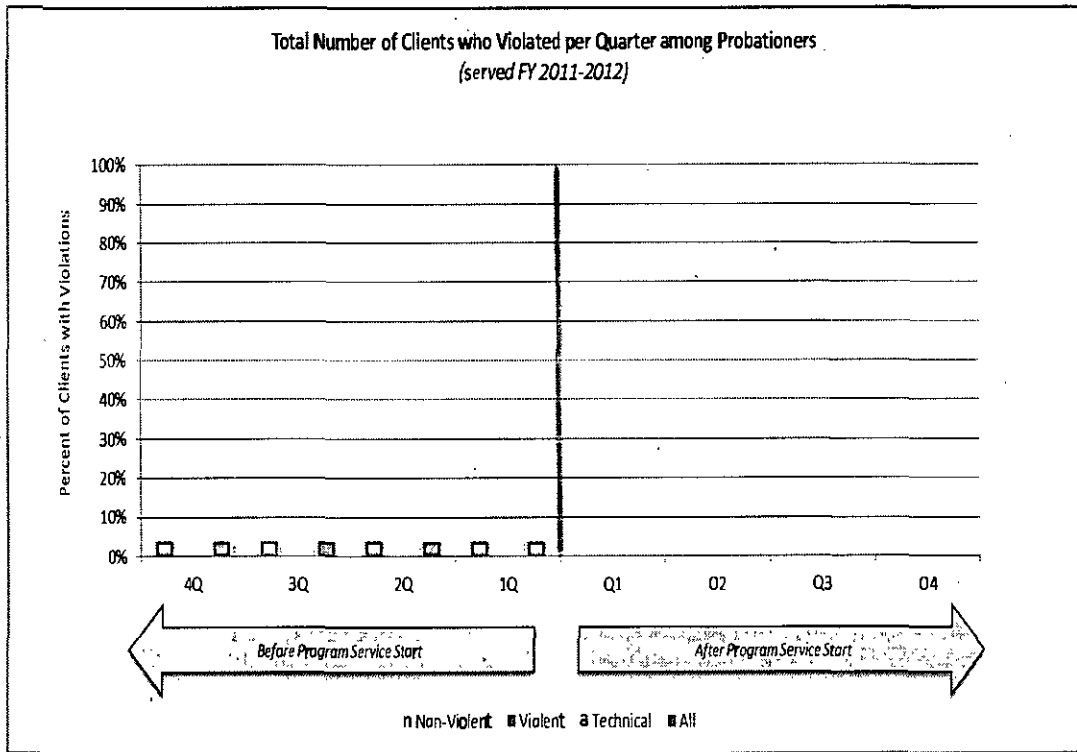


Oakland Measure Y 2011-2012

Reentry Employment
Volunteers of America, Bay Area

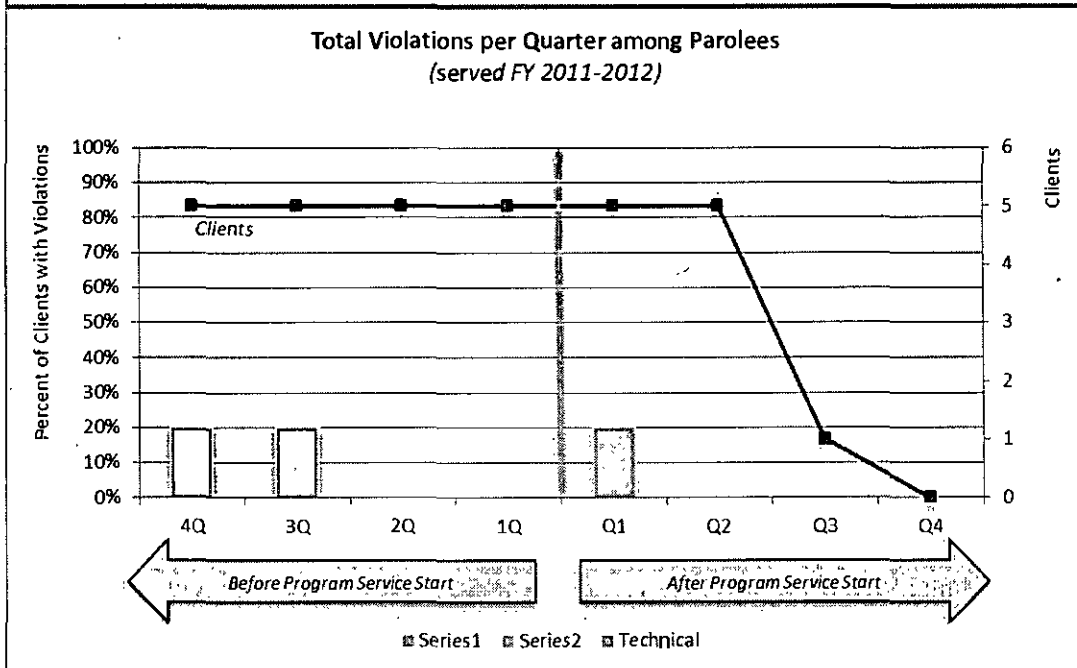
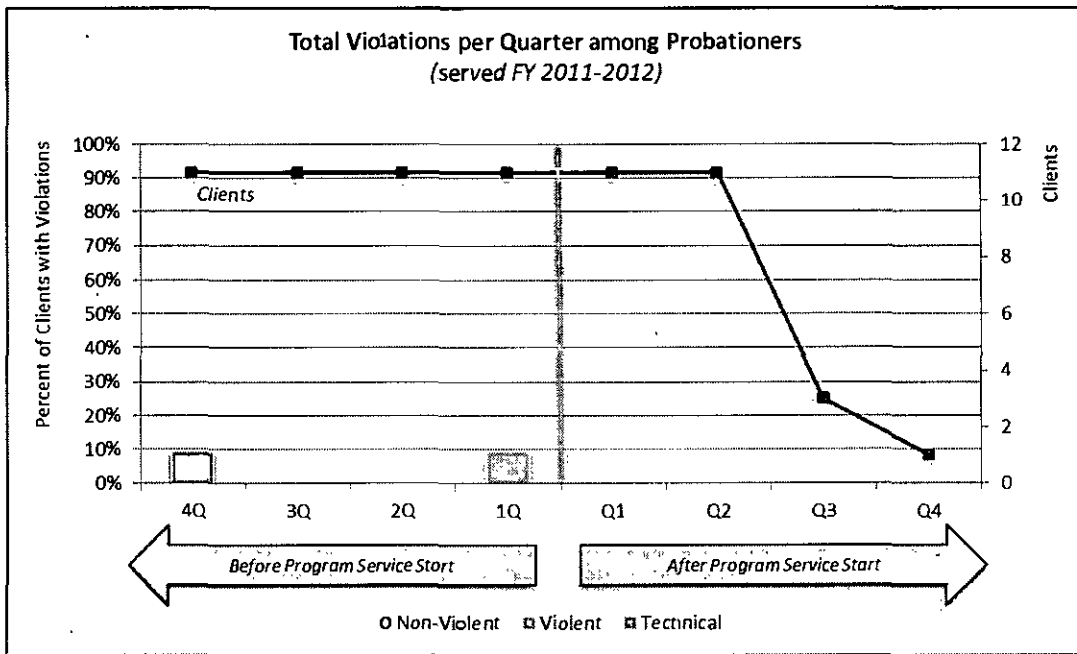


Oakland Measure Y 2011-2012

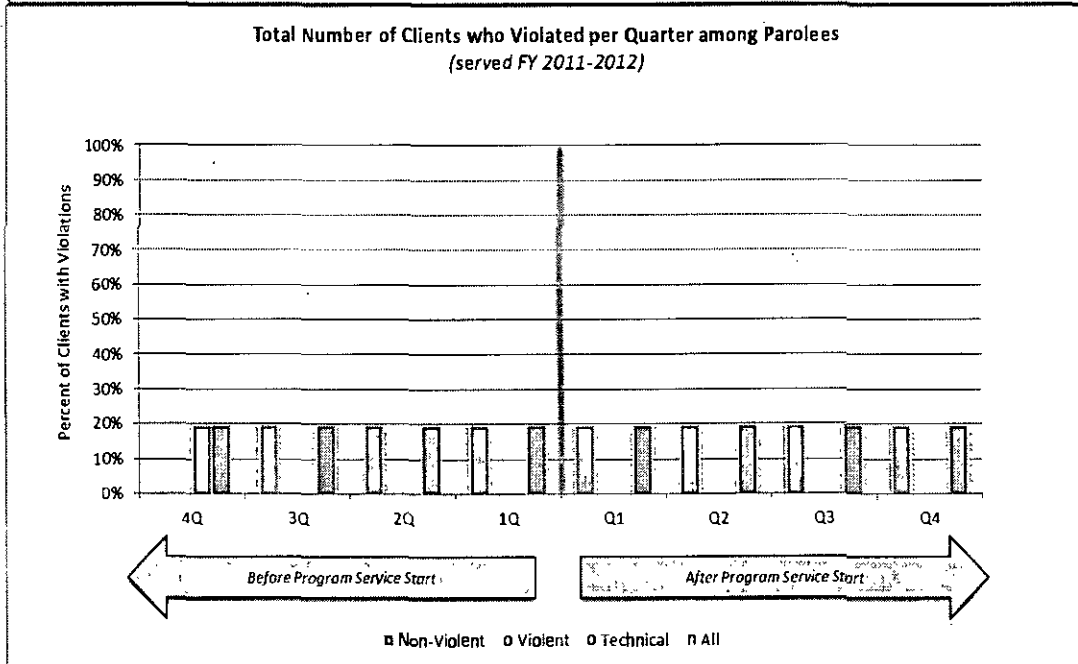
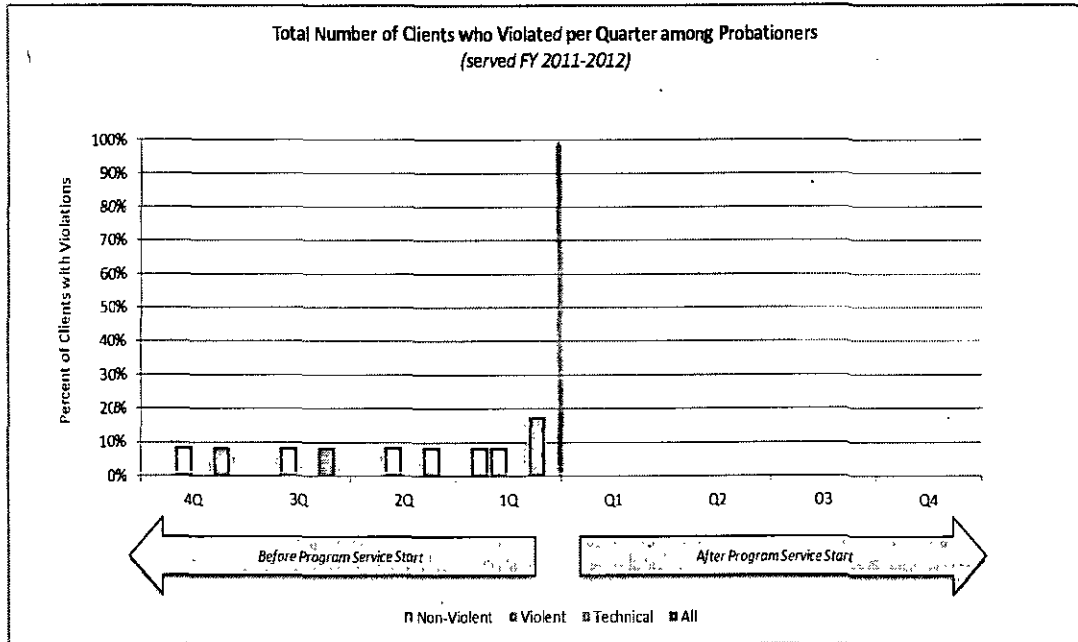


Oakland Measure Y 2011-2012

Reentry Employment Youth Employment Partnership

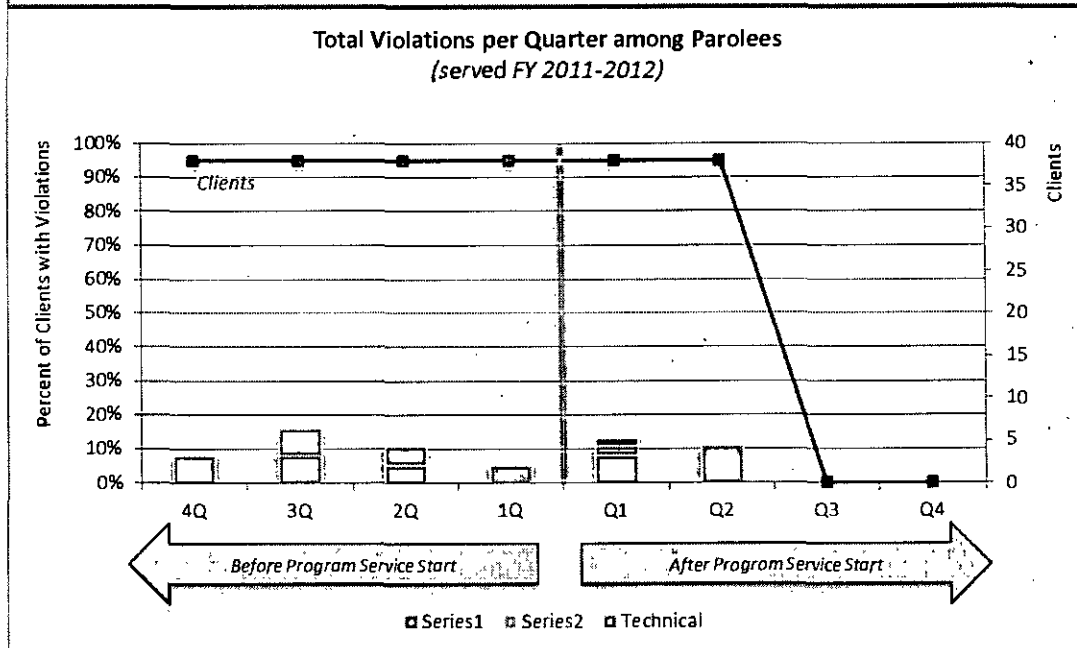
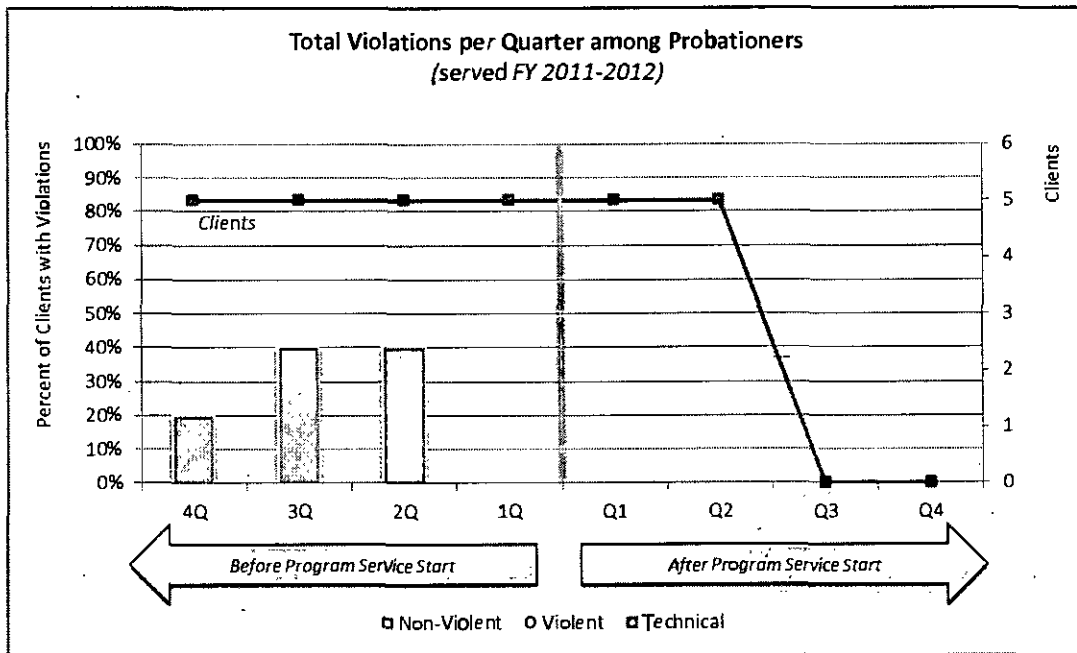


Oakland Measure Y 2011-2012

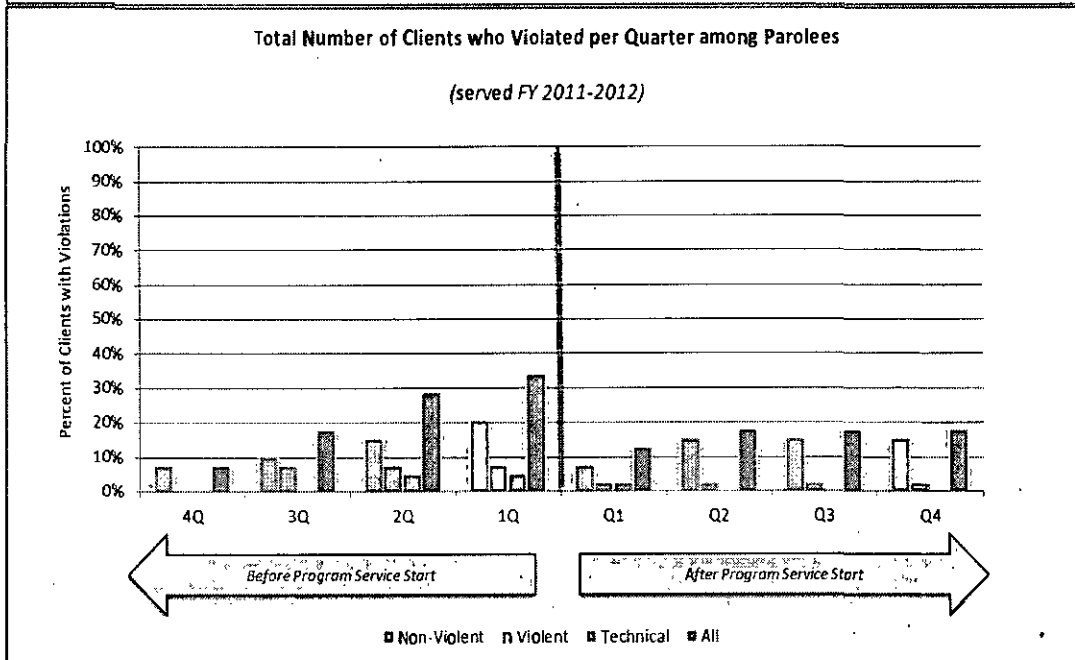
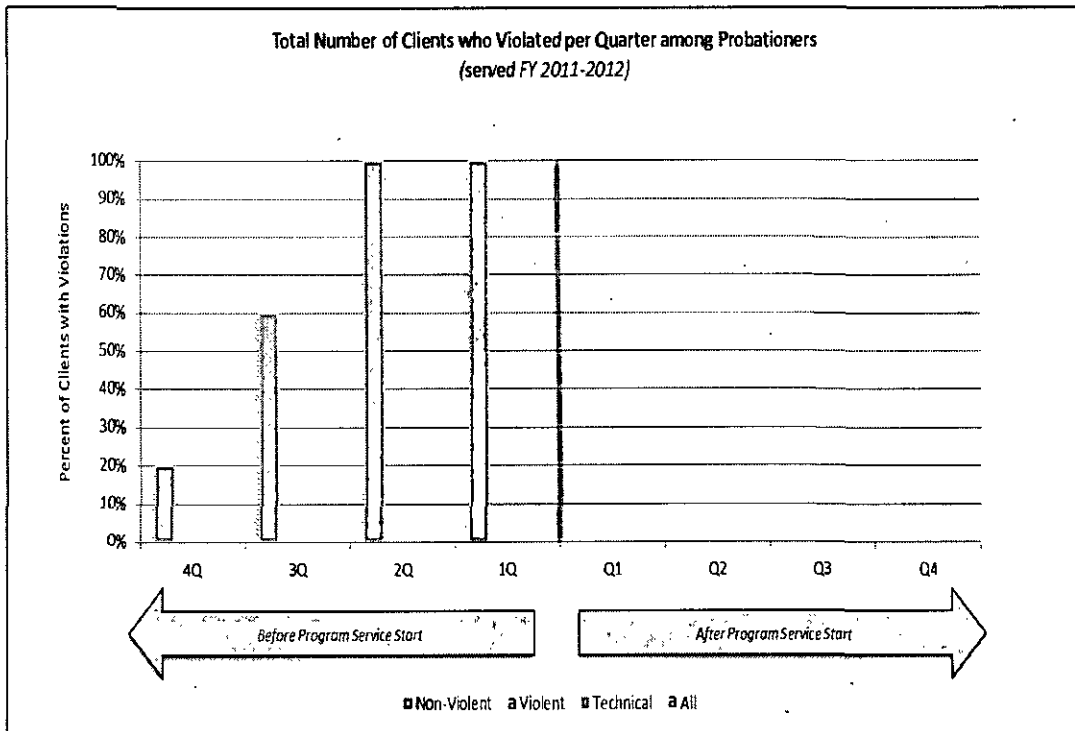


Oakland Measure Y 2011-2012

Transitional Jobs
WorkFirst Foundation



Oakland Measure Y 2011-2012



Oakland Measure Y 2011-2012

Appendix E: Summary of Matched Data

Programs	Served	Consented	Above Threshold Service	Matched OUSD	Above Threshold Service	Met Criteria for OUSD Analysis	Matched JP	Above Threshold Service	Matched JP, have RA data within 2 yrs	Matched AP	Above Threshold Service	Matched CDCR	Above Threshold Service	Met Criteria for Probation / Parole Analysis ***
After School Employment														
Youth Employment Partnership (YEP)	65	65	65	43	43	43	62	61	32					62
After School Job Training														
Youth Radio	22	22	20	7	6	5	17	15	10					15
Attraction, Retention and Movement														
Youth UpRising *	67	67	-	5	4	4	22	12	0	3	1	0	0	12
Community Organizing														
City of Oakland Department of Neighborhood Services	52	52	0	30	-	-	22	-	-					-
Crisis Response and Support Network														
Catholic Charities of the East Bay (CCEB)	382	171	77	8	5	0	8	2	-					2
Youth ALIVE - Highland Hospital	133	20	8	3	2	2	8	3	0	2	1	0	0	3
Gang Intervention														
OUSD Alt. Ed. *	182	41	32	26	21	19	25	18	12					18
Juvenile Justice Center/OUSD														
California Youth Outreach (CYO)	57	50	33	27	19	17	49	32	34					32
East Bay Agency for Children (EBAC)	60	60	40	31	25	23	60	40	42					40
East Bay Asian Youth Center (EBAYC)	111	109	105	42	40	37	108	104	61					104
OUSD Enrollment Specialist	40	28	-	-	-	-	27	-	-					-
The Mentoring Center	51	50	33	31	23	20	49	32	34					32
Youth UpRising	83	83	44	44	23	22	79	40	50					40
Mayor's Street Outreach														
California Youth Outreach (CYO) *	258	264	164	28	21	21	120	80	15	59	34	14	14	94
Healthy Oakland (Healthy Communities, Inc.) *	119	118	110	6	5	3	56	51	4	44	41	22	22	67
Mental Health O&S														
Safe Passages	65	57	4	11	1	-	-	-	-					-
Oakland Street Outreach														
Violence Prevention Networks Coordinator	11	9	4	-	-	-	4	3	-					3
Outreach to Sexually Exploited Minors														
Alameda County Interagency Children's Policy Council	282	194	87	19	8	-	156	73	47					73
Project Choice														
The Mentoring Center	34	33	28	2	2	-	15	13	2	4	3	1	1	13
Volunteers of America, Bay Area (VOABA)	90	90	54	-	-	-	41	23	-	46	28	45	45	50
Reentry Employment														
Reentry Employment Specialist	17	2	-	-	-	-	-	-	-					-
Volunteers of America, Bay Area (VOABA)	50	50	41	-	-	-	25	21	-	28	24	32	32	40
Youth Employment Partnership (YEP)	42	42	40	-	-	-	32	29	4	14	11	5	5	32
Reentry Transitional Employment														
Goodwill Industries	68	68	41	-	-	-	39	26	-	45	26	22	22	37
Restorative Justice for Oakland Youth (RJYO)														
Community Initiatives	298	90	34	50	50	46	11	7	0					7
Summer Employment														
Youth Employment Partnership (YEP)	77	39	39	19	19	14	27	27	7					27
Youth Radio	13	13	12	3	3	2	12	11	7					11
Youth UpRising	20	20	19	8	7	6	18	16	8					16
Transitional Jobs														
WorkFirst Foundation (American Works)	104	104	104	-	-	-	38	38	-	59	59	37	37	78
Grand Total	2863	2011	1238	443	327	284	1130	777	369	304	228	178	178	907
* Minimum of 5 hours of service. For all other programs, the service threshold is 9.5 hours.														
** Analysis of school-related outcomes included clients who had both pre and post data.														
*** Clients who matched to probation and/or parole and received the minimum hours of service.														



Oakland Measure Y 2011-2012

Appendix F: Summary of Findings

Program	Summary of Findings
FAMILY VIOLENCE INTERVENTION	
Family Violence Law Center	<ul style="list-style-type: none"> • A majority of FVIU clients who were reached through a six-month follow-up survey found advocacy helpful, were able to find safety from the abuse, and were living independently and away from their abusers after working with FVIU. • During the reporting period (i.e., FY 2011-12), FVIU has continued to conduct outreach to the victims of domestic violence with whom OPD comes into contact. On the front end, FVIU works with police to increase their knowledge and understanding of domestic violence and the community resources available to victims. The evaluation found that once they have been equipped with a resource card, police officers do use these in the field to encourage victims to connect with services that could help them.
ICPC for Sexually Exploited Minors	<ul style="list-style-type: none"> • The SEM Network engaged 282 unduplicated commercially sexually exploited children, connecting them with a safe drop-in space, and, in 39 cases, enrolling them in case management services and associated supports. Through street outreach and advocacy, a far larger number were contacted and made aware that there are supports out there for them if and when they feel ready and safe to approach them. The clients for whom the SEM Network exists are in highly vulnerable situations. Without outreach and services, their circumstances and risks can quickly worsen. • Survey findings showed that most clients who were engaged by MISSEY were able to maintain or improve their risk and resiliency factors and probation outcomes show that entering case management services resulted in reductions both in recidivism and the severity of the offenses.
Safe Passages Early Childhood Mental Health	<ul style="list-style-type: none"> • For the Early Childhood Mental Health (0-5) program, Safe Passages and its sub-contractors served 65 clients with dyad therapy. • Survey responses demonstrate that clients of this service perceive that the therapy improved their ability to care for their children and increased their awareness of the role of violence on their children's development. • The mental health consultation was also perceived as effective. Preschool personnel identified the components of the work in a way that generally aligns with the mental health consultation model, perceived that the mental health consultants (MHCs) have good relationships with the sites, indicated that the work is effective, and found that the consultation services increase sites' capacity to address trauma. Preschool staff clearly values the mental health consultation, with many staff members expressing a desire to see an expansion of the frequency and total hours of consultation services.



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Program	Summary of Findings
OAKLAND STREET OUTREACH AND COMMUNITY ORGANIZING	
California Youth Outreach	<ul style="list-style-type: none"> Enrollment in more intensive individual-level services was associated with notable improvements in school engagement and criminal or juvenile justice involvement. School related outcomes are especially impressive, with 30% fewer suspended following program enrollment than before. The recent shift in street outreach hotspots along with the recently intensified focus on conflict mediation limit the feasibility of the evaluation to meaningfully assess the impact of street outreach activities. The lack of measurable impact at the neighborhood level should not be interpreted to mean that the outreach strategy is ineffective. These strategies take time and always exist within a complicated landscape of other types of interventions. To this end, the evaluation team recommends that, after sufficient time has passed, future evaluation cycles include time series analyses the effects of neighborhood-level street outreach on shootings and homicides. In addition, the evaluation team recommends collecting data on other crime reduction activities occurring in hotspots, including policing efforts and other interventions.
Healthy Oakland	<ul style="list-style-type: none"> The milestones, pre/post survey results, and justice-system outcomes of Healthy Oakland clients indicate that clients who received individual services had impressive employment outcomes, with 45% reporting job interviews and approximately one-third being placed in employment. In addition, clients demonstrated reduced involvement in the justice system after enrolling in the program, with the proportion of clients with a sustained offense or violation decreased from more than 30% pre-service to less than 20% post-service. There appear to have been reductions in shootings and homicides during the second and third quarters of the fiscal year, following an increase in street outreach activities. However, the recent shift in street outreach hotspots along with the recently intensified focus on conflict mediation limit the availability of the evaluation to meaningfully assess the impact of street outreach activities. The lack of measurable impact at the neighborhood level should not be interpreted to mean that the outreach strategy is ineffective. These strategies take time and always exist within a complicated landscape of other types of interventions. Thus, the evaluation team recommends that, pending more time for implementation and outcome documentation, future evaluation cycles include time series analyses, which analyze the effect of street outreach activities along with other crime reduction activities like policing efforts and other interventions on shootings and homicides.
City-County Neighborhood Initiative	<ul style="list-style-type: none"> During the 2011-12 fiscal year, CCNI continued to strengthen resident leadership capacity in Sobrante Park, providing technical assistance to the NCPC/RAC co-chairs and helping to organize residents. CCNI events were attended by over 1,300 residents. In addition, the program placed 32 clients in employment. Delays in the contracting process meant that CCNI was unable to hire a capacity building coordinator to spearhead its work in West Oakland. Pre/post surveys found that most clients experienced no change in risk and resiliency factors, while about a



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Program	Summary of Findings
	<p>quarter experienced improvements.</p> <ul style="list-style-type: none"> • Going forward, the initiative aims to strengthen resident capacity to identify and implement solutions to neighborhood problems in both Sobrante Park and the Lower Bottoms neighborhood in West Oakland.
Youth UpRising Attraction, Retention, Movement (ARM)	<ul style="list-style-type: none"> • The evaluation found that on most indicators of risk and resiliency, clients experienced no changes. About a third of clients reported taking fewer risks related to carrying a weapon and drinking alcohol. About half reported that they were better able to walk away from trouble. • Because there were only four students who matched to OUSD data sets, the evaluation could not examine school engagement outcomes. • Of the 12 clients who matched to criminal justice records and met the service threshold, only one client offended before or after the program.

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Program	Summary of Findings
SCHOOL-BASED PREVENTION PROJECTS	
OUR Kids	<ul style="list-style-type: none"> The evaluation of OUR KIDS found that young people who received behavioral health care services experienced improvements in several domain areas, were better able to manage their stress and anxiety and were highly satisfied with the program. Students reported improvements in presenting problems after receiving services according to pre/post intake/discharge assessments completed by providers. Positive adult relationships, healthy expression of emotions, and motivation in school were among the many areas that students experienced statistically significant improvements.
OUSD Gang Intervention	<ul style="list-style-type: none"> The evaluation found that a majority of consented clients reported an improvement in being able to comply and complete the terms of their probation, while fewer than half reported improvements on other indicators related to risk and resilience. OUSD Alternative Education clients exhibited a decrease in truancy and no changes in suspension. Clients' criminal justice involvement was low the year before and the year after commencing the program. Low consent rates due to factors outside the program's control and small sample sizes mean that results are not generalizable to the overall program.
Second Step Violence Prevention	<ul style="list-style-type: none"> The evaluation examined the perceived impact of Second Step, as well as strengths and barriers to implementation through a teacher survey and interviews with two teachers. Survey results showed that teachers were ambivalent about the usefulness of the Second Step curriculum as an integral tool in supporting classroom discipline, school climate and student's social-emotional skills. A key challenge identified by teachers was the time to teach the lessons on a daily basis. However, teachers who implemented the curriculum with fidelity (every day) felt it to be extremely valuable and would like to see more wide-spread adoption and fidelity to Second Step at their school sites.

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Program	Summary of Findings
VIOLENT INCIDENT AND CRISIS RESPONSE	
Crisis Response and Support Network	<ul style="list-style-type: none"> • During the reporting period, CRSN continued to serve the surviving loved ones of homicide victims in Oakland with support, therapy, and case management. Over 90% of clients surveyed found the service providers treated them well and provided them with services that were of value. • CCEB met or exceeded a large majority of its contractual deliverables, and delivered services with which a large majority of surveyed clients were satisfied. Survey findings would have been more meaningful had more clients been contacted, but these findings are not inconsistent with or a marked departure from survey findings collected and analyzed in 2011, which supports the validity of this year's findings, despite the small number of survey respondents.
Highland Hospital YouthALIVE!	<ul style="list-style-type: none"> • Overall, Youth ALIVE! delivered on its contractual obligations. It served more clients than it had projected it would with supportive services. • For those clients who completed both pre and post surveys, substantial increases were seen in their knowledge of the services available to them and their reliance on adults and violence-averting resources. No real changes were measured in terms of risk of victimization. Survey findings would be more conclusive if a larger number of pre/post surveys had been collected. However, these findings are not inconsistent with or a marked departure from survey findings collected and analyzed in 2011, which supports the validity of this year's findings, despite the small number of survey respondents. • The evaluation team recommends that Youth ALIVE! attempt to obtain evaluation consents from more clients, especially case managed clients, in order to increase the availability of data on individuals served by this program.

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Program	Summary of Findings
YOUNG ADULT REENTRY AND EMPLOYMENT	
The Mentoring Center Project Choice	<ul style="list-style-type: none"> The evaluation results show that Project Choice clients reported being equipped with a plan for reentry in their community that addressed their basic needs. The survey also revealed that Project Choice clients were making better choices and staying out of trouble. Only 13 clients matched to criminal justice datasets, of which none violated before or after participating in the program; however, absence of data from the Department of Juvenile Justice and the limited number of clients with justice systems data restricts the generalizability of justice outcomes to the overall program population. It is important to note that the evaluation looked at those individuals with a sustained law offense.
Volunteers of American Project Choice	<ul style="list-style-type: none"> The evaluation results show that Project Choice clients reported being equipped with a plan for reentry in their community and. Upon release, all were able to meet basic needs and most reported reuniting with their families. In addition, the survey revealed that Project Choice clients were making better choices and staying out of trouble. Probation and parole records also indicate that Project Choice clients had reduced involvement in the criminal justice system following their participation in the program. It is important to note that the evaluation looked at those individuals with a sustained law offense.
Volunteers of America Reentry Employment	<ul style="list-style-type: none"> Pre/post surveys found that about a third of clients reported improvements on job readiness and all reported an improvement in job retention. The majority of clients experienced no change on indicators of risk, resiliency, and protective factors. Results from the matched data analysis with criminal justice datasets showed that while both the proportion of clients violating and the proportion with sustained violent offenses increased in the third quarter after services began, fewer clients were convicted of a criminal offense or parole violation in the year after program start than in the year before.
Goodwill Industries Reentry Employment	<ul style="list-style-type: none"> The evaluation results show that clients received job training and work experience, and achieved moderate improvements in criminal justice outcomes following their participation in Goodwill Industries' Transitional Jobs program. In addition, the slight decrease in the proportion of clients with a violent offense suggests an important reduction in the severity of offenses.
WorkFirst Reentry Employment	<ul style="list-style-type: none"> Pre/post survey indicators related to job placement, job readiness, risk and resiliency, and ability to comply with the terms of probation, client employment milestones and a matched data analysis with criminal justice data sets. While clients reported improvements in job placement and job readiness indicators after participating in employment services, on most pre/post-survey indicators clients experienced no change. Client milestones data entered on CitySpan showed that 81 clients were placed in employment, with more than three quarters maintaining that employment for at least three months. The matched data analysis with criminal justice data sets found that fewer than 10% of clients committed a new offense or violated in the quarters preceding and following service. There was a reduction in the frequency of new offenses and violations after service began. It is important to note that the program was not required to track



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Program	Summary of Findings
Youth Employment Partnership Reentry Employment	<p>service start dates in CitySpan because it operated on a deliverable based contract. The evaluation used the midpoint of the fiscal year as the service start date.</p> <ul style="list-style-type: none">• Pre/post surveys, program milestones, and justice system data all offer evidence of moderate but important outcomes following enrollment in YEP's Reentry Employment Program. In addition to getting job training, job interviews, and actual employment, fewer clients were involved in the justice system after enrolling in the program, and none were convicted of a violent offense after enrolling in the program.

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Program	Summary of Findings
YOUTH COMPREHENSIVE SERVICES	
CYO JJC/OUUSD Wraparound	<ul style="list-style-type: none"> Overall, the program has had measurable positive effects on the population of youth it served. Just over 60% of the 57 participating youth had successful outcomes as a result of the program. The evaluation results show that 35 of CYO clients were successfully re/enrolled in school, ultimately meeting the fundamental program objective. Re-engaging youth in school after involvement with the juvenile justice system is a critical step in helping youth reenter their communities. CYO is playing a significant role in making this linkage for the young people it serves in Oakland. However, analysis of school-related outcomes did not show improvements in truancy or suspensions rates among clients. There are promising improvements in clients' criminal justice outcomes following program participation. A particularly notable improvement was the reduction in the severity of offenses, evidenced by the fact that while some clients had probation violations after starting the program, no clients had new delinquent violent or non-violent offenses after enrolling in the program. This is especially noteworthy given that CYO JJC served a number of high-risk clients.
EBAC JJC/OUUSD Wraparound	<ul style="list-style-type: none"> The evaluation results show that the majority of EBAC clients were successfully reengaged in school through the program. In terms of school engagement, the proportion of clients who were truant decreased after beginning EBAC services, while the proportion of clients who were suspended increased during the post-service period. There were improvements in clients' justice involvement outcomes following program participation. Clients' criminal justice involvement decreased following program start. Clients had notably fewer violent offenses, as well as a lower proportion of new offenses as opposed to technical violations of probation following service start. However, it is important to note that many of EBAC's clients were of low- to medium-risk.
EBAYC JJC/OUUSD Wraparound	<ul style="list-style-type: none"> The evaluation results show that the majority of EBAYC clients were successfully re/enrolled in school through the program. With respect to school engagement, while the truancy rate increased from 5% to 6%, the suspension rate decreased from 24% to 11% following program start. In addition, clients' pre/post-survey results indicate that most clients reporting an increased intention to graduate from high school and/or go to college, as well as improved relationships with caring adults and increased resiliency and protective factors. EBAYC clients tended to be lower risk than most other JJC clients, as is reflected by their pre-service offense rates. Clients showed juvenile justice improvements, the most notable of which was a reduction in the severity of offenses evidenced by decreases in the proportion of clients with violent and non-violent offenses.
TMC JJC/OUUSD Wraparound	<ul style="list-style-type: none"> The evaluation results show that the majority of the Mentoring Center clients were successfully re/enrolled in school through the program. However, there were no changes in overall truancy and suspension rates. Clients' juvenile justice outcomes improved following program participation. The reduction in the severity of offenses, evidenced by decreases in the proportion of clients with new delinquent offenses rather than probation violations, is a notable improvement. It is important to note that the Mentoring Center clients were relatively low-



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Program	Summary of Findings
	to medium-risk based on their risk assessment scores.
YU JJC/OUSD Wraparound	<ul style="list-style-type: none"> The evaluation results show that all Youth UpRising clients were successfully re/enrolled in school through the program. There were significant improvements in clients' school-related outcomes, evidenced by reductions in truancy and suspension rates following program enrollment. There were substantial improvements in clients' criminal justice outcomes following program participation. A particularly notable improvement was the reduction in the severity of offenses, evidenced by a sizeable decrease in the proportion of clients with new sustained delinquent offenses and the absence of any violent offenses following program enrollment. This is especially noteworthy given that YU served more high-risk clients than did most other JJC programs.
Restorative Justice for Oakland Youth	<ul style="list-style-type: none"> The evaluation found that RJOY made progress in developing relationships with teachers, administrators, and students at the school sites in which they worked. The program also came to be viewed as an important resource in responding to problems, challenges, and conflicts at West Oakland Middle School and Ralph Bunche Academy. Approximately 15% of RJOY clients experienced fewer unexcused absences after enrolling in the program, while the proportion of RJOY clients suspended decreased from 11% to 9%. At Bunche, school wide suspension incidents decreased significantly from the previous year by 51% and suspension days by 64%. At West Oakland Middle School suspension incidents declined by 86% and suspension days by 85%. RJOY has played an important role in improving school climate on a school wide level at both school sites during the past year.
YEP After School Employment	<ul style="list-style-type: none"> Overall results for the Youth Employment Partnership's Afterschool Program indicate modest but important gains in clients' interim outcomes, including risk-taking behaviors. However, outcomes suggest that the program had limited impact on school engagement as the percentage of students suspended before and after starting the program did not change. Outcomes indicate reductions in delinquent offenses, with no clients having new offenses of probation violations after starting the program.
YEP Summer Employment	<ul style="list-style-type: none"> Overall, both OUSD and ACPD data indicate that clients were more engaged in school and less involved in the juvenile justice system during the year after participating in YEP's Summer Youth Employment program compared with the year before. While the findings are positive and important indicators of the effect of program participation, the small sample sizes for both OUSD and ACPD data limit their generalizability.
Youth Radio After School Employment	<ul style="list-style-type: none"> The evaluation results show notable improvements in clients' juvenile justice outcomes following their participation in Youth Radio's Afterschool Employment Program. Juvenile justice outcomes are preliminary, since most clients have very brief post-service periods to analyze. However, initial indicators are strongly positive, with reductions in the number of clients offending after starting service as well as reductions in the severity of post-service offenses.
Youth Radio Summer Employment	<ul style="list-style-type: none"> Although there is limited data on Youth Radio Summer Employment participant outcomes, available data does indicate small but important positive outcomes for clients following program participation. Forty percent of



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Program	Summary of Findings
Youth UpRising Summer Employment	<p>clients expressed a greater desire to go to college after participating in the program.</p> <ul style="list-style-type: none"> • In the post-service period, fewer clients had adjudicated offenses and/or violations in the juvenile justice system and those who did had only technical violations of probation as opposed to new delinquent offenses. • Analysis of juvenile justice-related data offers strong support for positive outcomes following program participation: in contrast to 44% of clients who were adjudicated delinquent during the pre-service year, only 13% of clients were adjudicated delinquent during the post-service year. Moreover, there appears to have been a reduction in overall offense severity, with no clients being adjudicated for a violent offense after enrolling in the program, compared with 6% in the pre-service year.

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Introduction

This addendum presents additional program-level results on client criminal justice involvement. For each client who matched to justice system data, the evaluation analyzed criminal justice involvement for five years prior to Measure Y program enrollment and one year following program enrollment by tracking clients' arrests and convictions during these time periods. The evaluation also tracked whether clients' offenses were violent or nonviolent ("Other"), or if they were technical violations of probation or parole. Technical violations refer to incidents that violate the terms of an individual's supervision but would not otherwise be considered criminal.

This table presents the percentage of clients who were arrested during each time period. Tables are presented for convictions as well. In the example table below, 60% of clients were arrested for 'other' offenses during the year preceding service start, whereas 20% of clients were arrested for the same offense type during the year following service start. Because a client may have been arrested for violence AND another offense within the same time period, in these cases the client will be included in both categories; therefore, the violent and the 'other' columns combined will not provide an unduplicated sum of all clients arrested. However, the "violent or Other Offense" column presents the percentage of unduplicated clients who were arrested for any non-technical offense, including violent and/or "other" offenses.

Strategy Name Program Name		Clients Arrested				n=73
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest	
5 Years Pre-Program	20% ↓	90% ↓	90% ↓	60% ↓	10% ↑	
1 Year Pre-Program	10%	60%	60%	40%	30%	
1 Year Post Program	10%	20%	20%	50%	40%	

The arrest and conviction tables also feature green and red arrows that serve to guide the interpretation of results. Green arrows indicate positive outcomes over time whereas red arrows indicate negative outcomes over time. For each offense type, a downward arrow is green as it marks a reduction in the proportion of clients arrested or convicted for that offense type. However, for the "No Arrest" category, an upward arrow is green because it marks an increasing proportion of clients without arrests.

The tables titled "Clients Arrested" and "Clients Convicted" are structured and interpreted similarly. For programs that serve clients involved in the juvenile justice system, the conviction table presents results for clients who were adjudicated delinquent; for programs that serve clients involved in the criminal justice system, the conviction table presents results for clients who were convicted.



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Family Violence Intervention

Interagency Children's Policy Council (ICPC) to Sexually Exploited Minors

n=73

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	26% ↓	86% ↓	92% ↓	55% ↓	8% ↑
1 Year Pre-Program	10% ↓	58% ↓	63% ↓	36% ↓	26% ↑
1 Year Post-Program	5% ↓	23% ↓	27% ↓	52% ↓	41% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	19% ↓	66% ↓	79% ↓	36% ↓	16% ↑
1 Year Pre-Program	3% ↓	16% ↓	19% ↓	14% ↓	68% ↑
1 Year Post-Program	1% ↓	5% ↓	7% ↓	19% ↓	74% ↑



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Oakland Street Outreach and Community Organizing

California Youth Outreach: Oakland Street Outreach

n=94

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	17% ↓	68% ↓	74% ↓	23% ↓	23% ↑
1 Year Pre-Program	1% ↓	31% ↓	32% ↓	11% ↓	63% ↑
1 Year Post Program	2% ↓	5% ↓	7% ↓	16% ↓	81% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	11% ↓	59% ↓	64% ↓	12% ↓	36% ↑
1 Year Pre-Program	0% ↓	16% ↓	16% ↓	2% ↓	83% ↑
1 Year Post-Program	1% ↓	4% ↓	5% ↓	4% ↓	90% ↑

Healthy Oakland: Oakland Street Outreach

n=67

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	33% ↓	70% ↓	82% ↓	24% ↓	16% ↑
1 Year Pre-Program	6% ↓	33% ↓	39% ↓	12% ↓	57% ↑
1 Year Post Program	6% ↓	13% ↓	16% ↓	4% ↓	82% ↑



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Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	25% ↓	67% ↓	75% ↓	16% ↓	22% ↑
1 Year Pre-Program	4% ↓	30% ↓	34% ↓	4% ↓	66% ↑
1 Year Post-Program	3% ↓	15% ↓	16% ↓	1% ↓	82% ↑

Youth UpRising Attraction, Retention, and Movement

n=12

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	17% ↓	75% ↓	75% ↓	33% ↓	17% ↑
1 Year Pre-Program	0% ↓	0% ↓	0% ↓	8% ↓	92% ↑
1 Year Post-Program	0% ↓	8% ↓	8% ↓	0% ↓	92% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	0% ↓	50% ↓	50% ↓	8% ↓	50% ↑
1 Year Pre-Program	0% ↓	0% ↓	0% ↓	0% ↓	100% ↑
1 Year Post-Program	0% ↓	8% ↓	8% ↓	0% ↓	92% ↑



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School-Based Prevention Projects

OUSD Alternative Education Gang Intervention

n=18

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	33% ↓	89% ↓	94% ↓	22% ↑	6% ↑
1 Year Pre-Program	17% ↓	56% ↓	61% ↓	6% ↑	39% ↑
1 Year Post-Program	0% ↓	28% ↓	28% ↓	44% ↑	44% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	17% ↓	67% ↓	72% ↓	17% ↓	28% ↑
1 Year Pre-Program	0% ↓	6% ↓	6% ↓	0% ↓	94% ↑
1 Year Post-Program	0% ↓	0% ↓	0% ↓	6% ↓	94% ↑

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Young Adult Reentry and Employment

The Mentoring Center Project Choice

n=13

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	31% ↓	38% ↓	62% ↓	15%	31% ↑
1 Year Pre-Program	0% ↓	8% ↓	8% ↓	0%	92% ↑
1 Year Post Program	0% ↓	0% ↓	0% ↓	15%	85% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	31% ↓	38% ↓	62% ↓	8% ↓	38% ↑
1 Year Pre-Program	0% ↓	0% ↓	0% ↓	0% ↓	100% ↑
1 Year Post-Program	0% ↓	0% ↓	0% ↓	0% ↓	100% ↑

Volunteers of America Bay Area Project Choice

n=50

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	30% ↓	78% ↓	88% ↓	26% ↓	10% ↑
1 Year Pre-Program	8% ↓	50% ↓	56% ↓	12% ↓	40% ↑
1 Year Post Program	10% ↓	24% ↓	28% ↓	8% ↓	70% ↑



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Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	26% ↓	78% ↓	88% ↓	20% ↓	10% ↑
1 Year Pre-Program	6% ↓	46% ↓	48% ↓	10% ↓	50% ↑
1 Year Post-Program	10% ↓	20% ↓	28% ↓	4% ↓	72% ↑

Volunteers of America Bay Area Reentry Employment

n=40

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	30% ↓	78% ↓	83% ↓	30% ↓	15% ↑
1 Year Pre-Program	10% ↓	43% ↓	50% ↓	18% ↓	45% ↑
1 Year Post-Program	13% ↓	28% ↓	35% ↓	10% ↓	63% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	25% ↓	78% ↓	83% ↓	23% ↓	15% ↑
1 Year Pre-Program	8% ↓	38% ↓	43% ↓	15% ↓	55% ↑
1 Year Post-Program	13% ↓	25% ↓	33% ↓	8% ↓	65% ↑



Oakland Measure Y 2011-2012

Goodwill Industries Reentry Employment

n=37

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	27% ↓	70% ↓	76% ↓	24% ↓	24% ↑
1 Year Pre-Program	14% ↓	32% ↓	43% ↓	8% ↓	54% ↑
1 Year Post Program	8% ↓	24% ↓	30% ↓	5% ↓	70% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	27% ↓	70% ↓	76% ↓	16% ↓	24% ↑
1 Year Pre-Program	14% ↓	27% ↓	38% ↓	5% ↓	57% ↑
1 Year Post-Program	8% ↓	24% ↓	30% ↓	5% ↓	70% ↑

Workfirst Foundation (America Works) Reentry Employment

n=78

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	27% ↓	67% ↓	79% ↓	13% ↓	19% ↑
1 Year Pre-Program	5% ↓	18% ↓	22% ↓	3% ↓	77% ↑
1 Year Post Program	1% ↓	9% ↓	9% ↓	1% ↓	91% ↑



Oakland Measure Y 2011-2012

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	27% ↓	65% ↓	79% ↓	10% ↓	19% ↑
1 Year Pre-Program	4% ↓	17% ↓	19% ↓	3% ↓	78% ↑
1 Year Post-Program	1% ↓	8% ↓	9% ↓	1% ↓	91% ↑

Youth Employment Partnership Reentry Employment

n=32

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	31% ↓	66% ↓	75% ↓	34% ↓	19% ↑
1 Year Pre-Program	3% ↓	19% ↓	22% ↓	13% ↓	69% ↑
1 Year Post-Program	0% ↓	6% ↓	6% ↓	9% ↓	84% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	22% ↓	66% ↓	75% ↓	19% ↓	22% ↑
1 Year Pre-Program	3% ↓	9% ↓	13% ↓	9% ↓	81% ↑
1 Year Post-Program	0% ↓	3% ↓	3% ↓	0% ↓	97% ↑

Oakland Measure Y 2011-2012

Youth Comprehensive Services

California Youth Outreach JJC/OUSD Wraparound Services

n=32

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	31% ↓	91% ↓	100% ↓	38% ↑	0% ↑
1 Year Pre-Program	19% ↓	72% ↓	84% ↓	31% ↑	6% ↑
1 Year Post Program	13% ↓	28% ↓	38% ↓	41% ↑	50% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	19% ↓	84% ↓	97% ↓	28% ↓	0% ↑
1 Year Pre-Program	3% ↓	13% ↓	16% ↓	16% ↓	69% ↑
1 Year Post Program	0% ↓	0% ↓	0% ↓	19% ↓	81% ↑

East Bay Agency for Children JJC/OUSD Wraparound Services

n=40

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	38% ↓	68% ↓	98% ↓	28% ↑	0% ↑
1 Year Pre-Program	23% ↓	60% ↓	83% ↓	28% ↑	8% ↑
1 Year Post Program	13% ↓	30% ↓	38% ↓	50% ↑	40% ↑



Oakland Measure Y 2011-2012

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	28% ↓	65% ↓	90% ↓	13% ↑	8% ↑
1 Year Pre-Program	13% ↓	18% ↓	30% ↓	8% ↑	63% ↑
1 Year Post-Program	5% ↓	10% ↓	15% ↓	15% ↑	73% ↑

East Bay Asian Youth Center JJC/OUUSD Wraparound Services

n=104

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	38% ↓	82% ↓	95% ↓	28% ↑	4% ↑
1 Year Pre-Program	20% ↓	48% ↓	63% ↓	21% ↑	26% ↑
1 Year Post-Program	10% ↓	21% ↓	25% ↓	38% ↑	54% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	24% ↓	72% ↓	88% ↓	19% ↑	12% ↑
1 Year Pre-Program	4% ↓	9% ↓	13% ↓	9% ↑	79% ↑
1 Year Post-Program	1% ↓	7% ↓	8% ↓	10% ↑	84% ↑



Oakland Measure Y 2011-2012

The Mentoring Center JJC/OUSD Wraparound Services

n=32

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	44% ↓	81% ↓	97% ↓	19% ↑	3% ↑
1 Year Pre-Program	19% ↓	63% ↓	81% ↓	16% ↑	9% ↑
1 Year Post Program	9% ↓	19% ↓	28% ↓	31% ↑	50% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	25% ↓	66% ↓	78% ↓	19% ↓	19% ↑
1 Year Pre-Program	6% ↓	28% ↓	34% ↓	9% ↓	56% ↑
1 Year Post-Program	0% ↓	3% ↓	3% ↓	9% ↓	88% ↑

Youth UpRising JJC/OUSD Wraparound Services

n=40

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	40% ↓	83% ↓	98% ↓	40% ↑	3% ↑
1 Year Pre-Program	23% ↓	68% ↓	78% ↓	35% ↑	8% ↑
1 Year Post Program	5% ↓	23% ↓	25% ↓	50% ↑	45% ↑



Oakland Measure Y 2011-2012

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	30% ↓	75% ↓	95% ↓	25% ↓	5% ↑
1 Year Pre-Program	8% ↓	18% ↓	25% ↓	18% ↓	60% ↑
1 Year Post-Program	0% ↓	5% ↓	5% ↓	13% ↓	83% ↑

Youth Employment Partnership After School Employment

n=61

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	39% ↓	74% ↓	97% ↓	28% ↓	2% ↑
1 Year Pre-Program	11% ↓	43% ↓	52% ↓	21% ↓	36% ↑
1 Year Post Program	5% ↓	10% ↓	13% ↓	16% ↓	74% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	30% ↓	70% ↓	92% ↓	18% ↓	7% ↑
1 Year Pre-Program	2% ↓	11% ↓	13% ↓	10% ↓	77% ↑
1 Year Post-Program	0% ↓	0% ↓	0% ↓	0% ↓	100% ↑

Oakland Measure Y 2011-2012

Youth Employment Partnership Summer Youth Employment

n=27

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	30% ↓	78% ↓	89% ↓	15% ↑	11% ↑
1 Year Pre-Program	7% ↓	44% ↓	52% ↓	4%	44%
1 Year Post Program	11% ↓	19% ↓	26% ↓	19%	59%

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	30% ↓	59% ↓	78% ↓	4%	22% ↑
1 Year Pre-Program	4% ↓	7% ↓	11% ↓	0%	89%
1 Year Post-Program	0% ↓	4% ↓	4% ↓	4%	93%

Youth Radio After School Employment

n=15

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	33% ↓	87% ↓	100% ↓	33%	0% ↑
1 Year Pre-Program	20% ↓	60% ↓	73% ↓	20%	27%
1 Year Post Program	7% ↓	20% ↓	27% ↓	33%	60%



Oakland Measure Y 2011-2012

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	20% ↓	80% ↓	93% ↓	13% ↓	7% ↑
1 Year Pre-Program	7% ↓	13% ↓	20% ↓	0% ↓	80% ↑
1 Year Post-Program	0% ↓	7% ↓	7% ↓	0% ↓	93% ↑

Youth Radio Summer Employment

n=11

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	55% ↓	73% ↓	100% ↓	9% ↑	0% ↑
1 Year Pre-Program	27% ↓	36% ↓	64% ↓	9% ↑	27% ↑
1 Year Post-Program	0% ↓	27% ↓	27% ↓	64% ↑	36% ↑

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	45% ↓	55% ↓	82% ↓	9% ↑	18% ↑
1 Year Pre-Program	9% ↓	9% ↓	18% ↓	9% ↑	73% ↑
1 Year Post-Program	0% ↓	0% ↓	0% ↓	18% ↑	82% ↑



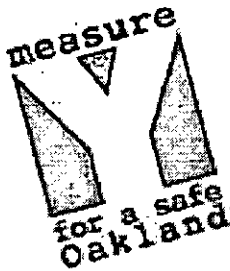
Oakland Measure Y 2011-2012

Youth UpRising Summer Employment

n=16

Clients Arrested					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Arrest
5 Years Pre-Program	31% ↓	75% ↓	100% ↓	38% ↓	0% ↑
1 Year Pre-Program	19%	56%	75%	25%	13%
1 Year Post-Program	0%	25%	25%	25%	63%

Clients Convicted					
Time Period	Violent Offense	Other Offense (non-Technical)	Violent or Other Offense (non-Technical)	Technical Violation of Probation/Parole	No Conviction (Arrest & No Arrest)
5 Years Pre-Program	31% ↓	69% ↓	94% ↓	19% ↓	6% ↑
1 Year Pre-Program	6%	31%	38%	6%	56%
1 Year Post-Program	0%	13%	13%	0%	88%



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