



REPORT



2016–2018 OAKLAND UNITE AGENCY REPORT

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LIST OF ACRONYMS

ACOE	Alameda County Office of Education
ACPD	Alameda County Probation Department
BACR	Bay Area Community Resources
BAWAR	Bay Area Women Against Rape
BE	Beyond Emancipation
BOSS	Building Opportunities for Self-Sufficiency
CEO	Center for Employment Opportunities
CSEC	Commercially sexually exploited children
CWW	Community Works West, Inc.
CYO	Community & Youth Outreach
EBAC	East Bay Agency for Children
EBAYC	East Bay Asian Youth Center
EESS	Employment and education support services
FVLC	Family Violence Law Center
GED	General Education Diploma
GPA	Grade point average
HSD	Human Services Department, City of Oakland
MISSEY	Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth
OPD	Oakland Police Department
OUSD	Oakland Unified School District
PIC	Oakland Private Industry Council
Roots	Roots Community Health Center
Seneca	Seneca Family of Agencies
TMC	The Mentoring Center
UCR	Uniform Crime Reporting
YEP	Youth Employment Partnership, Inc.

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INTRODUCTION

A. Background

Oakland Unite is a public safety collaboration of community-based organizations, public agencies, and city residents that aims to reduce violence in Oakland. Administered by the City of Oakland's Human Services Department (HSD), Oakland Unite was initially funded through the Violence Prevention and Public Safety Act of 2004, also known as Measure Y, which raised funds for community-based violence prevention programs and policing and fire safety personnel through a parcel tax on Oakland property and a parking tax assessment. In 2014, Oakland residents voted to extend these levies through Measure Z, which now raises about \$27 million annually, to focus efforts on specific, serious types of violence, including gun violence, family violence, and sex trafficking. Measure Z funds violence prevention programs, police officers, fire services, and evaluation services. Forty percent of these funds are invested in community-based violence prevention programs through Oakland Unite.

As part of this citywide effort, Oakland Unite aims to interrupt and prevent violence by focusing on the youth and young adults in Oakland who are at the highest risk of direct exposure to violence, violent victimization, and active involvement in violence. Figure 1 illustrates the relationship between Oakland's neighborhood contexts, Oakland Unite strategies, and the outcomes Oakland Unite is designed to affect. This model highlights how the neighborhood context affects the population served by Oakland Unite, the strategies employed, the goals of the strategies, and the expected outcomes.¹ For example, in Oakland, the majority of individuals who have contact with the criminal and juvenile justice systems are African American young men, which is the population most predominantly served by Oakland Unite.²

Oakland Unite administers grants through a diverse set of strategies to accomplish violence prevention and reduction. Table 1 details the five strategies (life coaching, education and economic self-sufficiency, violent incident and crisis response, innovation, and community asset building) and their associated sub-strategies supported by Oakland Unite. Overall, 34 grants were awarded to 27 agencies in the 2018–2019 fiscal year, with services also provided within HSD, for a total of \$8.0 million. All agencies are required to match at least 20 percent of their Oakland Unite grants, though we report and analyze only Measure Z funds. These agencies are also supported by a \$300,000 annual investment in grantee training and technical assistance.³

¹ Other parts of Measure Z, such as Ceasefire, crime reduction teams, community resource officers, and emergency response through the Oakland Fire Department, also play important roles in the city's collaborative violence reduction effort but are outside the purview of Oakland Unite and this evaluation.

² Based on Mathematica analysis of 2006-2018 Oakland Police Department data.

³ Every two-to-three years, Oakland Unite prepares a new spending plan based on community input and evaluation findings. A new 2019-2021 spending plan will refine the current strategies going forward and can be found here: <http://oaklandunite.org/blog/oakland-unite-spending-plan/>.

Figure 1. Conceptual model of Oakland Unite

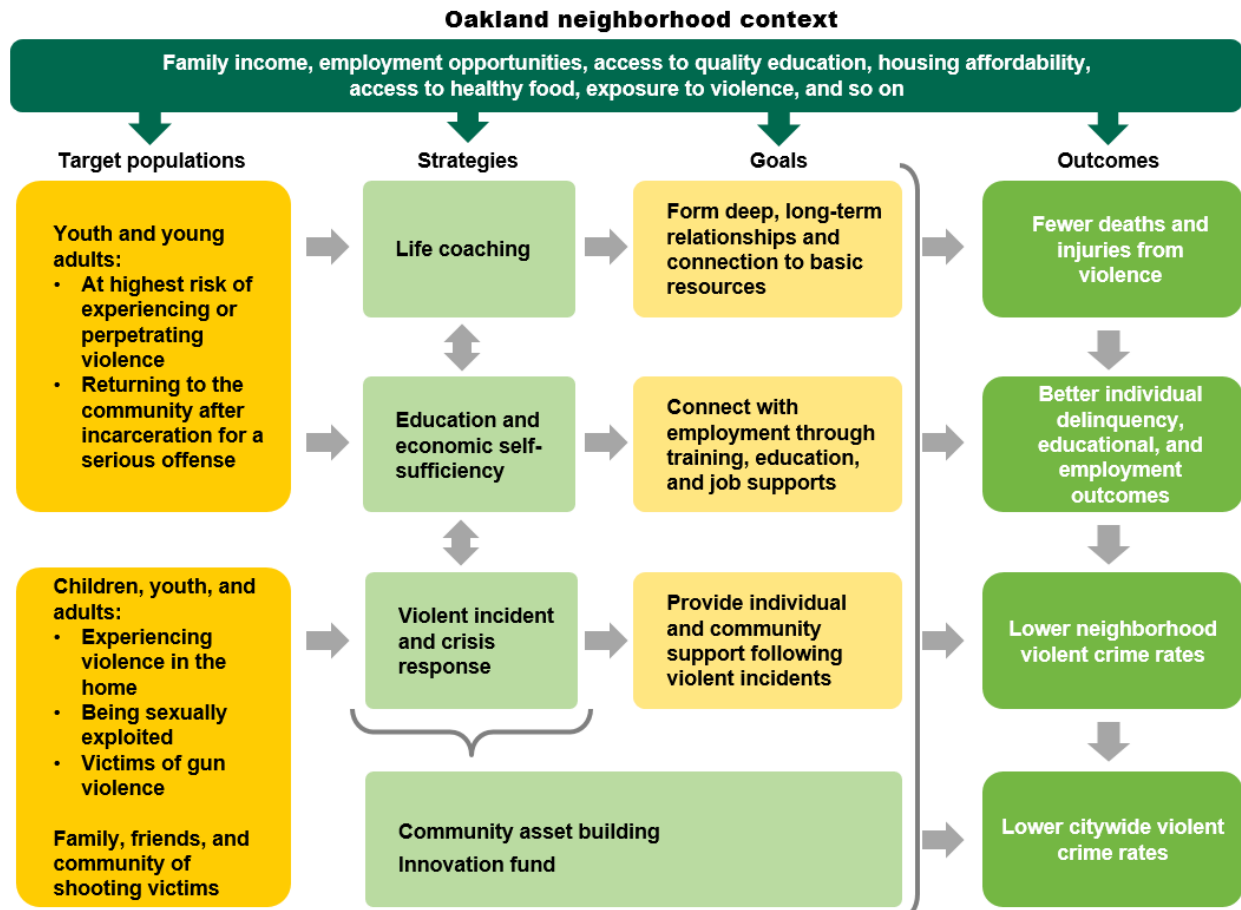


Table 1. Strategy and sub-strategy descriptions and participant enrollment

Strategy	Sub-strategy	Number of participants served by calendar year		
		2016	2017	2018
Life coaching Uses mentoring and coaching to help high-risk youth and young adults move toward stable and successful lives. Coaches work with participants to develop individualized service plans and help connect participants to services.	Adult life coaches (\$1,606,427, 5 grantees) work closely with high-risk young adults to deter involvement in violence and in the justice system.	298	334	332
	Youth life coaches (\$1,380,300, 8 grantees) work closely with high-risk youth to help them engage in school and avoid violence and involvement in the justice system.	315	355	301
Education and economic self-sufficiency Helps high-risk youth and young adults secure employment and achieve self-sufficiency through a range of avenues, including developing job-related skills and fostering relationships with employers.	Transition-age youth/young adult employment and education support services (\$1,155,600, 5 grantees) agencies work to improve the career prospects of hard-to-employ young adults through skill building and transitional employment.	733	585	403
	Youth employment and education support services (\$716,900, 4 grantees) agencies aim to increase career readiness through academic support and employment experience.	188	253	222
Violent incident and crisis response Supports people and communities following violent incidents to mitigate the consequences of violence and decrease the likelihood of future violence and victimization. This strategy encompasses four sub-strategies with different aims.	Street outreach (\$1,193,050, 2 grantees) aims to disrupt the cycle of violence by stopping retaliation and using conflict mediation and support services.	372	298	263
	The shooting response and homicide support network (\$563,750, 3 grantees) offers support to shooting and stabbing victims during hospital stays and victims' return home, relocation services for individuals in immediate risk of harm, and support for victims' families and others affected by homicide.	587	757	702
	Commercially sexually exploited children (\$428,710, 3 grantees) intervention reaches out to exploited youth, gets them into safe environments, and provides wraparound supports to end their exploitation.	280	286	211
	Family violence intervention (\$481,500, 1 grantee) supports victims of family violence with legal and socioemotional services as well as crisis response, including emergency housing and a 24-hour hotline.	895	873	730
The innovation fund (\$214,000, 2 grantees) Supports the development and testing of new ideas and practices for reducing violence. One funded program diverts youth with felony charges out of the juvenile justice systems using restorative justice and the other aims to influence school climate and culture through training and trauma-informed education.	73	114	98	
Community asset building (\$744,906, 2 grantees^a) Alters norms about violence in communities by developing supports within the community through developing the leadership skills of community leaders to direct change in their own neighborhoods. It includes a summer Friday night parks program to increase community safety in high-violence areas and training and technical assistance for community-based providers in the Oakland Unite network.				

Note: Strategy and sub-strategy funding amounts and grantees are for fiscal year 2018–2019 only.

^a These sub-strategies are administered by the Human Services Department

B. Overview of evaluation and purpose of report

Many evidence-based and promising practices have been put into place by agencies funded by Oakland Unite to serve these diverse target populations and prevent, disrupt, and effectively respond to violence, but data and evidence are needed to inform both the direction of grant making in the future and the field more broadly. Under Measure Z, the city is also obligated to fund an independent evaluation of Oakland Unite. The four-year evaluation for the years 2017 to 2020 includes an annual agency-level report, an annual strategy-level report, and a comprehensive evaluation. This report constitutes the annual agency-level report, providing detailed profiles for each Oakland Unite agency and strategy. These profiles provide summary descriptive findings on the basis of administrative data, survey findings, and document reviews.

C. Data sources and limitations

The Oakland Unite participant- and agency-level data presented in this report are derived from data retrieved from Oakland Unite agencies, the Oakland Police Department (OPD), the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the Alameda County Office of Education (ACOE). Each measure is described in detail in the measure definitions section of the report. For additional details on data collection and processing, see the appendix.

In 2018, we conducted a participant satisfaction survey to complement qualitative data collection in previous years that included reviews of grant documents, interviews with HSD staff, and in-depth site visits during which we interviewed agency staff and participants. For additional details on the survey design and measures, see the appendix.

For this report, we restricted the analyses to individuals who had any service data. Of the 8,631 individuals in the Oakland Unite database in 2016, 2017, and 2018, 8,480 had services recorded; these individuals form the basis for this report. Although some of these participants may have had very little contact with the program, including them provides a complete picture of the population an agency worked with during the three-year period.

The data sources available for this report provided important information, but also have some limitations. Although we made efforts to clean and validate the data collected in the Oakland Unite database, like any administrative data, its quality depends on the accuracy and completeness of the information entered by agency staff. Individuals who did not consent to share their personal information are excluded from prior arrest, victimization, and school engagement rates because matching participants to OPD, ACPD, or OUSD data requires personally identifiable information.⁴ Forty-seven percent of Oakland Unite participants did not consent to share their name, date of birth, and address for evaluation purposes; the majority of these participants are concentrated within one agency, the Family Violence Law Center, which

⁴ School enrollment rates are further restricted to school-age youth 19 or younger; other information about school engagement is based only on participants who were enrolled in OUSD prior to participation in Oakland Unite.

serves a large number of people. Consent rates are reported as a footnote at the bottom of each agency's profile.

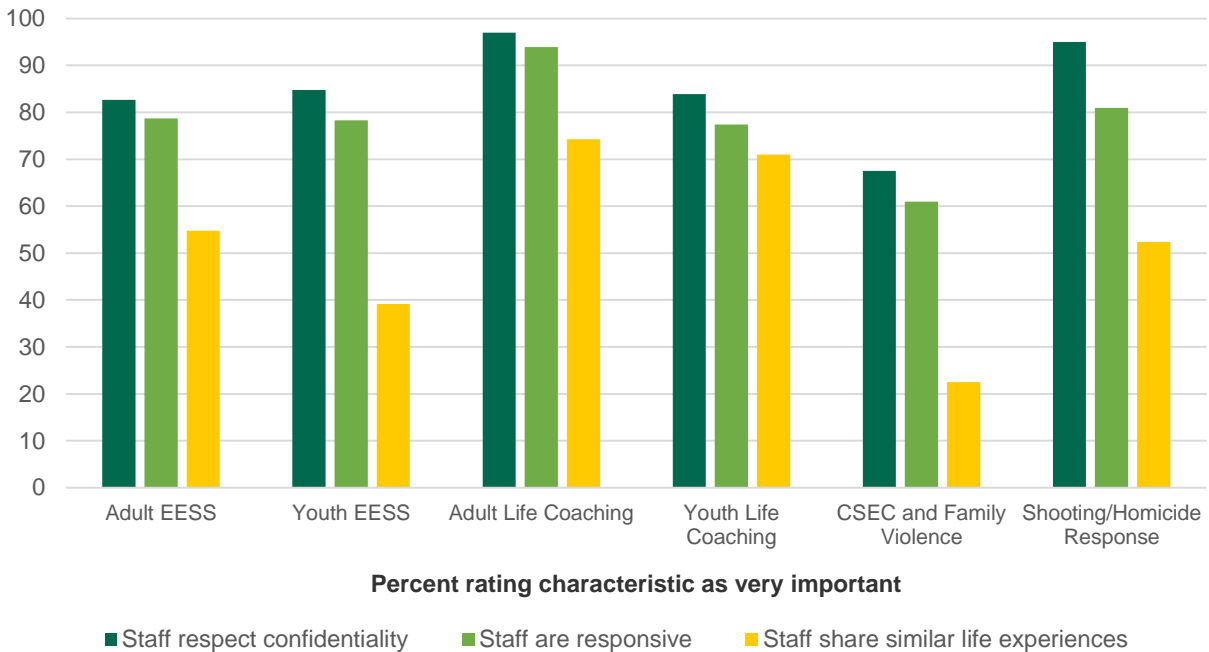
In examining participant arrest and victimization histories, we had data only on incidents reported by OPD or recorded by ACPD. Incidents in other jurisdictions may not be recorded in these data sources. For example, arrests conducted by the Oakland School Police and Oakland Housing Authority Police were not available. Similarly, information about school engagement was available from only district-operated schools in OUSD and community schools in ACOE. We did not have access to records from charter or private schools in Oakland nor from schools in neighboring school districts, which some Oakland Unite youth may attend. In addition, victimization data had incomplete personally identifiable information more often than did arrest, probation, or education data. It is also important to note that victimization incidents are frequently underreported to police.

D. Participant satisfaction with Oakland Unite services

To provide a broad overview of participant satisfaction with Oakland Unite services, this section summarizes findings from the participant survey across the strategies. The purpose of the survey was to gather information about Oakland Unite directly from participants. The general topics of study included experiences and satisfaction with services, importance of agency characteristics, thoughts about the future, experiences with violence, and demographic characteristics. There were 317 respondents to the survey from eight sub-strategies. We did not survey participants in street outreach and community asset building because most of them interact with Oakland Unite agencies only once.

- **The vast majority of participants are satisfied with the services they receive from Oakland Unite agencies.** Over 90 percent of survey respondents agreed or strongly agreed with the statements about satisfaction with the kinds of services offered, that staff treat them with respect and they can be open with them, and that staff listen, are available, and understand their situation and needs. See the appendix for a full table of results.
- **There was variation in the proportion of participants who value characteristics of agency staff.** For instance, a larger proportion of life coaching participants, both youth and adults, responded that staff with similar life experiences was very important to them, compared to the other sub-strategies like CSEC and family violence, and youth EESS (Figure 2). In addition, almost all of the adult life coaching and shooting and homicide response participants responded that staff confidentiality was very important to them.

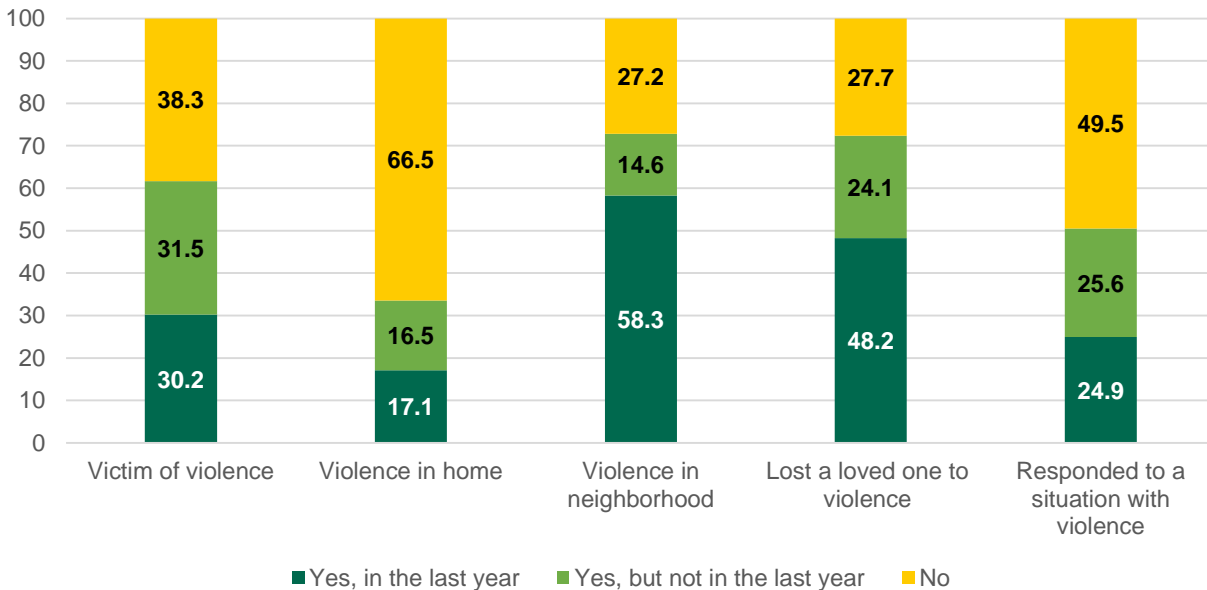
Figure 2. Value of the characteristics of agency staff, by sub-strategy



Notes. Number of respondents by sub-strategy ranged from 20 to 75. See appendix for full table of results.

- Over half of survey respondents reported receiving referrals for other services.** Participants can receive referrals for a wide array of services based on their specific needs, including housing, legal support, counseling and therapy, and mental health or drug use services. Of the participants who received referrals, over two-thirds found the referral to be very helpful.
- The majority of survey respondents reported experiences with violence.** Figure 3 presents responses to questions about whether participants have experienced violence in different situations. Three-quarters of respondents reported violence in their neighborhood in the past, over 60 percent reported being a victim of violence in the past, and over 30 percent reported violence in their home. Just under three-quarters of respondents have lost a loved one to violence, with almost half reporting losing someone in the past year. More than half of respondents reported having themselves responded to a situation with violence.

Figure 3. Experiences with violence



Notes: Number of respondents ranged from 308 to 311. See the appendix for a full table of results.

- Despite high levels of exposure to violence, participants reported positive outlooks about their futures.** About 95 percent of respondents said that in one year they would be more hopeful about their life, would have a safe place to live, and would be better able to deal with a crisis. At least 90 percent of respondents believed they would be able to resolve conflicts without violence and would have stronger relationships. A similar percentage said they would be able to avoid unwanted contact with police and unhealthy drug or alcohol abuse in the future. More than 85 percent of respondents thought they would have resolved any legal problems, have a steady job, have completed additional education, and be contributing to their community in one year.

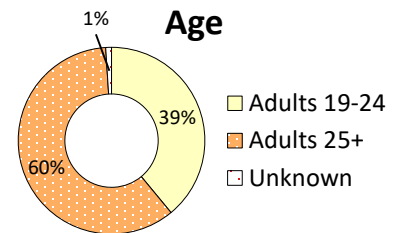
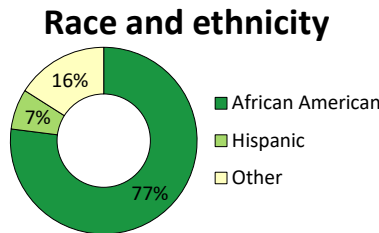
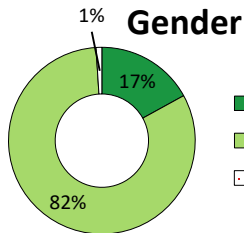
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Adult Employment and Education Support Services

Agencies funded: **5** FY 18/19 grant: **\$1,155,600** Participants served: **1,357** Percentage of budget used for participant support: **34%**

The *Adult Employment and Education Support Services (EESS)* strategy provides job skills training, educational support, and career development services to prepare participants to obtain and retain employment. Agencies within the Adult EESS strategy provide job readiness, transitional employment, and job placement services to transition-aged youth ages 18–24 and adults ages 25 and older. Each Adult EESS agency serves different populations, resulting in broad coverage of the at-risk population in Oakland.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



75%	30%	53%	34%
Had peer/family shot or seriously injured before receiving services	Reported being a victim of violent crime to OPD before receiving services	Arrested before receiving services	On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

28.7	91.9	24.1
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	12.7	15.4	16.2	5.4
Percent of all participants	100%	100%	74%	28%

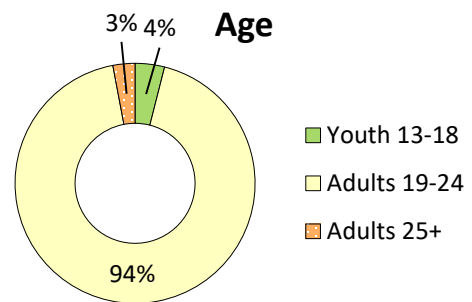
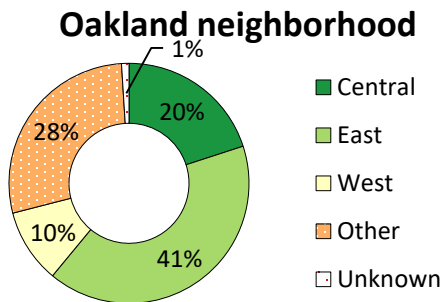
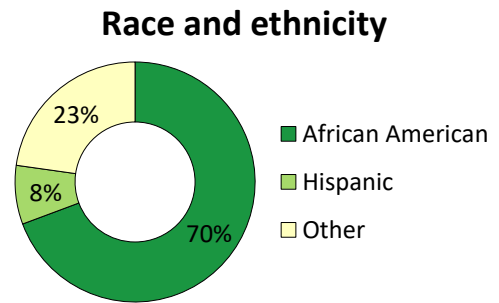
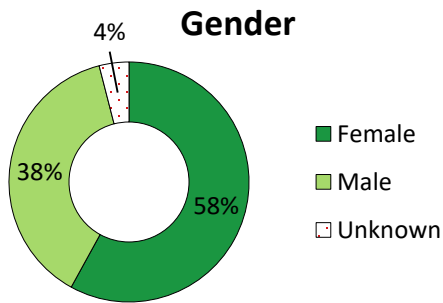
Notes: Adult Employment and Education Support Services participant demographic data is based on 1,357 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 97 percent of participants who consented to share their identifying information.

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Beyond Emancipation

Beyond Emancipation (BE) provides intensive employment training and transitional work experience to high-risk young adults in Oakland. Beyond Emancipation aims to serve current or former foster care youth and young adults who are at risk of engaging in violence. Almost 60 percent of BE’s participants are female and over half have made police reports in the past about being a victim of violence. The program uses intensive case management with wraparound services to support participants through employment readiness training, individual coaching, and professional development before their placement in transitional and permanent employment sites. Participants have the opportunity to complete a five-week in-house culinary training program and participate in external on-the-job training and internships. BE staff provide “trauma informed coaching” to participants throughout this process to help them develop and apply life and employment skills.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

90%

Had peer/family shot or seriously injured before receiving services

54%

Reported being a victim of violent crime to OPD before receiving services

44%

Arrested before receiving services

22%

On probation supervision before receiving services

Notes: Beyond Emancipation participant demographic data is based on 79 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 86 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	6.0	5.7	7.7	2.8
Percent of all participants	100%	100%	91%	42%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

50.4	88.4	14.0	
Life skills/pre-employment training hours	Individual work experience hours	Case management hours	

PROGRAM MILESTONES

24%	61%	33%	33%
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed six Beyond Emancipation participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

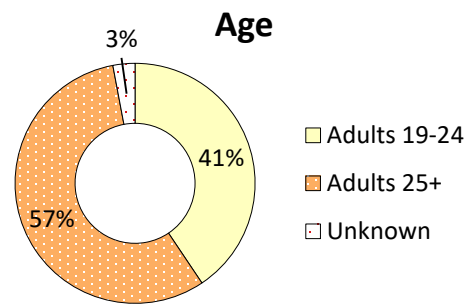
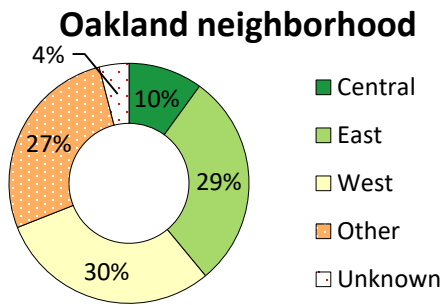
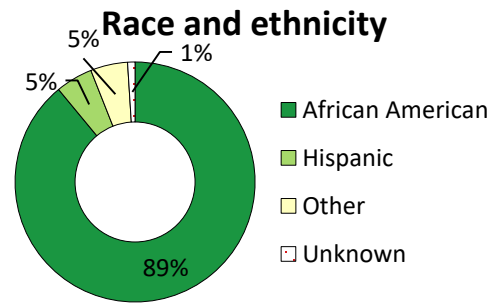
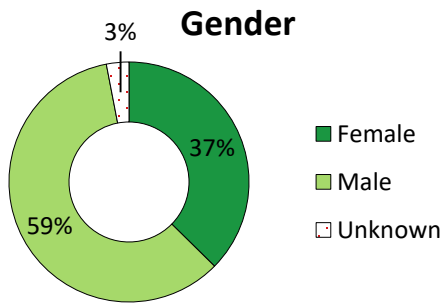
- BE offers the services they need
- The staff listen to them and treat them with respect
- They are hopeful about many aspects of the future, including being able to contribute to their community and having stronger relationships, but less optimistic they would be able to avoid unwanted contact with the police and unhealthy drug or alcohol use

* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Building Opportunities for Self-Sufficiency

Building Opportunities for Self-Sufficiency (BOSS) provides participants with job readiness training, transitional work experience, and employment placement and retention support. BOSS aims to serve adults returning to Oakland after incarceration and/or at risk of engaging in violence. Almost 90 percent of BOSS participants are African American and the organization serves participants from across multiple Oakland neighborhoods. To support participants through all stages of the program, staff develop individualized employment plans and offer case management with wraparound services, help in identifying and removing barriers to employment, mentoring, and conflict mediation. The program relies on staff who share life experiences similar to participants', to build relationships and maintain engagement. Participants have access to varied work opportunities, such as street cleaning, event staging, and pest control.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

98%

Had peer/family shot or seriously injured before receiving services

36%

Reported being a victim of violent crime to OPD before receiving services

54%

Arrested before receiving services

31%

On probation supervision before receiving services

Notes: Building Opportunities for Self-Sufficiency participant demographic data is based on 182 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 97 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	10.3	11.4	10.9	1.4
Percent of all participants	100%	100%	85%	27%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

44.2

Life skills/pre-employment training hours

74.4

Individual work experience hours

PROGRAM MILESTONES

55%

Job placement

73%

30-day job retention*

63%

90-day job retention*

55%

180-day job retention*

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 14 BOSS Adult EESS participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- It is important that staff respect their confidentiality and that participants feel they can be open with staff
- They are satisfied with BOSS and think it offers the services they need
- In one year, they will be more hopeful about the future and think it is likely they will have a steady job, a safe place to live

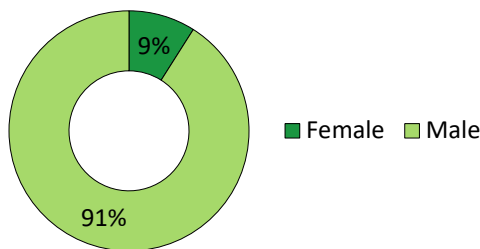
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Center for Employment Opportunities

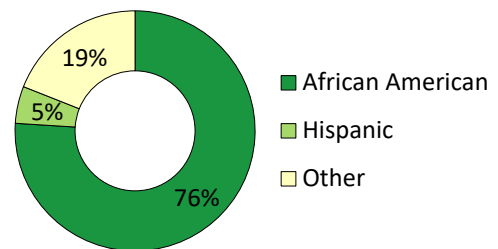
The *Center for Employment Opportunities (CEO)* offers intensive employment support services to adults returning to Oakland from incarceration or who are at risk of engaging in violence. CEO participants receive life skills education, transitional work experience, job coaching and placement, and postplacement retention support. CEO serves the largest number of participants among adult EESS agencies. The average CEO participant is 32 years old and more than two-thirds of participants are referred to the program from law enforcement. The central component of CEO's employment model is a social enterprise that provides crew-based maintenance and labor services. To help participants develop job readiness skills, CEO holds them to the expectations associated with a real job, such as showing up to work daily and on time. CEO supports participants during transitional employment by offering transportation assistance and daily pay. Additionally, CEO provides incentives for job retention after participants obtain non-subsidized employment.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

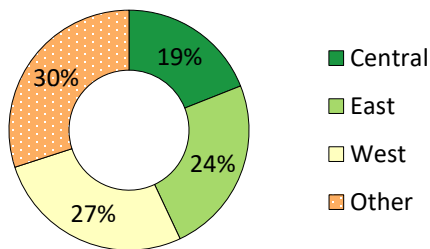
Gender



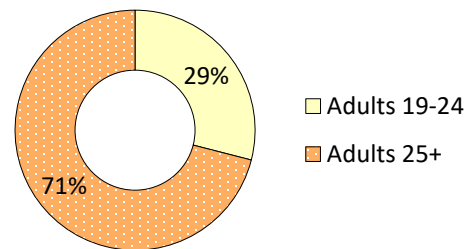
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

65%

Had peer/family shot or seriously injured before receiving services

23%

Reported being a victim of violent crime to OPD before receiving services

52%

Arrested before receiving services

35%

On probation supervision before receiving services

Notes: Center for Employment Opportunities participant demographic data is based on 882 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 99 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	14.5	18.1	19.7	3.7
Percent of all participants	100%	100%	66%	19%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

16.0	104.2	1.6
Life skills/pre-employment training hours	Group work experience hours	Case management hours

PROGRAM MILESTONES

35%	56%	46%	33%
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 13 CEO participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- They are satisfied with CEO and feel that staff are available when they need them
- Having financial support available is an important part of the program, whereas staff sharing similar life experiences is less of a priority
- In one year, they will be able to avoid unwanted contact with the police and unhealthy alcohol and drug use

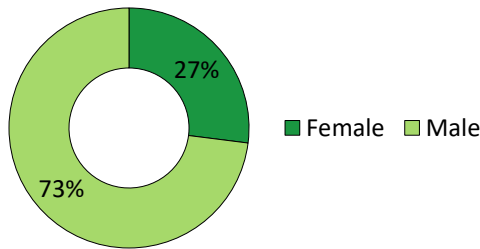
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Civicorps

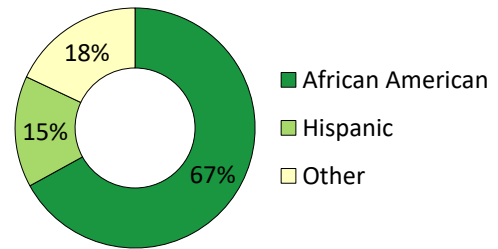
Civicorps provides personalized academic and employment support to transitional-age youth who are interested in obtaining a high school diploma. Civicorps aims to serve transitional-age youth returning to Oakland after incarceration and/or who are at risk of engaging in violence. Civicorps has an on-site charter-approved high school, and uses a trauma-informed approach to deliver college preparatory classes and academic counseling before placing participants in transitional work experiences. Paid job training and internship opportunities are available in two social enterprises: environmental management and recycling. The program relies on skilled classroom teachers, case managers, and job supervisors to help participants develop academic and employment skills and obtain and retain a job. Almost 30 percent of participants find out about the program and enroll without an agency referral.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

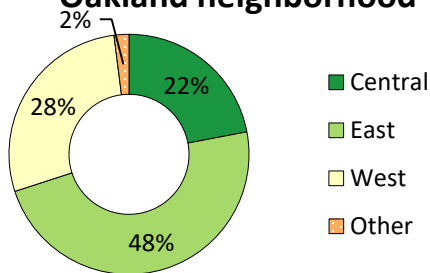
Gender



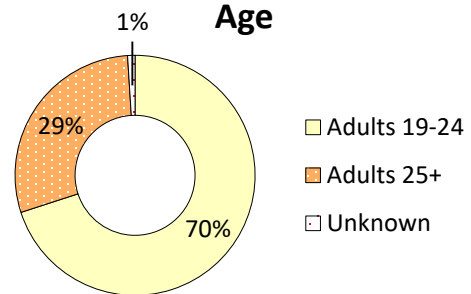
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

92%

Had peer/family shot or seriously injured before receiving services

38%

Reported being a victim of violent crime to OPD before receiving services

52%

Arrested before receiving services

29%

On probation supervision before receiving services

Notes: Civicorps participant demographic data is based on 141 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 89 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	17.0	18.8	18.4	14.8
Percent of all participants	100%	100%	97%	43%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

39.3	230.8	211.1	7.3
Life skills/pre-employment training hours	Group work experience hours	Basic education training hours	Case management hours

PROGRAM MILESTONES

34%	91%	70%	62%
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 32 Civicorps participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

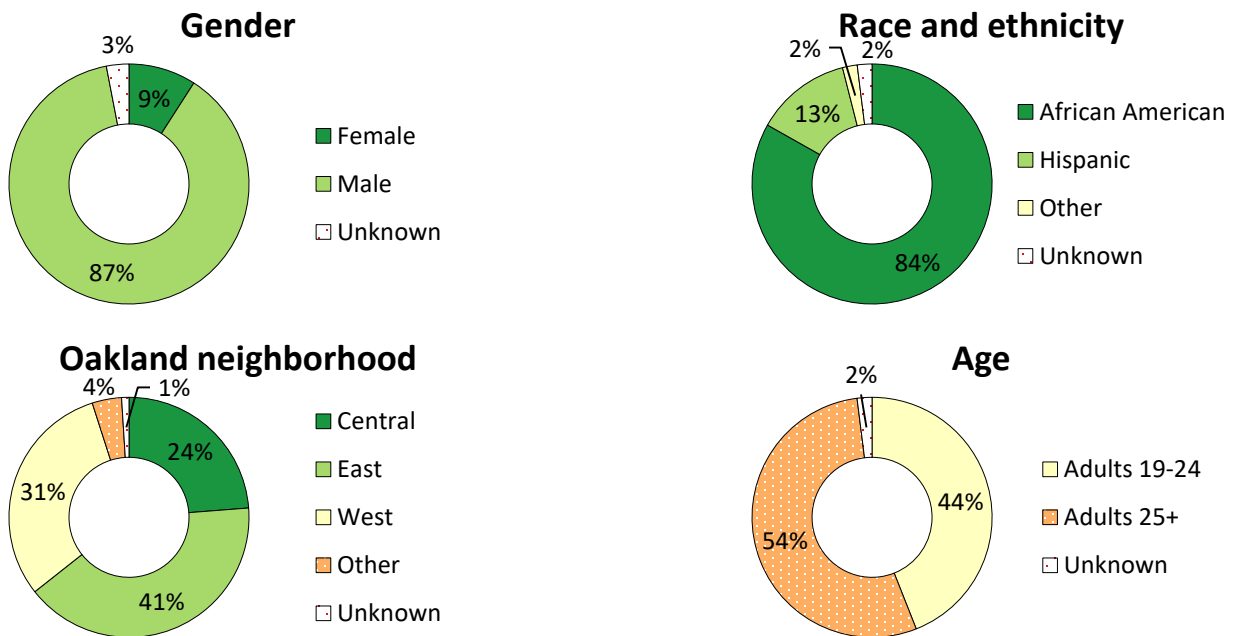
- Civicorps offers the services they need and they are satisfied with the agency
- It is important that financial support is available
- They will be better able to deal with crisis in the future but are less optimistic they would be able to resolve legal problems within the next year

* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Oakland Private Industry Council

Oakland Private Industry Council (PIC) uses a combination of case management and clinical counseling to support participants through the process of job readiness and life skills training, transitional employment, and job placement. Oakland PIC aims to serve adults returning to Oakland after incarceration and/or who are at risk of engaging in violence. The majority of PIC participants are African American males. The program relies on skilled case managers to assess the needs of program participants and develop individualized employment plans. Participants receive on-the-job training through one of three external worksites—Saint Vincent de Paul’s Champion’s Workforce Program, Goodwill Industries, and the Bread Project’s Bakery Bootcamp—where they can learn about warehousing logistics and culinary, janitorial, and security work.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

84%

Had peer/family shot or seriously injured before receiving services

46%

Reported being a victim of violent crime to OPD before receiving services

78%

Arrested before receiving services

61%

On probation supervision before receiving services

Notes: Oakland Private Industry Council participant demographic data is based on 127 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 98 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	6.2	3.8	9.0	3.8
Percent of all participants	100%	100%	78%	42%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

57.5	1.9	96.0	9.9
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours	Case management hours

PROGRAM MILESTONES

57%	88%	64%	36%
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 11 Oakland PIC participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- Oakland PIC staff understand their situation and needs and staff are available when they need them
- Responsiveness, financial support, location, and confidentiality are important characteristics of the agency but it is less important that staff share similar life experiences
- They will achieve many positive outcomes in the future but are less optimistic they will complete any additional education

* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

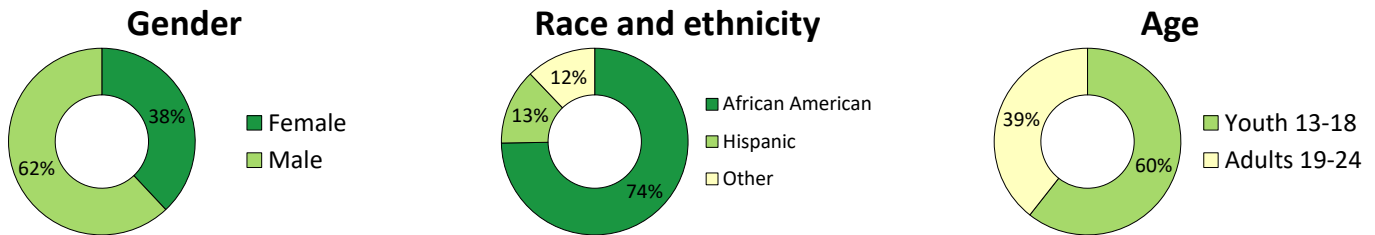
Youth Employment and Education Support Services

Attachment C

Agencies funded: **4** FY 18/19 grant: **\$716,900** Participants served: **503** Percentage of budget used for participant support: **29%**

The *Youth Employment and Education Support Services (EESS)* strategy aims to strengthen the academic success and career readiness of youth at risk of violence. Youth EESS agencies work to achieve this goal through academic support, community service, subsidized work experience, and employment. Staff across agencies report that youth are motivated by financial incentives that reward attendance, program accomplishments, and training certifications. Agency staff report that incentives provide youth with legal sources of income and help keep them engaged in skill-building activities and with case managers. Agencies also find that providing a variety of job opportunities allows youth to find jobs that match their interests.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



50%	59%	24%	39%	17%
Chronically absent from school in the 12 months before receiving services	Had peer/family shot or seriously injured before receiving services	Reported being a victim of violent crime to OPD before receiving services	Arrested before receiving services	On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

27.2	28.6	58.6	22.1
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours	Case management hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	8.0	7.7	9.2	6.6
Percent of all participants	100%	100%	94%	32%

Notes: Youth Employment and Education Support Services participant demographic data is based on 503 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 92 percent of participants who consented to share their identifying information. School rates are based on the 54 percent of school-aged youth enrolled in school in the year before receiving services

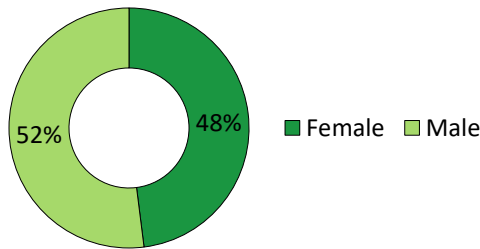
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Alameda County Office of Education

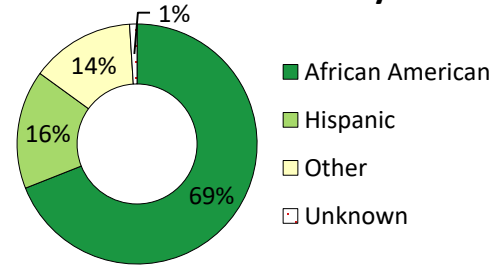
Alameda County Office of Education (ACOE) aims to serve youth involved with the justice system and/or at risk of engaging in violence. Youth are referred to ACOE either by their district or their probation officer primarily for behavior and school safety reasons, as well as for low credits and other academic risk factors. ACOE manages these referrals and works with a subgrantee (Youth Employment Partnership) to provide most program services such as case management, life skills training, and job skills development. ACOE staff also offer tutoring, academic support, and crisis response through a process that brings together teachers, psychologists, case managers, and special education specialists. ACOE serves similar proportions of male and female participants, predominately from East and Central Oakland neighborhoods.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

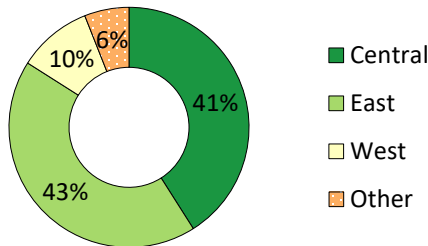
Gender



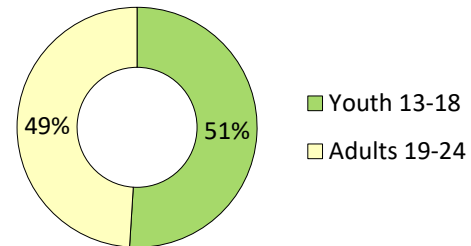
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

74%

Chronically absent from school in the 12 months before receiving services

16%

Suspended from school before receiving services

42%

Had peer/family shot or seriously injured before receiving services

50%

Arrested before receiving services

17%

On probation supervision before receiving services

Notes: Alameda County Office of Education participant demographic data is based on 122 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 89 percent of participants who consented to share their identifying information. School rates are based on the 76 percent of school-aged youth enrolled in school in the year before receiving services.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	8.2	8.8	9.1	9.0
Percent of all participants	100%	100%	95%	30%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

33.2	68.6	39.2	3.6
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours	Case management hours

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 11 ACOE participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

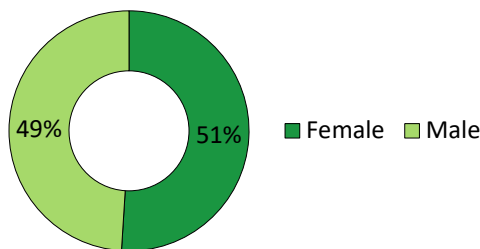
- They are satisfied with the agency and that it offers the services they need but do not always feel their situation is better because of ACOE
- It is important that staff are responsive to their needs but they do not need to share similar life experiences
- It is likely they will have a steady job and will be more hopeful about the future in a year

Bay Area Community Resources, Inc.

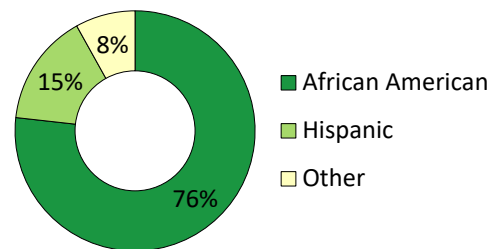
Bay Area Community Resources, Inc. (BACR) provides school-based education and employment services, including case management, career coaching, employment training, experiential learning/internships, and paid work experience to high-risk youth. BACR serves equal proportions of male and female youth; participants live in East, West, and Central Oakland neighborhoods. BACR relies on staff who range in age, work, and life experiences to provide a comprehensive support system and help prepare youth for postsecondary education or job placement. Although BACR provides skill-building trainings and career coaching to all participants, other services are tailored to participants' needs. For example, staff may offer case management sessions for youth who are at highest risk and meet off-site with them if they feel unsafe at certain locations or around other participants. This is particularly important because BACR provides services to undocumented youth.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

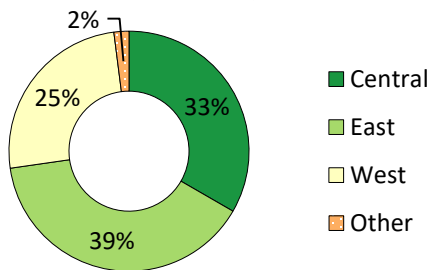
Gender



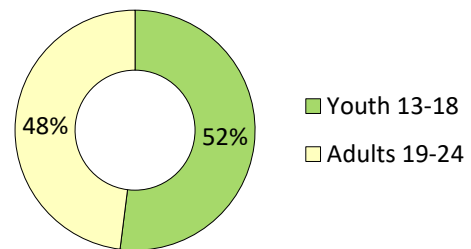
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

43%

Chronically absent from school in the 12 months before receiving services

7%

Suspended from school before receiving services

96%

Had peer/family shot or seriously injured before receiving services

23%

Arrested before receiving services

9%

On probation supervision before receiving services

Notes: Bay Area Community Resources, Inc. participant demographic data is based on 84 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 92 percent of participants who consented to share their identifying information. School rates are based on the 74 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	8.4	8.3	9.3	5.2
Percent of all participants	100%	100%	99%	40%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

42.4

Life skills/pre-employment training hours

70.7

Group work experience hours

103.7

Case management hours

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 10 BACR participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

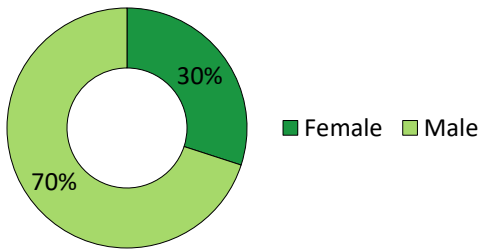
- BACR offers the services they need and they are satisfied with the agency
- They can be open with staff, and it is important that the staff respect their confidentiality
- It is likely they will have several positive outcomes in the future, but are less confident they will be better able to deal with crisis

Youth Employment Partnership

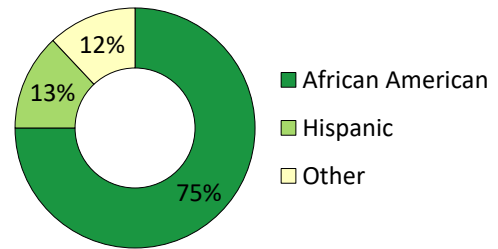
Youth Employment Partnership (YEP) helps youth with multiple barriers to employment develop job readiness skills and connects them to employment opportunities during the summer and after school. YEP aims to serve youth involved with the justice system and/or at risk of engaging in violence. The program serves the largest number of participants of the youth EESS agencies. YEP provides a range of on-the-job vocational training opportunities in high-demand fields like construction and warehouse logistics. Weekly job readiness trainings cover topics such as financial literacy, communication, and conflict management. The program relies on case managers’ relationships with participants to identify their needs and interests and connect them to individualized services, such as accelerated credit recovery for youth who are court-involved and have fallen behind in school, or GED instruction for those who have dropped out.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

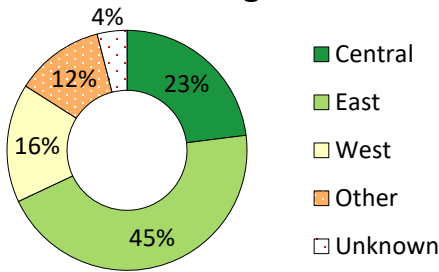
Gender



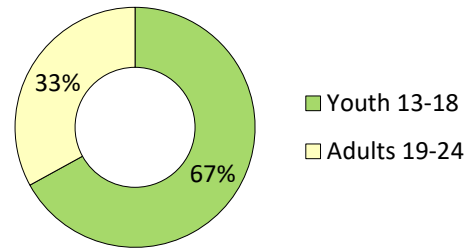
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

42%

Chronically absent from school in the 12 months before receiving services

30%

Suspended from school before receiving services

50%

Had peer/family shot or seriously injured before receiving services

41%

Arrested before receiving services

22%

On probation supervision before receiving services

Notes: Youth Employment Partnership participant demographic data is based on 231 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 94 percent of participants who consented to share their identifying information. School rates are based on the 39 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	8.7	8.3	9.8	6.3
Percent of all participants	100%	100%	93%	28%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

14.4

Life skills/pre-employment training hours

95.2

Individual work experience hours

7.4

Case management hours

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 12 YEP participants as part of an overall survey of the Oakland Unite network of agencies.

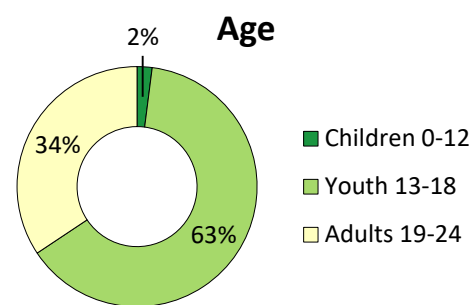
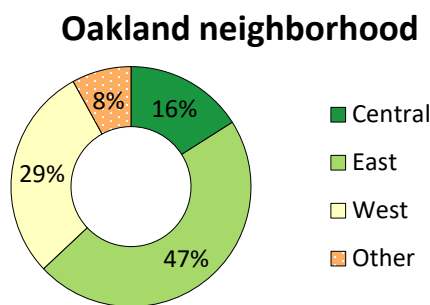
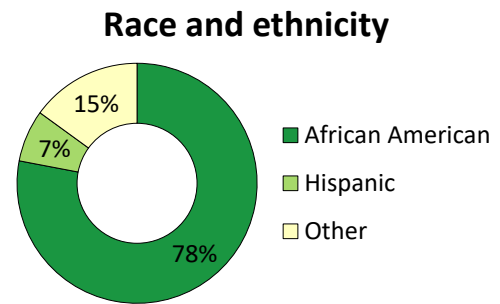
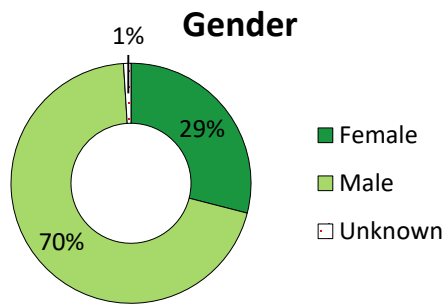
Respondents felt that:

- They are generally satisfied with the agency and staff but are less confident that their situation is better because of YEP
- It is important that staff are responsive and respect their confidentiality
- In the future, they would be able to resolve their legal problems and would be able to avoid unwanted contact with the police

Youth Radio

Youth Radio provides career exploration, experiential learning/internships, and paid work experiences through an after-school job training program in media, technology, and the arts. Youth Radio aims to serve Oakland youth involved with the justice system and/or at risk of engaging in violence. Participants receive hands-on media and arts education and must complete a six-month keystone project focused on developing job readiness and pre-employment life skills before applying to paid internships in fields such as journalism and music production. Youth Radio relies on staff with extensive backgrounds working with youth to guide participants through the program, offering regular touch points and wraparound support.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

51%

Chronically absent from school in the 12 months before receiving services

29%

Suspended from school before receiving services

80%

Had peer/family shot or seriously injured before receiving services

43%

Arrested before receiving services

20%

On probation supervision before receiving services

Notes: Youth Radio participant demographic data is based on 87 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 95 percent of participants who consented to share their identifying information. School rates are based on the 62 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	5.9	4.9	7.6	4.7
Percent of all participants	100%	100%	91%	24%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

31.8

Life skills/pre-employment training hours

31.1

Individual work experience hours

2.7

Case management hours

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 13 Youth Radio participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- It is important that services are in a safe and convenient location and that staff are available when youth need them
- Youth Radio offers the services they need and they are satisfied with the agency
- It is likely they will have a safe place to live and will be contributing to their community in the future but are less sure they will have completed additional education

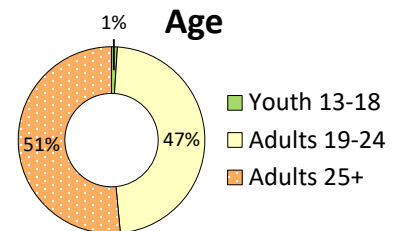
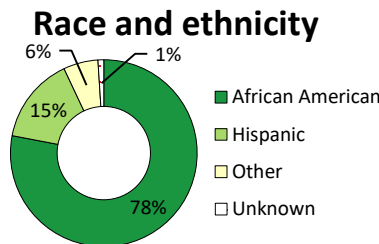
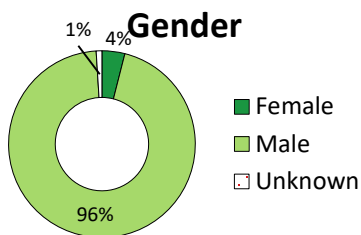
Adult Life Coaching

Attachment C

Agencies funded: **5** FY 18/19 grant: **\$1,606,427** Participants served: **623** Percentage of budget used for participant support: **21%**

The *adult life coaching* strategy aims to redirect young adults from violence and toward making positive changes in their lives. Adult life coaching agencies aim to serve individuals at high risk of violence using coaching and mentoring approaches, to help participants navigate social systems, build advocacy skills, and connect with resources to meet their basic needs. The life coaching model includes five primary program standards of practice: establishing a trusting relationship, developing participant-centered goals, keeping participants safe and well, supporting sustainable change for participants, and building a professional practice for life coaches (*Oakland Unite Standards of Practice Manual* 2019). Life coaches offer financial stipends to participants tied to the completion of milestones that participants define for themselves. Agencies use the Oakland Unite network to address participants' needs, and life coaches actively refer participants to support services such as education, employment, mental health, substance abuse, and housing (provided by Abode).

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



91%

Had peer/family shot or seriously injured before receiving services

44%

Reported being a victim of violent crime to OPD before receiving services

79%

Arrested before receiving services

58%

On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

43.3

Case management hours

0.2

Individual mental health service hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.5	2.1	1.3	1.1
Total contacts per week	2	2	2	2
Percent of all participants	100%	100%	89%	47%

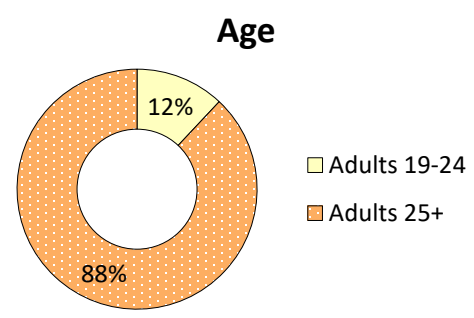
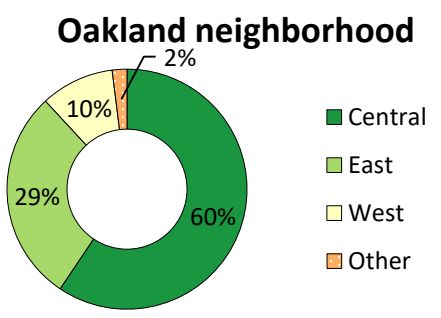
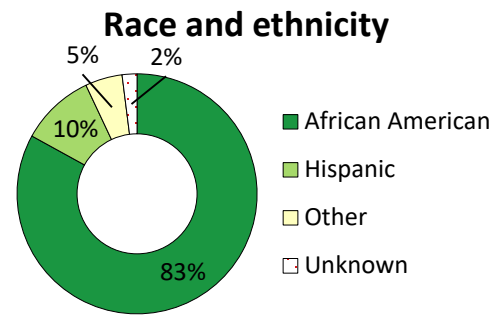
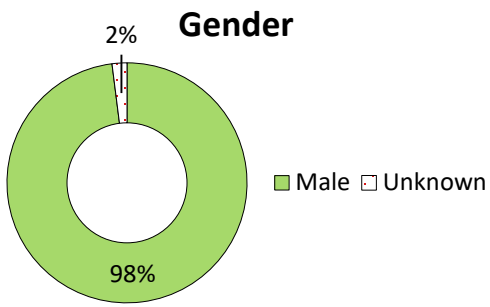
Notes: Adult Life Coaching participant demographic data is based on 623 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 89 percent of participants who consented to share their identifying information.

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Abode Services

Abode Services (Abode) assists individuals experiencing homelessness by providing case management services to help them obtain and maintain housing. Abode is unique among the life coaching grantees in its focus on comprehensive housing support services in addition to life coaching services. To provide these services, Abode partners with Oakland Unite, HSD’s Community Housing Services, and the Oakland Housing Authority. The program aims to serve adults involved with the justice system who are at high risk of engaging in violence and are chronically homeless or at risk of homelessness. The vast majority of Abode participants are male and African American. In addition to providing housing placement assistance, Abode supports participants in securing income through employment and/or public assistance, reducing their exposure to violence, obtaining medical and mental health support, and accessing educational, peer support, and leadership development opportunities upon release from incarceration.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

76%
Had peer/family shot or seriously injured before receiving services

29%
Reported being a victim of violent crime to OPD before receiving services

71%
Arrested before receiving services

39%
On probation supervision before receiving services

Notes: Abode Services participant demographic data is based on 42 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 98 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	0.6	0.7	0.6	0.5
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	100%	90%

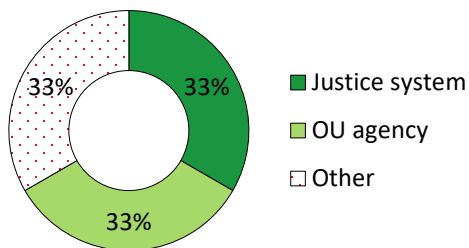
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

42.3

Case management hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed three Abode participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

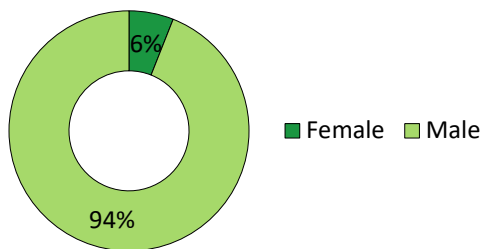
- Abode understands their situation and offers services they need, but they were less satisfied with the agency overall
- It is important that staff are responsive and respect confidentiality
- They are hopeful about many aspects of their lives in the future, including having a safe place to live and a steady job, but are unlikely to think they would be contributing to their community

Community & Youth Outreach

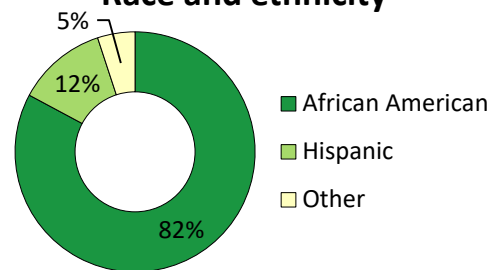
Community & Youth Outreach (CYO) provides life coaching services to young adults with the ultimate goal of helping them lead stable, nonviolent lives. CYO aims to serve adults involved with the justice system who are at high risk of engaging in violence. The program serves the largest number of adult life coaching participants, of whom over 90 percent are male, over 80 percent are African American, and almost half live in East Oakland. Life coaches, most of whom share backgrounds and experiences similar to participants, aim to build close relationships with participants, coordinate wrap-around services, and advocate for participants to help them develop and reach their goals. Among other supports, CYO participants have access to career trade training at Laney College and cognitive behavioral treatment groups. CYO life coaches also work closely with street outreach and violence interrupters to exchange information about violence dynamics in the community, helping to keep both participants and staff safe.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

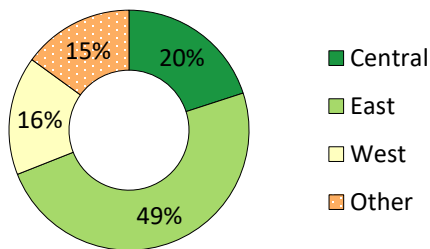
Gender



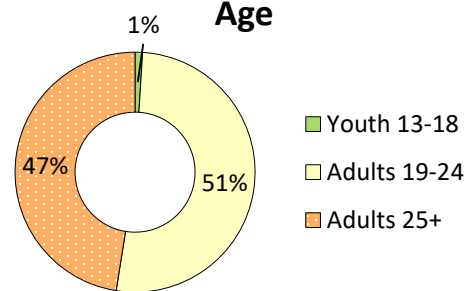
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

95%

Had peer/family shot or seriously injured before receiving services

53%

Reported being a victim of violent crime to OPD before receiving services

83%

Arrested before receiving services

68%

On probation supervision before receiving services

Notes: Community & Youth Outreach participant demographic data is based on 205 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 88 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.6	2.3	1.4	1.1
Total contacts per week	3	3	2	2
Percent of all participants	100%	100%	89%	49%

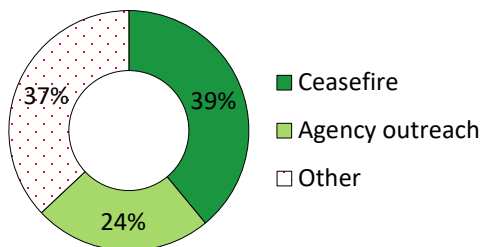
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

44.3

Group and individual case management hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 12 CYO adult life coaching participants as part of an overall survey of the Oakland Unite network of agencies.

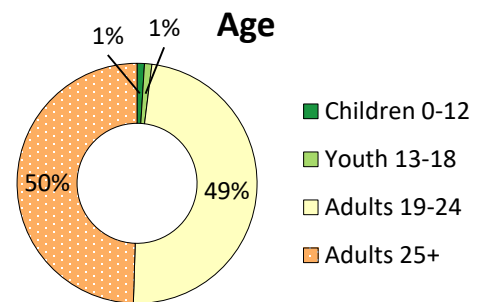
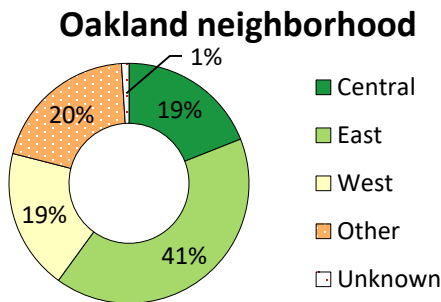
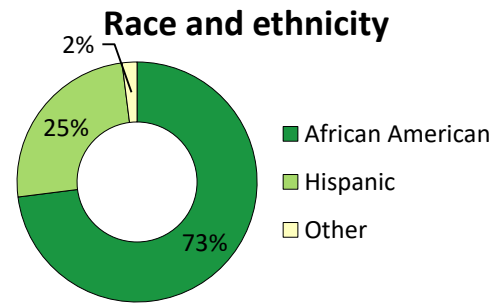
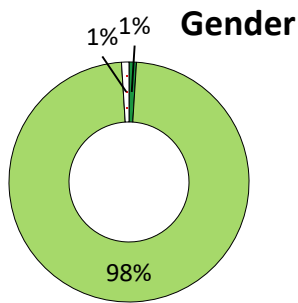
Respondents felt that:

- CYO staff understand their situation and needs and CYO offers the services they need
- Responsiveness, financial support, location, and confidentiality are the most important characteristics of the agency
- They are hopeful about many aspects of their lives in the future, including resolving legal problems and having supportive relationships, but fewer think they will be contributing to their community and avoiding unhealthy drug and alcohol usage

Human Services Department Life Coaches

In addition to overseeing Oakland Unite, the *City of Oakland's Human Services Department (HSD)* employs life coaches who work directly with adults at highest risk of violence. HSD life coaches aim to work with adults involved with the justice system who are at high risk of engaging in violence to redirect them away from violence and toward making positive changes in their lives. Three-quarters of participants are African American and one-quarter are Hispanic. HSD life coaches follow the Oakland Unite model of life coaching, which is based on building close relationships through coaching and mentoring, supporting participants through systems navigation and advocacy, and making referrals to needed services and resources. HSD life coaches work in partnership with the Ceasefire program and street outreach agencies to identify high-risk participants and will also refer participants to other Oakland Unite agencies based on their needs.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

97%

Had peer/family shot or seriously injured before receiving services

51%

Reported being a victim of violent crime to OPD before receiving services

86%

Arrested before receiving services

69%

On probation supervision before receiving services

Notes: Human Services Department Life Coaches participant demographic data is based on 157 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 97 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.2	1.8	1.1	1.0
Total contacts per week	2	3	2	2
Percent of all participants	100%	100%	94%	43%

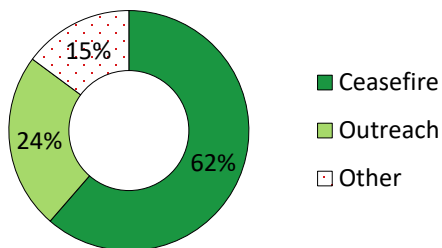
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

35.9

Case management hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 30 participants working with HSD life coaches as part of an overall survey of the Oakland Unite network of agencies.

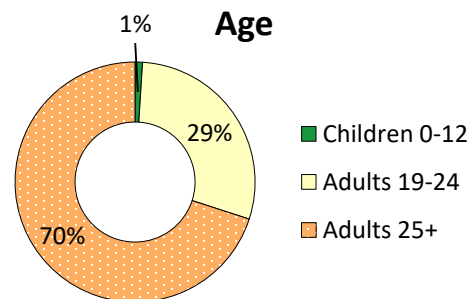
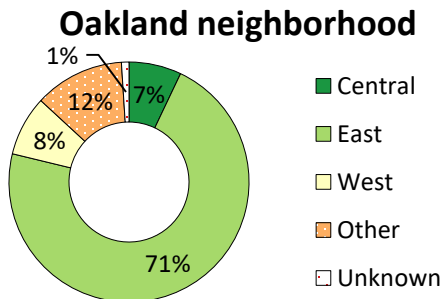
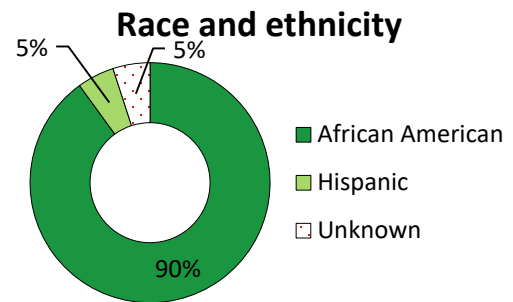
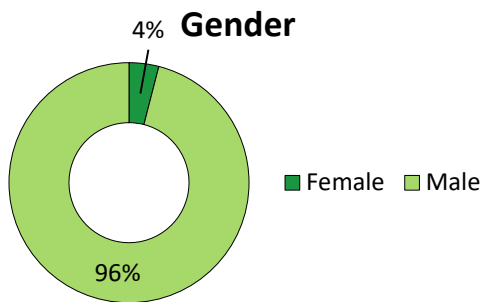
Respondents felt that:

- They are satisfied with HSD life coaching services, and the life coaches provide the services they need
- Responsiveness, financial support, and confidentiality are the most important characteristics of the program
- It is likely they will be more hopeful and better able to deal with a crisis in the future

Roots Community Health Center

Roots Community Health Center (Roots) supports residents of East Oakland through a suite of community services and education, training, and employment support. Roots community services include health care, mental health support, rehabilitation, and legal aid. Roots aims to serve adults involved with the justice system who are at high risk of engaging in violence. Over 90 percent of Roots participants are male, and over 70 percent live in East Oakland. In working with individuals at high risk of violence, Roots life coaches build close relationships through coaching and mentoring, provide systems navigation and advocacy, and make referrals to needed services and resources. Because of the array of supports offered by Roots, life coaches often refer participants to other services within the agency, such as mental health support. Furthermore, Roots’ mental health services are well known throughout Oakland Unite and the agency receives referrals from other Oakland Unite agencies. One-third of Roots participants are referred to the program through family members or friends.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

87%

Had peer/family shot or seriously injured before receiving services

44%

Reported being a victim of violent crime to OPD before receiving services

76%

Arrested before receiving services

38%

On probation supervision before receiving services

Notes: Roots Community Health Center participant demographic data is based on 83 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 54 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.7	1.7	1.1	1.1
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	70%	33%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

22.8

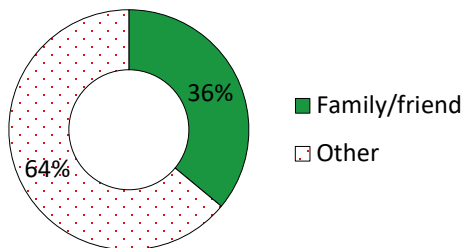
Case management hours

1.5

Individual mental health service hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 10 Roots participants as part of an overall survey of the Oakland Unite network of agencies.

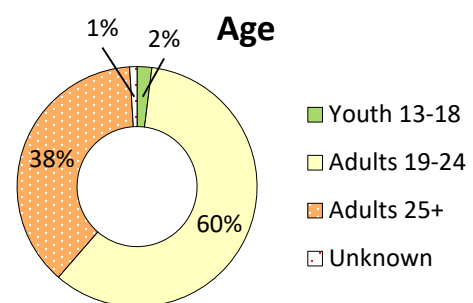
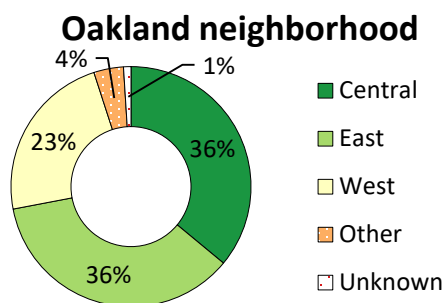
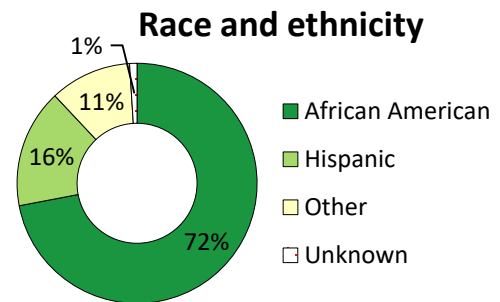
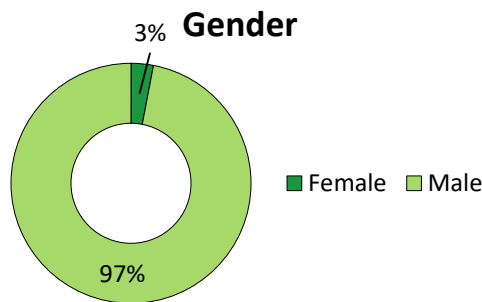
Respondents felt that:

- Their situation is better because of Roots
- Staff sharing similar life experiences is an important part of the program and they feel staff understand their situation and needs
- In the future, they will be able to avoid unhealthy drug or alcohol use and resolve conflicts without violence, but fewer think they will have completed additional education

The Mentoring Center

The Mentoring Center (TMC) provides life coaching services to adults involved with the justice system who are at high risk of engaging in violence. TMC’s life coaching model draws on its mentoring curriculum, which is designed to encourage character development, cognitive restructuring, and spiritual development, and includes life skills, employment, and anger management training. TMC staff also offer case management and help connect participants to educational assistance, job placement, and referrals for substance abuse counseling and mental health therapy. Participants also have access to group mentoring beyond the individual case management and mentoring curriculum.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

92%

Had peer/family shot or seriously injured before receiving services

34%

Reported being a victim of violent crime to OPD before receiving services

75%

Arrested before receiving services

55%

On probation supervision before receiving services

Notes: The Mentoring Center participant demographic data is based on 170 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 99 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.1	2.8	1.9	1.5
Total contacts per week	1	2	1	1
Percent of all participants	100%	100%	88%	41%

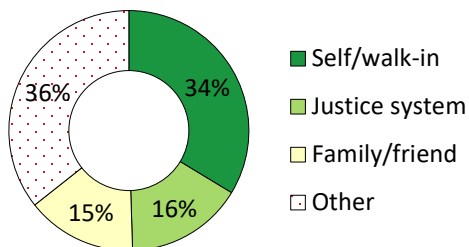
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

48.9

Group and individual case management hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 10 TMC adult life coaching participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- They can be open with TMC staff, and that staff understand their situation and needs
- It is important that staff are responsive and respect their confidentiality
- In the future, they will be able to avoid unwanted contact with the police, but fewer think they will have resolved legal problems

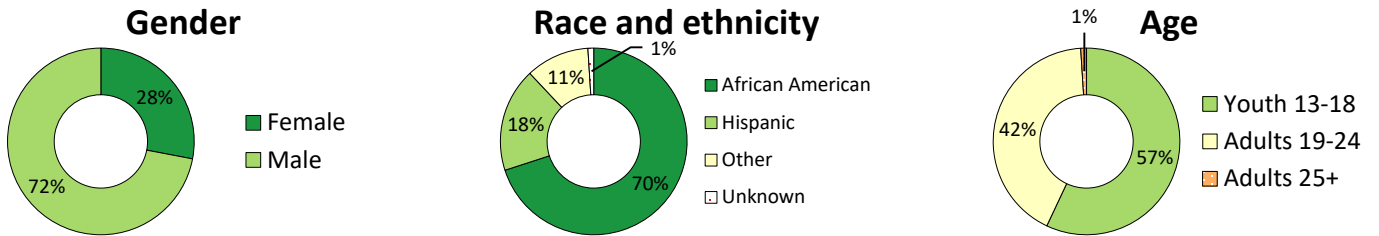
Youth Life Coaching

Attachment C

Agencies funded: **6** FY 18/19 grant: **\$1,380,300** Participants served: **625** Percentage of budget used for participant support: **13%**

The *youth life coaching* strategy aims to reengage high-risk youth in school and help them reduce their engagement with the juvenile justice system. This strategy is a partnership between Oakland Unite, Alameda County Probation Department, Alameda County Behavioral Health Care Services, Alameda County Office of Education (ACOE), Bay Area Legal Aid, and the Oakland Unified School District (OUSD). The OUSD coordinator makes referrals to life coaching agencies for youth being released from the Alameda County Juvenile Justice Center (JCC) Transition Center. OUSD serves as a bridge between the agencies, courts, families, life coaches, and schools. The OUSD and ACOE coordinator support youth with school placements. Life coaching agencies also partner with Bay Area Legal Aid to connect participants to legal assistance.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



67%	36%	39%	86%	49%
Chronically absent from school in the 12 months before receiving services	Suspended from school before receiving services	Reported being a victim of violent crime to OPD before receiving services	Arrested before receiving services	On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

6.2	66.1	0.7
Peer support counseling hours	Case management hours	Individual mental health service hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.9	2.3	1.9	1.7
Total contacts per week	2	2	2	2
Percent of all participants	100%	100%	84%	55%

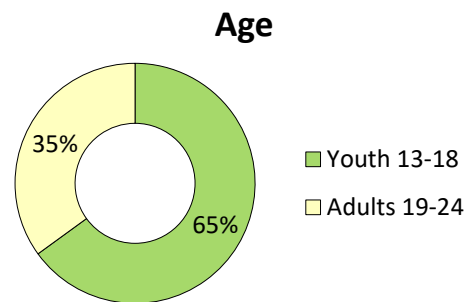
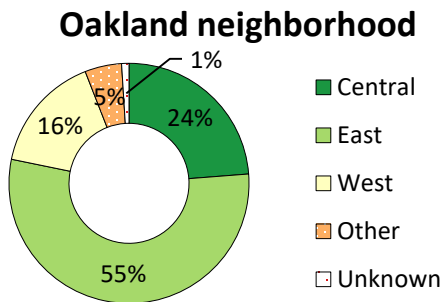
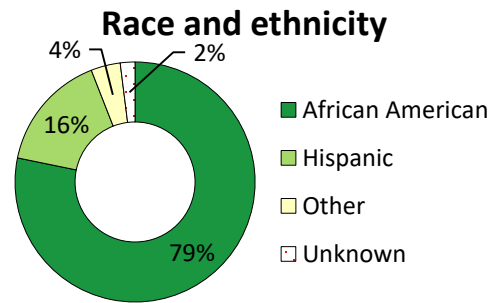
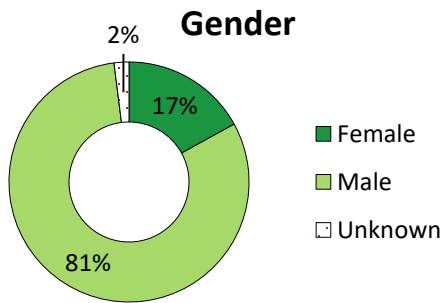
Notes: Youth Life Coaching participant demographic data is based on 625 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 87 percent of participants who consented to share their identifying information. School rates are based on the 80 percent of school-aged youth enrolled in school in the year before receiving services

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East Bay Agency for Children

East Bay Agency for Children (EBAC) specializes in addressing the mental health needs of youth who experience violence, marginalization, loss of loved ones, and other forms of trauma. EBAC aims to serve youth at high risk of engaging in violence who are referred by the Alameda County Juvenile Justice Center Transition Center Transition Center. EBAC provides intensive case management services, with a focus on school placement, probation discharge, and brokering of local support services, as well as individual mental health support services. EBAC life coaches use life maps and support participants’ progress through relationship building, brokering of other support services, and financial incentives to achieve milestones. EBAC is unique in the provision of mental health services through a part-time mental health clinician who works with participants and refers them to other in-house support programs (such as its Family Resource Centers).

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.3

Average GPA in the school year before receiving services

91%

Arrested before receiving services

73%

Chronically absent from school in the 12 months before receiving services

52%

On probation supervision before receiving services

39%

Suspended from school before receiving services

41%

Reported being a victim of violent crime to OPD before receiving services

Notes: East Bay Agency for Children participant demographic data is based on 129 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 77 percent of participants who consented to share their identifying information. School rates are based on the 87 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.9	2.4	1.8	1.8
Total contacts per week	2	2	1	1
Percent of all participants	100%	100%	88%	49%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

51.1

Case management hours

3.5

Individual mental health service hours

PROGRAM MILESTONES

83%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 10 EBAC participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- EBAC offers the services they need and they are satisfied with the agency
- Staff listen to them and that it is important that staff are responsive
- In the future, they would have several positive outcomes, but fewer believe they would be able to avoid unhealthy drug or alcohol use

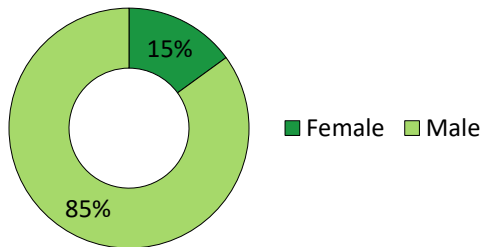
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

East Bay Asian Youth Center

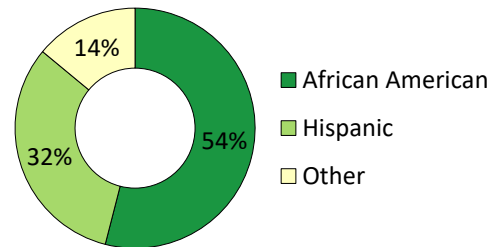
East Bay Asian Youth Center (EBAYC) provides life coaching services, intensive case management support, and peer support work group services to youth. EBAYC aims to serve youth at high risk of engaging in violence who are referred by the Alameda County JCC Transition Center. The program serves a diverse group of youth: over half are African American, one-third are Hispanic, and 14 percent identify as another group. Over three-quarters of participants live in Central or East Oakland neighborhoods. EBAYC staff work closely with participants, their families, and their school to support them in pursuing healthy and productive life goals. EBAYC life coaches use life maps and incentives to guide youth through the program and make referrals to other supportive services.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

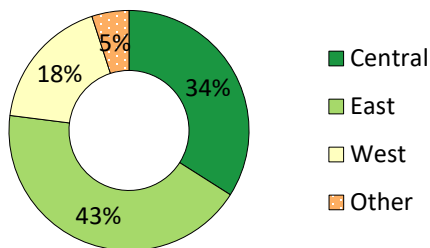
Gender



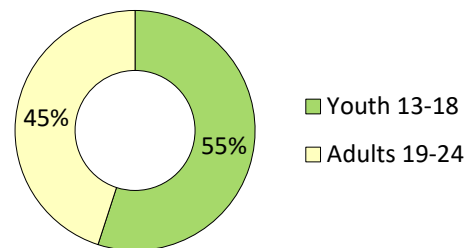
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

1.2

Average GPA in the school year before receiving services

58%

Chronically absent from school in the 12 months before receiving services

29%

Suspended from school before receiving services

39%

Reported being a victim of violent crime to OPD before receiving services

87%

Arrested before receiving services

50%

On probation supervision before receiving services

Notes: East Bay Asian Youth Center participant demographic data is based on 143 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 96 percent of participants who consented to share their identifying information. School rates are based on the 88 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.5	2.8	2.4	2.3
Total contacts per week	3	3	3	3
Percent of all participants	100%	100%	84%	55%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

7.4

Peer support counseling hours

92.8

Case management hours

PROGRAM MILESTONES

92%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 17 EBAYC participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

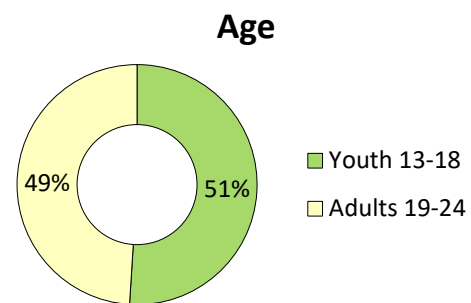
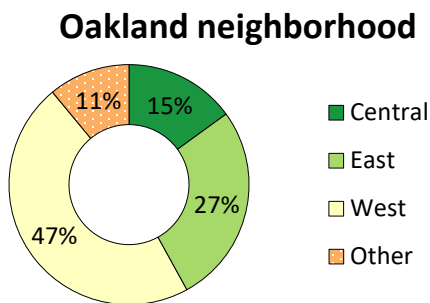
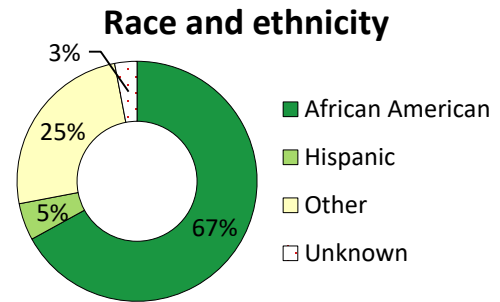
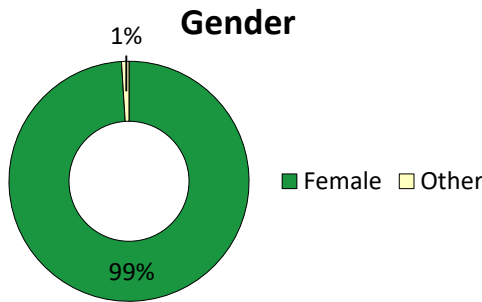
- They are satisfied with the EBAYC services and staff
- Their situation is better because of EBAYC
- In one year, they are likely to have achieved positive outcomes, such as having a steady job and a safe place to live

* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth

Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY) aims to support sexually exploited youth through ongoing individual life coaching and case management. Almost all of MISSEY participants identify as female. MISSEY life coaches provide trauma-informed support and mentoring and connect youth to wraparound services to help them meet their individualized goals, which tend to include safety planning, linkage to safe housing, and an educational plan. Youth can also spend time in MISSEY’s drop-in center, which provides a safe space for youth to hang out in, in the afternoon hours, and offers group activities and events that help build community.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.1

Average GPA in the school year before receiving services

80%

Chronically absent from school in the 12 months before receiving services

38%

Suspended from school before receiving services

57%

Reported being a victim of violent crime to OPD before receiving services

88%

Arrested before receiving services

56%

On probation supervision before receiving services

Notes: Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth participant demographic data is based on 93 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 88 percent of participants who consented to share their identifying information. School rates are based on the 63 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.4	2.1	1.4	1.0
Total contacts per week	2	2	1	1
Percent of all participants	100%	100%	89%	63%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

7.7

Peer support counseling hours

58.7

Case management hours

PROGRAM MILESTONES

69%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed five MISSEY youth life coaching participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- They can be open with staff and it is important that staff respect their confidentiality
- Having services in a safe and convenient location is important
- They will have a safe place to live in a year, but fewer believe they will have a steady job or be able to avoid unwanted contact with the police

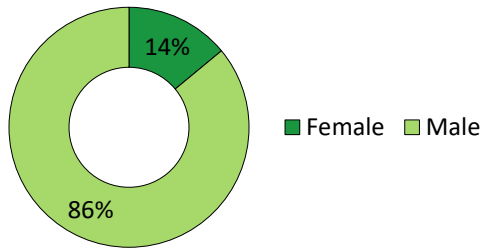
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Oakland Unified School District Alternative Education

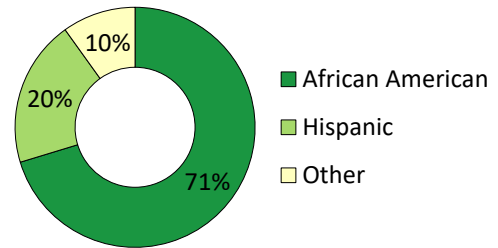
Oakland Unified School District (OUSD) Alternative Education in partnership with sub-grantee CYO supports youth who live and/or attend school in Oakland with their transition back to school. Youth are referred by the Alameda County Juvenile Justice Center Transition Center and are connected to life coaches based on their individual characteristics including race, sex, and language spoken, group associations, and geographic location. Staff work to place youth into an OUSD or Alameda County Office of Education alternative school. Once placed, youth receive ongoing mentoring, crisis intervention, and referrals to wraparound services.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

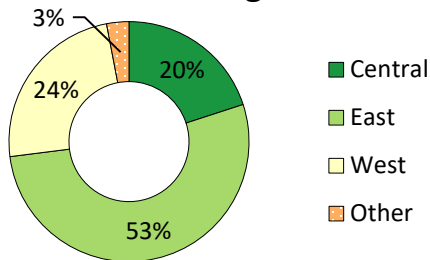
Gender



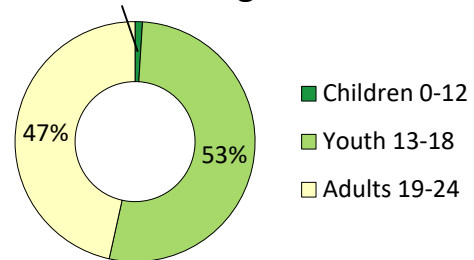
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

1.6

Average GPA in the school year before receiving services

75%

Chronically absent from school in the 12 months before receiving services

35%

Suspended from school before receiving services

39%

Reported being a victim of violent crime to OPD before receiving services

87%

Arrested before receiving services

43%

On probation supervision before receiving services

Notes: Oakland Unified School District Alternative Education participant demographic data is based on 133 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 85 percent of participants who consented to share their identifying information. School rates are based on the 88 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.1	2.2	2.1	2.1
Total contacts per week	2	2	2	2
Percent of all participants	100%	100%	77%	42%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

4.8

Peer support counseling hours

56.4

Case management hours

PROGRAM MILESTONES

86%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed five OUSD Alternative Education participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- They are satisfied with the agency, but fewer believe their situation is better because of OUSD Alternative Education
- Having services located in a safe and convenient location is more important than having staff share similar life experiences
- They are likely to have positive outcomes in the future, including completing additional education

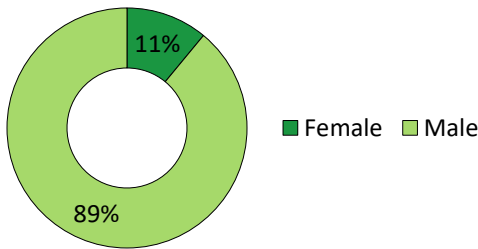
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

The Mentoring Center

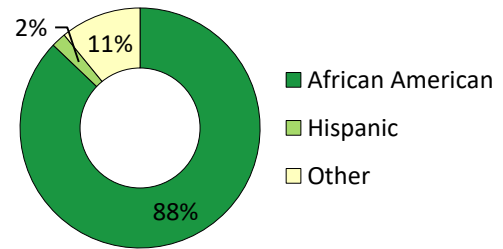
The Mentoring Center (TMC) offers life coaching services to youth at high risk of engaging in violence. TMC provides case management and mentoring, which includes developing life maps with youth, facilitating prosocial learning groups, and connecting youth to work experience and employment training. The vast majority of TMC youth life coaching participants are male and African American. TMC’s life coaching model draws on its mentoring curriculum, which is designed to encourage character development, cognitive restructuring, and spiritual development and includes life skills, employment, and anger management training. Staff also offer case management and help connect participants to educational assistance, job placement, and referrals for substance abuse counseling and mental health therapy. Beyond individual case management and mentoring, participants receive group-based mentoring.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

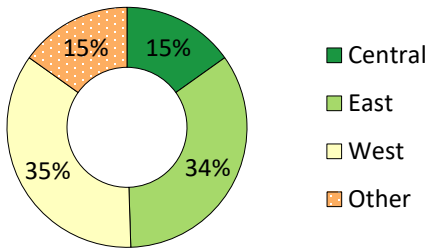
Gender



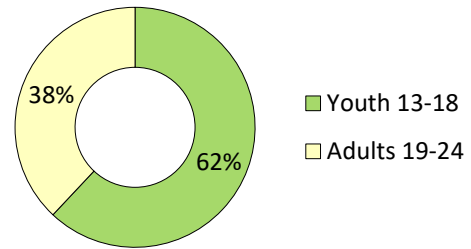
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

1.2

Average GPA in the school year before receiving services

64%

Chronically absent from school in the 12 months before receiving services

28%

Suspended from school before receiving services

22%

Reported being a victim of violent crime to OPD before receiving services

94%

Arrested before receiving services

67%

On probation supervision before receiving services

Notes: The Mentoring Center participant demographic data is based on 65 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 98 percent of participants who consented to share their identifying information. School rates are based on the 85 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.2	2.4	1.9	1.4
Total contacts per week	2	2	1	1
Percent of all participants	100%	100%	78%	48%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

7.8

Peer support counseling hours

45.7

Case management hours

PROGRAM MILESTONES

86%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed nine TMC youth life coaching participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

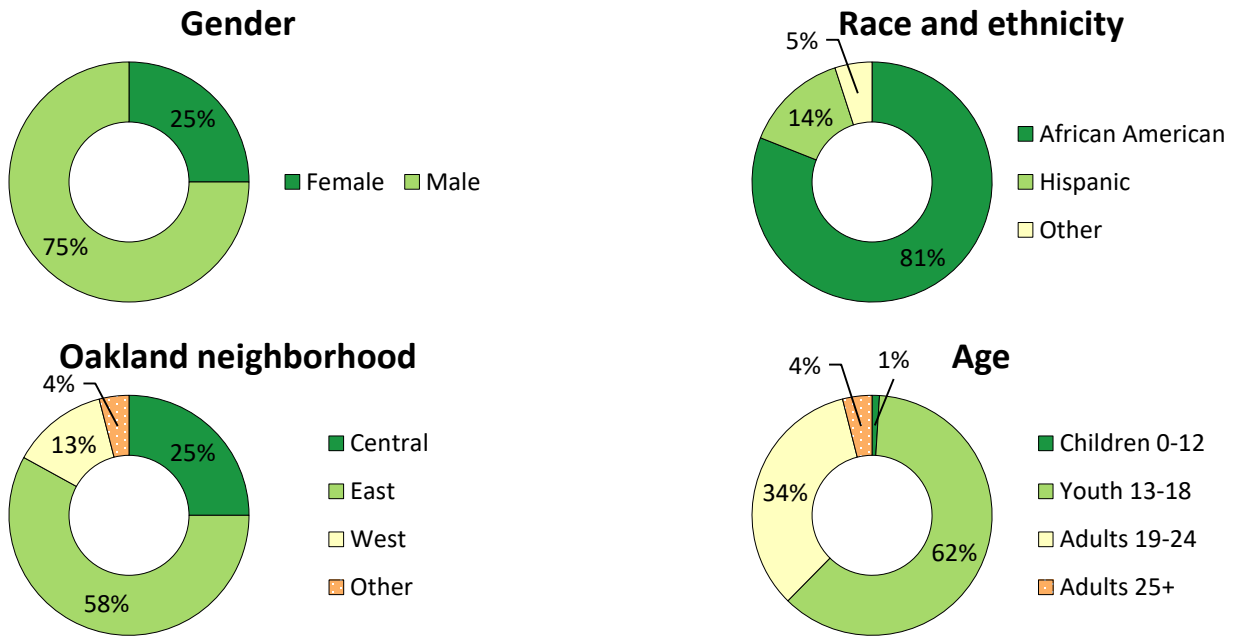
- TMC staff listen to them and are available when they need them
- Staff responsiveness and the location of services are less important than other agency characteristics
- They will be able to resolve conflicts with violence and will be able to avoid unwanted contact with the police in the future, but fewer believe they will have stronger supportive personal relationships

* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

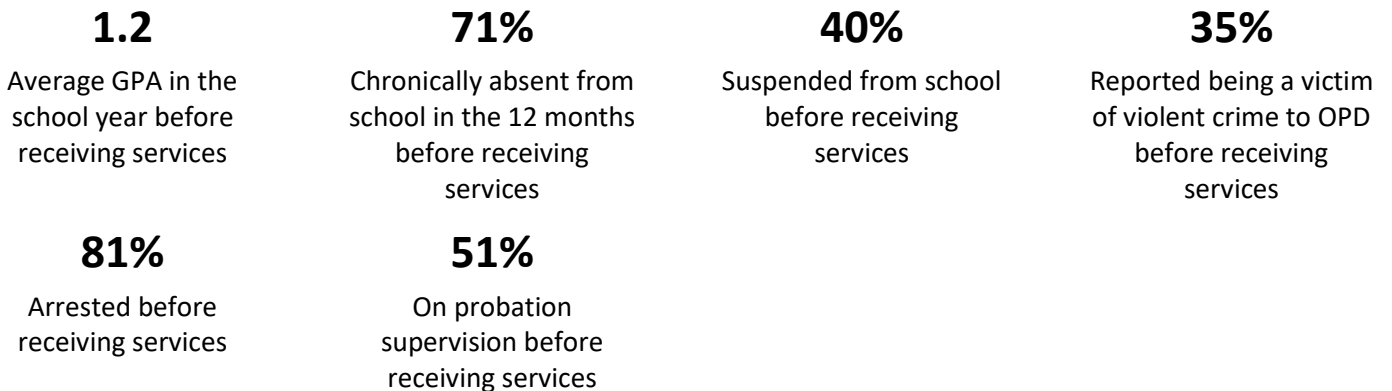
Youth ALIVE!

Youth ALIVE! aims to serve youth at high risk of engaging in violence by connecting them with life coaches who provide mentorship, connect youth to wraparound services, and support youth in meeting their goals. Youth ALIVE! provides intensive case management services, with a focus on school placement, probation discharge, and brokering of local support services, as well as group and individual mental health support services. Staff also assess participants' need for substance abuse and mental health counseling and offer clinically supported, gender-specific support groups and links to ongoing mental health services both in-house and through outside referrals. Life coaches at Youth ALIVE! are generally men and women who grew up in the communities they serve, including former victims of violence and members of gangs. Over 80 percent of Youth ALIVE! participants are African American and over half live in East Oakland.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS



Notes: Youth ALIVE! participant demographic data is based on 134 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 88 percent of participants who consented to share their identifying information. School rates are based on the 71 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.1	2.2	1.6	1.6
Total contacts per week	2	2	2	2
Percent of all participants	100%	100%	73%	37%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

6.7

Peer support counseling hours

41.3

Case management hours

PROGRAM MILESTONES

63%

Reenrolled in school

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 15 Youth ALIVE! youth life coaching participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- Their situation is better because of Youth ALIVE!
- It is important that services are in a safe and convenient location and that the agency offers the services they need
- In one year, they will have a safe place to live and will be more hopeful about the future, but fewer are confident they would be contributing to their community

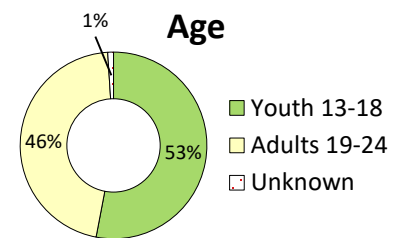
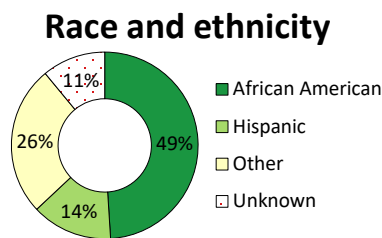
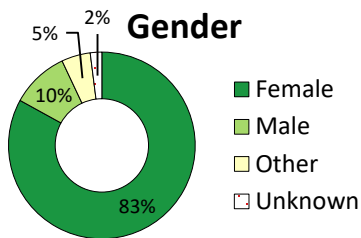
* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

Commercially Sexually Exploited Children Intervention

Agencies funded: **3** FY 18/19 grant: **\$428,710** Participants served: **564**

The *Commercially Sexually Exploited Children (CSEC)* intervention strategy supports agencies to conduct outreach to youth and provide them with emergency shelter and crisis stabilization services with links to long-term support. CSEC agencies offer distinct types of services to provide a comprehensive system of support for youth, including connections with caring adults, wraparound support, and access to transitional or emergency housing, to promote healing and prevent future victimization. CSEC agencies also provide trainings for law enforcement and other community partners to increase awareness of CSEC issues and interventions. To build a sense of community, CSEC agencies provide opportunities for group services and interactions among peers, and safe spaces for youth such as drop-in centers.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



57%

Chronically absent from school in the 12 months before receiving services

24%

Suspended from school before receiving services

37%

Reported being a victim of violent crime to OPD before receiving services

54%

Arrested before receiving services

21%

On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

6.5

Peer support counseling hours

1.0

Group mental health service hours

8.3

Case management hours

2.7

Intensive outreach hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.6	1.4	1.2	0.6
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	60%	33%

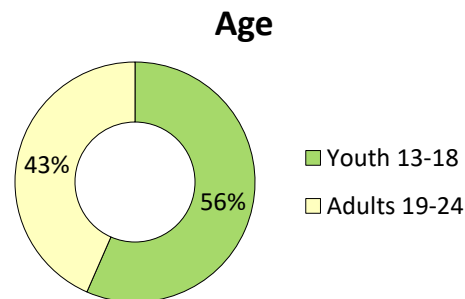
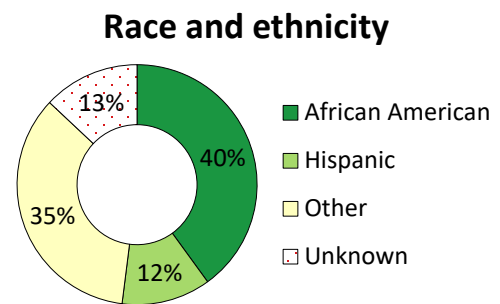
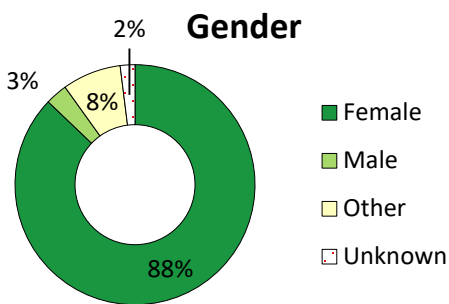
Notes: Commercially Sexually Exploited Children Intervention participant demographic data is based on 564 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 69 percent of participants who consented to share their identifying information. School rates are based on the 43 percent of school-aged youth enrolled in school in the year before receiving services

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Bay Area Women Against Rape

The *Bay Area Women Against Rape (BAWAR) Sexually Exploited Minors* program offers crisis response services to youth who have been sexually exploited or are at risk of commercial sexual exploitation. BAWAR participants predominately identify as female and come from diverse racial and ethnic backgrounds. BAWAR staff conduct outreach in coordination with multiple community partners, including the Oakland Police Department’s CSEC special operations, the Alameda County District Attorney’s Office, The Family Justice Center, Highland Hospital, and the Oakland Unified School District. BAWAR also conducts community trainings and outreach events for local agencies and schools to increase awareness of sexual assault and exploitation. Following outreach, staff provide first responder crisis intervention and stabilization services. Immediate crisis interventions typically last 24 hours, but staff continue to work with youth until they are in a stable situation. Frontline staff, called Sexually Exploited Minor Advocates, also connect youth to local resources.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.3
Average GPA in the school year before receiving services

74%
Chronically absent from school in the 12 months before receiving services

40%
Suspended from school before receiving services

43%
Reported being a victim of violent crime to OPD before receiving services

Notes: Bay Area Women Against Rape participant demographic data is based on 274 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 66 percent of participants who consented to share their identifying information. School rates are based on the 39 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	0.7	0.6	0.3	0.2
Total contacts per week	1	1	0	0
Percent of all participants	100%	100%	55%	31%

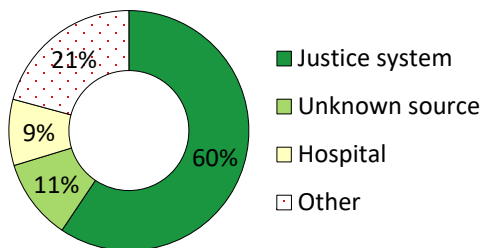
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

5.0

Intensive outreach hours

PROGRAM DETAIL

Referral sources



45%

Referred to mental health and other long-term support services

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 11 BAWAR participants as part of an overall survey of the Oakland Unite network of agencies.

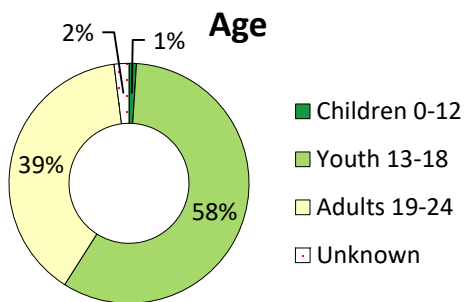
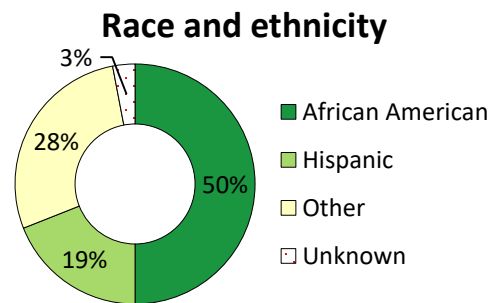
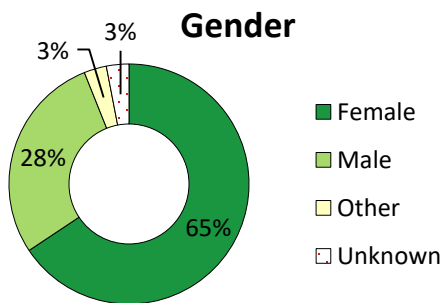
Respondents felt that:

- Their situation is better because of BAWAR
- Specific agency characteristics were generally not that important, including whether staff share similar life experiences or if financial support is available
- It is unlikely they would avoid unwanted contact with the police or be contributing to their community in the future

DreamCatcher Youth Services

***DreamCatcher Youth Services (DreamCatcher)*, a program run by Covenant House California, serves homeless youth in Oakland who are at high risk of commercial sexual exploitation, providing them with emergency shelter, crisis intervention, and stabilization support.** DreamCatcher has a youth homeless shelter with 16 beds, where youth can stay and work individually with case managers who connect them with other programs. Case managers work with youth staying at the shelter or using the drop-in center to develop a plan for securing stable housing and other resources to achieve personal goals. DreamCatcher also offers mental health services and group activities. The agency has a drop-in center where youth can hang out in a safe place, eat a free dinner, and access free hygiene products, basic clothing, and school supplies. The drop-in center also houses a medical clinic and a therapist.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.8

Average GPA in the school year before receiving services

49%

Chronically absent from school in the 12 months before receiving services

11%

Suspended from school before receiving services

27%

Reported being a victim of violent crime to OPD before receiving services

Notes: DreamCatcher Youth Services participant demographic data is based on 185 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 79 percent of participants who consented to share their identifying information. School rates are based on the 39 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

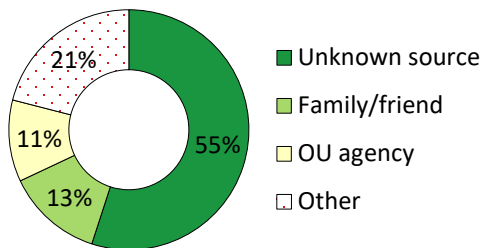
	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	2.7	2.2	2.1	0.4
Total contacts per week	2	2	1	0
Percent of all participants	100%	100%	63%	29%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

2.9	1.7	0.9	13.1
Group mental health service hours	Social service hours	Other service hours	Case management hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 14 DreamCatcher participants as part of an overall survey of the Oakland Unite network of agencies.

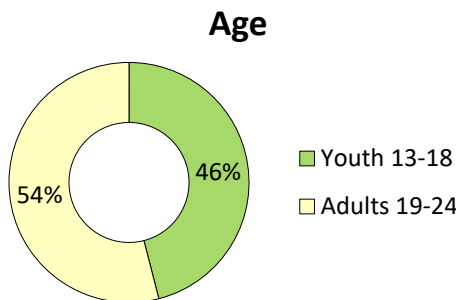
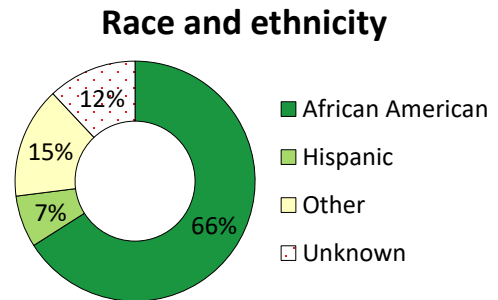
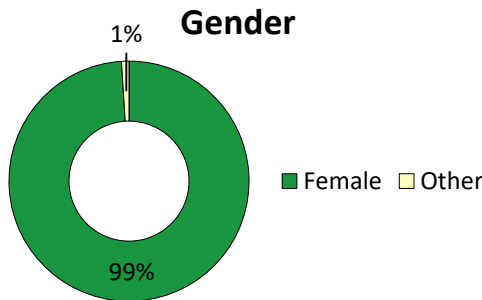
Respondents felt that:

- DreamCatcher staff understand their situation and needs and treat them with respect
- It is important that staff are responsive and respect their confidentiality, but less important that they share similar life experiences
- They are likely to resolve legal problems and be better able to deal with crisis in the future

Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth

Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY) aims to support sexually exploited youth through a drop-in center that is open five hours per day on weekdays. Almost all of MISSEY participants identify as female and two-thirds are African American. MISSEY’s drop-in center offers group activities and events for youth as well as a space where youth can spend time during the afternoon and develop positive relationships with peers and adults. Additionally, the drop-in center acts as a crisis response center for youth who need immediate assistance with resource referrals or just need someone to talk to but are not engaging in case management. The drop-in coordinator oversees all programming and also offers support to youth through conversations and help meeting their goals.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.6

Average GPA in the school year before receiving services

52%

Chronically absent from school in the 12 months before receiving services

20%

Suspended from school before receiving services

48%

Reported being a victim of violent crime to OPD before receiving services

Notes: Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth participant demographic data is based on 163 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 73 percent of participants who consented to share their identifying information. School rates are based on the 62 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.3	1.9	1.4	1.0
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	72%	40%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

20.6

Peer support counseling hours

13.8

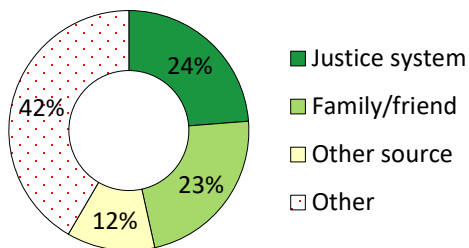
Case management hours

0.9

Intensive outreach hours

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 4 MISSEY CSEC participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- They are satisfied with MISSEY and feel it offers the services they need
- It is important that staff respect their confidentiality and they feel they can be open with the staff
- It is likely they will have positive outcomes in the future, but fewer believe they will be able to resolve conflicts without violence

Family Violence Law Center

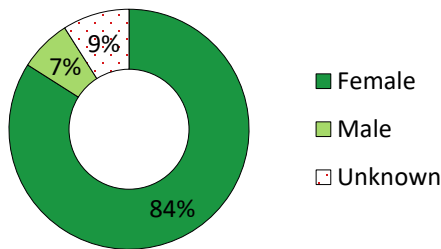
The Family Violence Law Center (FVLC) supports individuals experiencing domestic violence and sexual assault through legal services, case management, and support services such as housing and therapy. FVLC aims to support individuals experiencing or at risk of domestic violence and sexual assault in Alameda County. The vast majority of FVLC participants are low income, women, and people of color. Safety is the primary concern in the short term; once safety is addressed, case managers use an empowerment model that lets participants define their own goals and successes and work toward longer-term safety and stability. The length of participant contact with FVLC varies based on participants’ needs. For some, it takes 24 hours to get to a stable situation, for others with short legal cases, it can be three to six months, and for those with more complex legal cases, it can be a year or more.

Participants can be referred from OPD, a 24-hour hotline, other Oakland Unite agencies, and walk-in clinics. FVLC provides legal aid and also offers case management, assistance finding shelter and meeting immediate safety needs, and mental health services. FVLC provides family therapy and children under the age of 5 often attend with a parent.

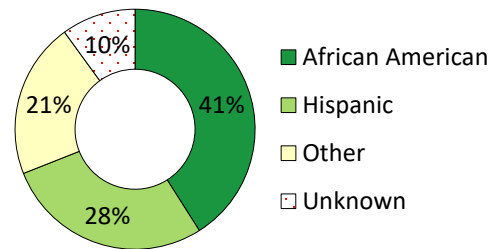
FVLC holds community trainings and outreach events, including trainings for OPD police officers on how to interact with and support victims of family violence.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

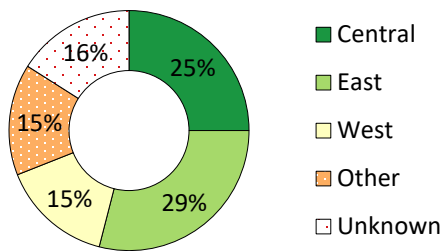
Gender



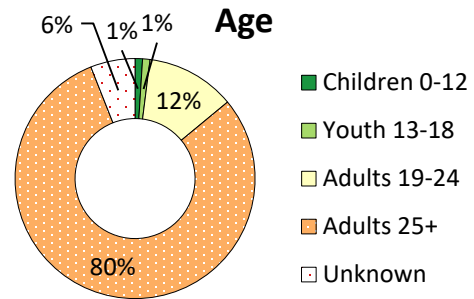
Race and ethnicity



Oakland neighborhood



Age



Notes: Family Violence Law Center participant demographic data is based on 2,851 participants who participated from January 1, 2016 through December 31, 2018.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.5	0.9	0.5	0.2
Total contacts per week	1	1	1	0
Percent of all participants	100%	100%	34%	15%

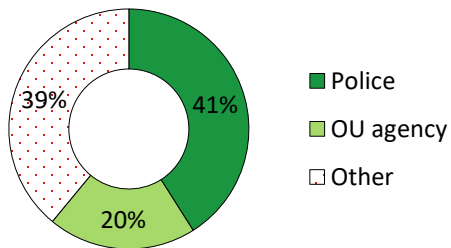
AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

2.0	0.3	0.7	0.1	1.4	0.5
Legal service hours	Psychotherapy session hours	Intensive care service hours	Housing service hours	Case management hours	Case consultation hours

The majority of FVLC participants receive a small amount of services during crisis, and a small subset receive more intensive support. Of the 11.5 percent of participants who receive more than 10 hours of services, many receive legal services (12.3 hours on average), case management (7.2 hours on average), psychotherapy services (2.8 hours on average), and intensive care services (1.9 hours on average).

PROGRAM DETAIL

Referral sources



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 12 FVLC participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

- The agency offers the services they need and they are satisfied with FVLC, but are less sure that their situation is better because of the agency
- The most important agency characteristics are that staff are responsive and respect their confidentiality
- They believe they will have resolved legal problems and have a safe place to live in one year

Agencies funded: **3** FY 18/19 grant: **\$563,750** Participants served: **1,553**

The **Homicide Support and Shooting Response strategy** funds agencies supporting two groups affected by gun violence: those who have been the victim of gun violence or serious assault and those who have lost a loved one to gun violence.

Agencies funded through this strategy aim to address the immediate basic and social-emotional needs of shooting victims and their families, provide longer-term supports as they recover from injury or loss, and prevent retaliatory violence. The strategy also supports emergency temporary relocation to ensure safety for individuals and families in immediate danger of violence.

COORDINATION AND COMMUNICATION AMONG CRISIS RESPONSE SUB-STRATEGIES

Homicide support, shooting response, and street outreach agencies work together through Oakland Unite to respond to and prevent violent incidents in Oakland and support those affected by them. Oakland Unite convenes and coordinates network providers and serves as the liaison between the network and law enforcement. Agencies maintain communication to share information and receive information from HSD about violent incidents and threats of retaliation through multiple channels, including weekly coordination meetings organized by HSD.

Notification

A one-way flow of information from the Oakland Police Department to the City of Oakland Human Services Department (HSD) allows HSD to **provide agencies with relevant details about violent incidents**, including priority assessment for retaliation.

Shooting response

Agencies such as Youth ALIVE!, Caught in the Crossfire, and Violence Interrupters **provide support to victims** at Highland Hospital following a shooting. Community & Youth Outreach **provides emergency temporary relocation** to individuals at immediate risk of gun violence.

Homicide support

Agencies such as the Youth ALIVE! Khadafy Washington Project, and Catholic Charities of the East Bay **provide support for families of victims and hold healing circles**.

Street outreach

Street outreach workers from Community & Youth Outreach and Building Opportunities for Self-Sufficiency **do walks, organize community events, and make referrals for support services**. Youth ALIVE! violence interrupters **conduct hospital bedside visits and safety assessments**, and **provide mediation to prevent retaliation**.

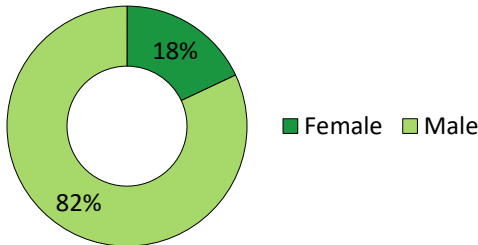
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Youth ALIVE!

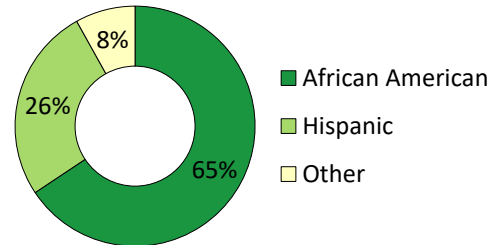
The Caught in the Crossfire program at *Youth ALIVE!* provides intensive outreach and case management to individuals in Oakland who have been treated for violent injuries at Highland Hospital, Children’s Hospital, and Eden Medical Center. Intervention specialists engage victims of gun violence and establish a connection and trusting relationship with them, provide emotional support, and address any immediate needs, such as relocation. In the hospital, staff review the incident with the participant, assess the risk of retaliation, and develop a plan to stay safe following discharge. Staff follow up with clients after they have been discharged from the hospital to provide further support, and work in tandem with Youth ALIVE! violence interrupters and participants’ families and associates to prevent retaliatory violence.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

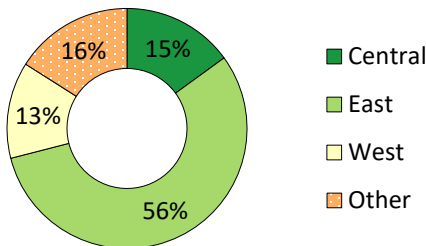
Gender



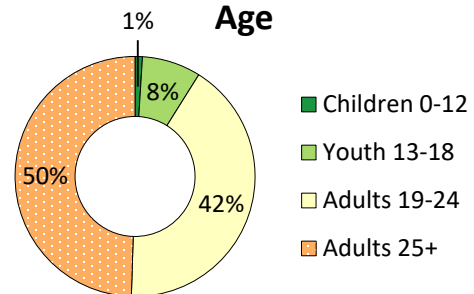
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

91%

Victim of violent injury
(agency reported)

47%

Arrested before
receiving services

20%

On probation
supervision before
receiving services

Notes: Youth ALIVE! participant demographic data is based on 336 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 48 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

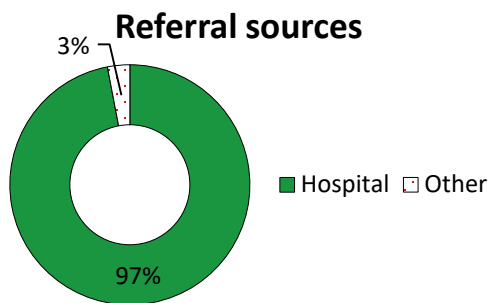
Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.5	1.3	0.9	0.6
Total contacts per week	2	2	1	1
Percent of all participants	100%	100%	48%	16%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

11.1	2.7	0.9
Case management hours	Individual mental health service hours	Intensive outreach hours

PROGRAM DETAIL



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed seven Youth ALIVE! participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

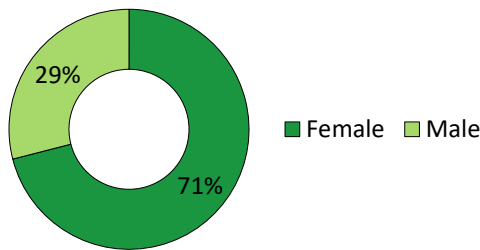
- The agency offers the services they need and are satisfied with Youth ALIVE!, but are less sure that their situation is better because of the agency
- It is important that staff share similar life experiences and understand their situation and needs
- They will be able to resolve conflicts without violence in the future, but are less optimistic they will have a steady job or will have completed additional education in one year

Catholic Charities of the East Bay

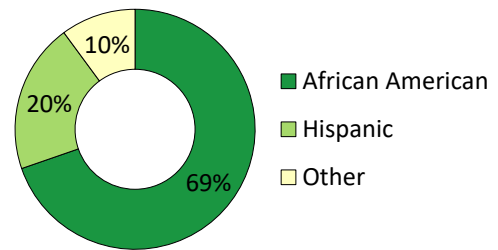
Catholic Charities of the East Bay (CCEB), in partnership with subgrantee Youth ALIVE! and its Khadafy Washington Project, provides intensive outreach and mental health services to those directly affected by homicide in Oakland. Youth ALIVE! staff assist families with funeral or vigil planning and costs, Victim of Crime applications, and other immediate needs in the days or weeks following a homicide. Families, friends, classmates, and other individuals can access CCEB to receive grief, trauma, and crisis counseling. CCEB also offers relocation support through the Victims of Crime assistance program to reduce the risk of exposure to additional violence if participants are in immediate risk.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

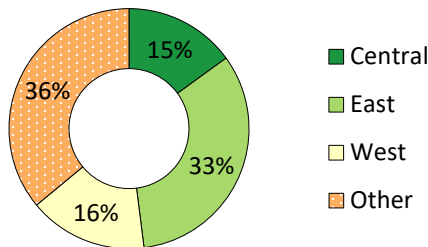
Gender



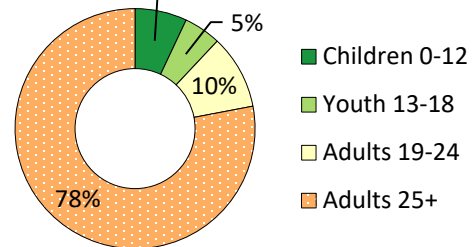
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

35%

Reported being a victim of violent crime to OPD before receiving services

98%

Family or friend of homicide victim

Notes: Catholic Charities of the East Bay participant demographic data is based on 1,160 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 11 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	3.0	1.9	0.3	0.1
Total contacts per week	1	1	0	0
Percent of all participants	100%	100%	42%	29%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

2.1

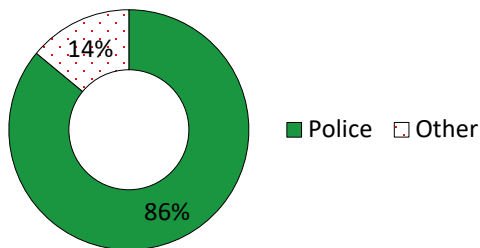
Individual mental health service hours

3.5

Intensive outreach hours

PROGRAM DETAIL

Referral sources



190

Funeral services, quiet hours, and community healing events

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed 10 CCEB participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

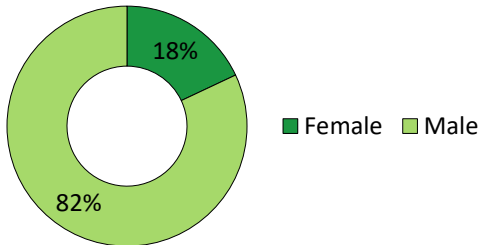
- Staff at CCEB listen to them and treat them with respect
- Having financial support is important
- They will be able to contribute to their community and will have a steady job in the future, but are less confident they would be able to avoid unwanted contact with the police

Community & Youth Outreach

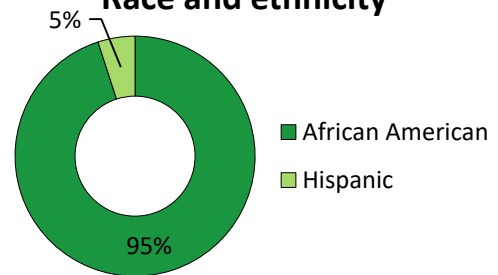
The *Community & Youth Outreach (CYO)* relocation support team works with people in immediate risk of injury or death to assist them and their families with services for emergency temporary relocation. Individuals may be referred by law enforcement or Oakland Unite partners, including other agencies working in the shooting/homicide response sub-strategy. Services begin with an initial meeting with the participant, the person referring the individual, and the relocation support team. Participants receive financial support for their relocation, assistance identifying safe places outside their area of immediate risk, and connections to other services such as mental health supports. In rare cases, CYO also supports permanent relocation to another area to reduce the risk of subsequent violence.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

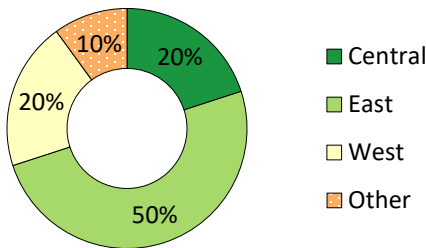
Gender



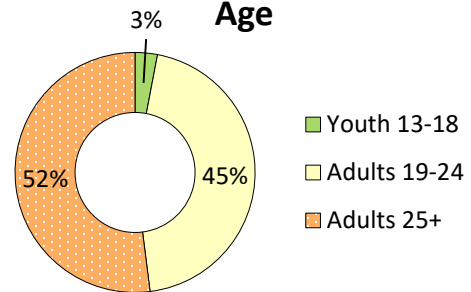
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

83%

Reported being a victim of violent crime to OPD before receiving services

66%

Arrested before receiving services

48%

On probation supervision before receiving services

53%

Family or friend of homicide victim

Notes: Community & Youth Outreach participant demographic data is based on 60 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 48 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	4.0	2.1	1.1	1.0
Total contacts per week	2	2	1	2
Percent of all participants	100%	100%	37%	5%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

10.1

Case management hours

PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed five CYO shooting response participants as part of an overall survey of the Oakland Unite network of agencies.

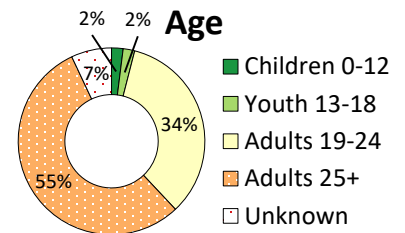
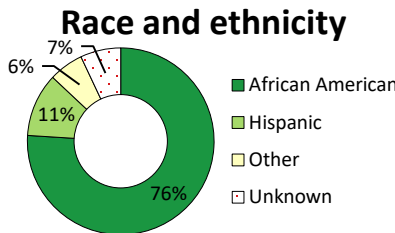
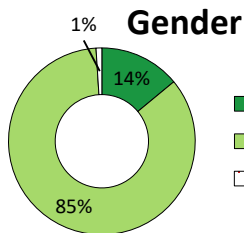
Respondents felt that:

- They are satisfied with the agency and staff and their situation is better because of CYO
- Having staff with similar life experiences is important and they can be open with staff
- It is likely they will have a safe place to live and will have completed additional education in a year

Agencies funded: **2** FY 18/19 grant: **\$1,193,050** Participants served: **830**

The *street outreach* strategy aims to reduce retaliatory violence by helping high-risk youth and young adults mediate conflict. Street outreach approaches are designed to interrupt violence before it happens or to prevent incidents of retaliation following a violent event. Street-based outreach workers and violence interrupters aim to create meaningful relationships with community members. Community outreach workers maintain a consistent presence in communities with the highest violent crime rates in order to send a message of nonviolence and build relationships with youth and young adults and their families. Violence interrupters help mediate hostile situations, including by being present at the hospital directly following a violent crime.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



86% Had peer/family shot or seriously injured before receiving services

25% Reported being a victim of violent crime to OPD before receiving services

43% Arrested before receiving services

28% On probation supervision before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

9.3

Intensive outreach hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	3.6	2.6	1.3	0.6
Total contacts per week	1	1	1	0
Percent of all participants	100%	100%	49%	8%

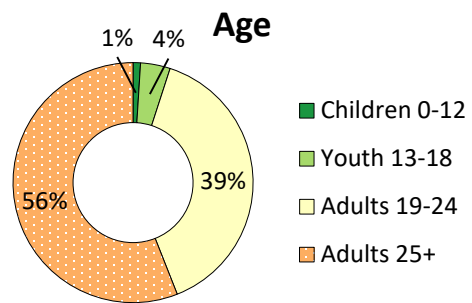
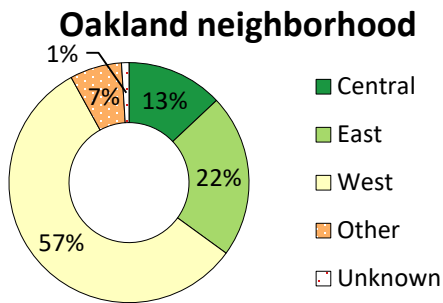
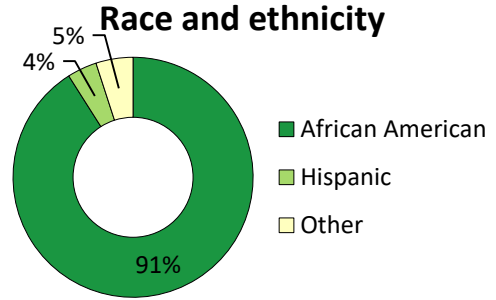
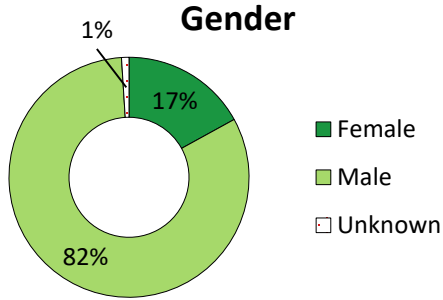
Notes: Commercially Sexually Exploited Children Intervention participant demographic data is based on 564 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 69 percent of participants who consented to share their identifying information. School rates are based on the 43 percent of school-aged youth enrolled in school in the year before receiving services

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Building Opportunities for Self-Sufficiency

Building Opportunities for Self-Sufficiency (BOSS) provides conflict mediation and outreach services to high-risk youth and adults in West Oakland. BOSS street outreach staff conduct general outreach activities, such as night walks every weekend around target areas and intensive outreach with individuals at greatest risk of engaging in violence. In addition, street outreach staff collaborate with the West Oakland violence interrupter at Youth ALIVE! (a subgrantee to BOSS) to share knowledge of violent incidents in the area and coordinate an approach to new mediations. Both agencies rely on skilled outreach workers who have connections to and understand the community they serve.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

88%

Had peer/family shot or seriously injured before receiving services

20%

Reported being a victim of violent crime to OPD before receiving services

32%

Arrested before receiving services

16%

On probation supervision before receiving services

Notes: Building Opportunities for Self-Sufficiency participant demographic data is based on 241 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 95 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	5.1	3.2	2.5	0.5
Total contacts per week	1	1	0	0
Percent of all participants	100%	100%	24%	7%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

5.3

Intensive outreach hours

PROGRAM SERVICES

321

Total street outreach walks and events

83

Total conflict mediations

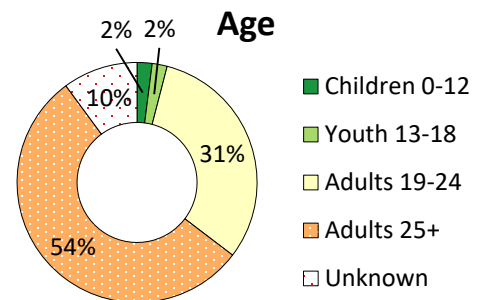
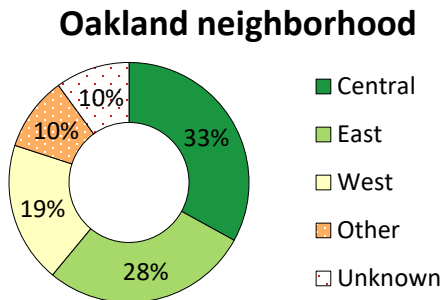
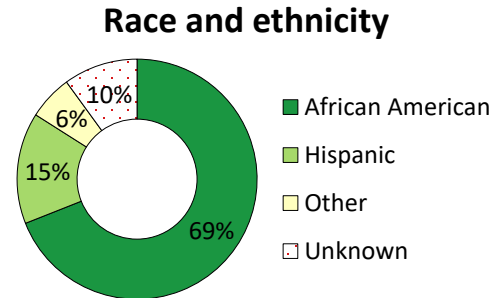
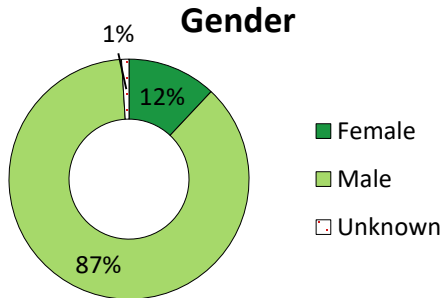
9

Total social and community events

Youth ALIVE!

Youth ALIVE!, in partnership with subgrantee CYO, works to reduce street and retaliatory violence by interrupting and mediating conflicts. Youth ALIVE! offers intensive outreach to high-risk participants in target areas in Central and East Oakland, and conducting general outreach in high-crime areas. Youth ALIVE! violence interrupters mediate between hostile groups to negotiate truces and are on call to address immediate safety issues in their communities. CYO street outreach workers conduct general outreach activities, such as night walks every weekend around target areas, and intensive outreach with individuals at greatest risk of engaging in violence. Staff from the two agencies share knowledge of violent incidents in the area and coordinate an approach to new mediations.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

88%

Had peer/family shot or seriously injured before receiving services

26%

Reported being a victim of violent crime to OPD before receiving services

48%

Arrested before receiving services

33%

On probation supervision before receiving services

Notes: Youth ALIVE! participant demographic data is based on 550 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 87 percent of participants who consented to share their identifying information.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	3.2	2.4	1.2	0.6
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	63%	9%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

11.5

Intensive outreach hours

PROGRAM SERVICES

861

Total street outreach walks and events

311

Total conflict mediations

9

Total social and community events

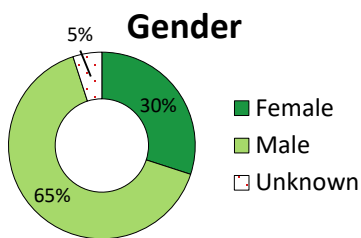
Agencies funded: **2** FY 18/19 grant: **\$214,000** Participants served: **208**

The *Innovation Fund* provides seed funding to encourage and support the development of new and promising violence prevention programs or practices that are outside of the scope of the other Oakland Unite strategies. The Innovation Fund supports two agencies offering very different types of services and program models:

1. *Community Works West* offers pretrial diversion services to youth referred directly from law enforcement, providing them with outreach and case management as part of a restorative justice diversion model.
2. *Seneca Family of Agencies* supports school-wide adoption of a trauma-informed education model in two Oakland schools. Staff provide mental health services to students but also support school staff and parents more broadly.

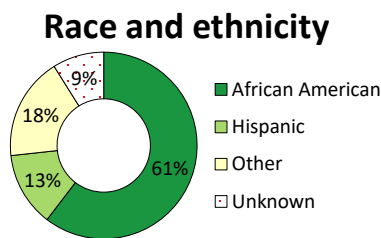
Staff from both of these agencies demonstrate an understanding of complex traumatic events that may influence youth behavior, and work to integrate diverse stakeholders into the process. Agency staff work through challenging events alongside youth and their families using goal-oriented frameworks that draw on principles like restorative justice and social-emotional learning.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



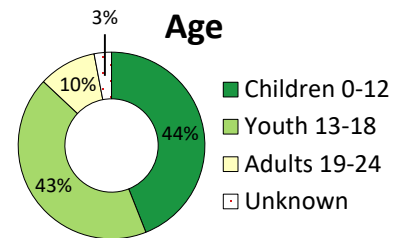
1.7

Average GPA in the school year before receiving services



33%

Chronically absent from school in the 12 months before receiving services



19%

Suspended from school before receiving services

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

10.7

Group mental health service hours

4.3

Case management hours

1.7

Intensive outreach hours

AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.0	0.8	1.5	1.4
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	88%	33%

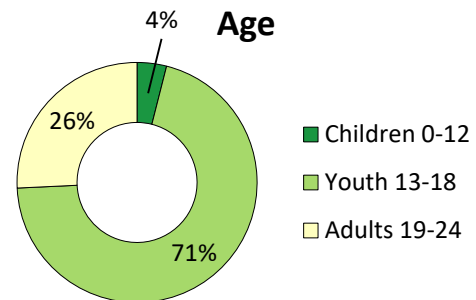
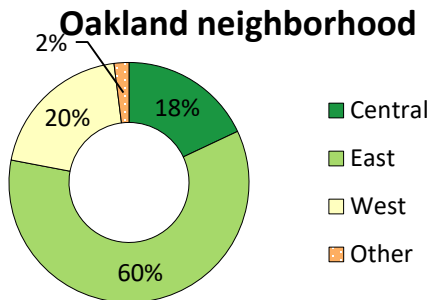
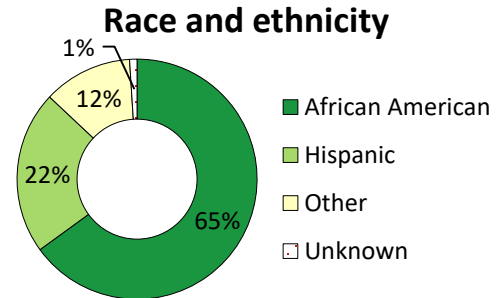
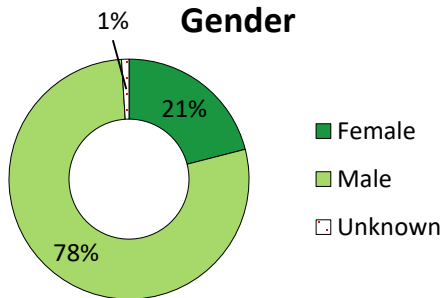
Notes: Commercially Sexually Exploited Children Intervention participant demographic data is based on 564 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 69 percent of participants who consented to share their identifying information. School rates are based on the 43 percent of school-aged youth enrolled in school in the year before receiving services

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Community Works West

Community Works West (CWW) provides pretrial diversion services to youth who have been arrested and are in danger of being charged with a high-level misdemeanor or low-level felony offense. Following an arrest, youth are referred by the arresting officer or the Alameda County District Attorney's office to CWW, where they receive restorative justice services rather than going through the juvenile justice system. Restorative justice services include one-on-one case management that supports youth in developing and completing a restorative plan, which is agreed to during a community case conference with the victim. The program's goal is to help young people be accountable for crimes and develop empathy for those impacted. The program also aims to help the victims engage in a dialogue around healing.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT



RISK FACTORS

1.7

Average GPA in the school year before receiving services

52%

Chronically absent from school in the 12 months before receiving services

39%

Suspended from school before receiving services

20%

Reported being a victim of violent crime to OPD before receiving services

80%

Arrested before receiving services

Notes: Community Works West participant demographic data is based on 82 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 60 percent of participants who consented to share their identifying information. School rates are based on the 72 percent of school-aged youth enrolled in school in the year before receiving services

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	0.8	0.8	0.8	0.9
Total contacts per week	1	1	1	1
Percent of all participants	100%	100%	89%	34%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

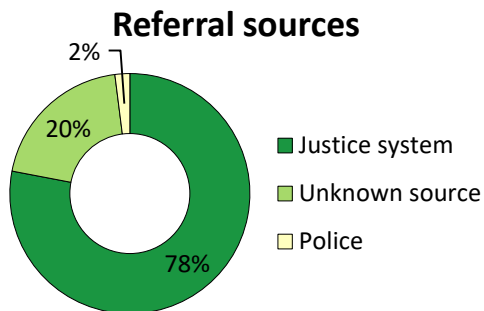
11.0

Case management hours

4.4

Intensive outreach hours

PROGRAM DETAIL



PARTICIPANT PERSPECTIVES

Survey findings

In September 2018, Mathematica surveyed three CWW participants as part of an overall survey of the Oakland Unite network of agencies.

Respondents felt that:

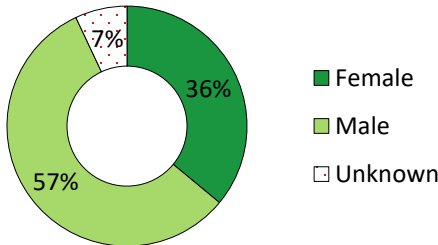
- It is important that staff respect their confidentiality, and they feel like can be open with CWW staff
- They will be able to resolve conflicts without violence and will be able to avoid unwanted contact with the police, but do not think they will have a steady job in a year

Seneca Family of Agencies

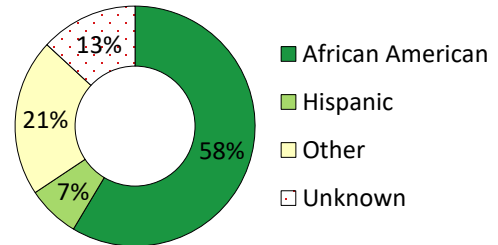
Seneca Family of Agencies supports school-wide adoption of a trauma-informed education model at two OUSD schools in East Oakland where a high share of children are exposed to trauma—Horace Mann Elementary School and Elmhurst Community Prep (a middle school).^{*} The Seneca service team is integrated into the school community to provide support to students and families and train school staff on how to identify and address trauma. Children in need of additional support are referred to a school coordination of services team that develops a plan to help address students’ needs. Depending on their level of trauma, children receive individual therapy or participate in therapeutic support groups run by Seneca.

PARTICIPANT CHARACTERISTICS AT ENROLLMENT

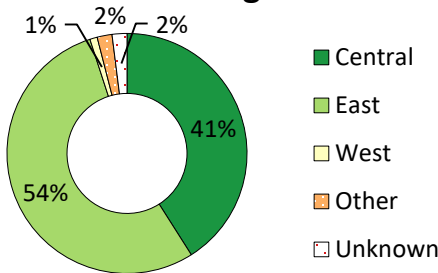
Gender



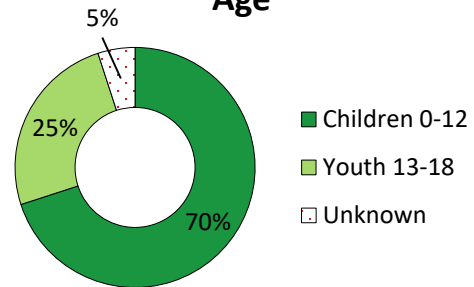
Race and ethnicity



Oakland neighborhood



Age



RISK FACTORS

2.0

Average GPA in the school year before receiving services

24%

Chronically absent from school in the 12 months before receiving services

10%

Suspended from school before receiving services

Notes: Seneca Family of Agencies participant demographic data is based on 126 participants who participated from January 1, 2016 through December 31, 2018. Rates derived from matching to other data sources are based only on the 98 percent of participants who consented to share their identifying information. School rates are based on the 51 percent of school-aged youth enrolled in school in the year before receiving services.

^{*} As of most of the 2017–18 fiscal year, Seneca operates only at Horace Mann Elementary.

AVERAGE SERVICE INTENSITY (PER WEEK)

Attachment C

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	1.1	0.9	1.9	1.8
Total contacts per week	0	0	1	0
Percent of all participants	100%	100%	87%	33%

AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

17.7

Group mental health service hours

PROGRAM SERVICES

128

Total events

69

Total community events

58

Total community training events

Community Asset Building

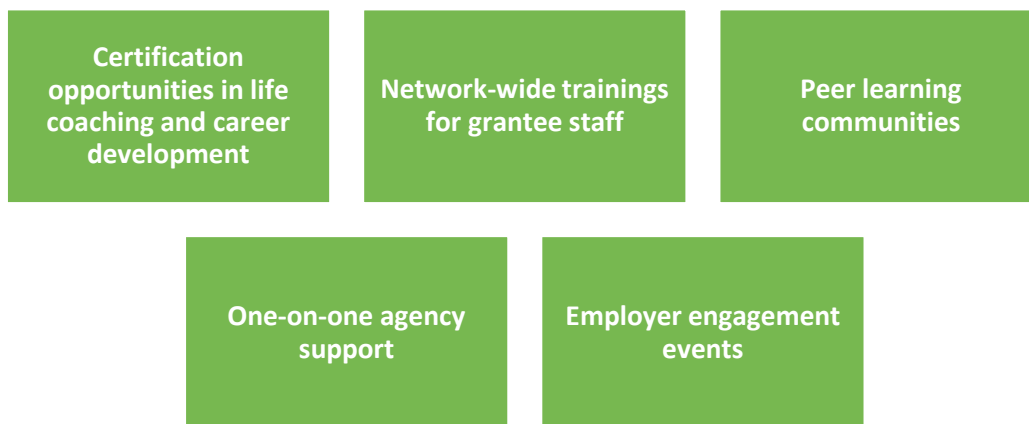
Agencies
funded: **3**

FY 18/19 grant: **\$744,906**

The *community asset building* strategy has the broad aim of changing norms about violence through strengthening communities. Within the strategy are two sub-strategies with diverse goals:

Community engagement. This sub-strategy supports several approaches to strengthening communities, including creating safe spaces for community members to convene and interact, providing holiday support for many families, and building the capacity of local leaders (see following profile).

Training and technical assistance. This sub-strategy invested \$300,000 in 2018–2019 for network-wide trainings and grantee support. To facilitate collaboration, Oakland Unite regularly convenes agencies to share information on best practices, discuss referrals, and troubleshoot challenges. Since 2016, Oakland Unite has also funded a multicomponent grantee training and technical assistance program coordinated by contractors that are competitively selected (Bright Research Group and Pathways Consultants). Training and technical assistance include the following:



- *Certification opportunities in life coaching and career development.* The life coaching certification fellowship is a nine-month program for Oakland Unite grantee life coaches and case managers.
- *Network-wide trainings for grantee staff.* Available to staff in all Oakland Unite grantee organizations, trainings aim to increase access to information and skill development in areas of need. Training topics have included street outreach and conflict mediation, harm reduction for service providers and program managers, management practices for self-care, surviving compassion fatigue, and motivational interviewing.
- *Peer learning communities.* Oakland Unite supports several opportunities for grantees throughout the network to learn from one another. Fellows selected for the supervision learning community and motivational interviewing learning communities deepen their application, skills, and confidence using supervision and motivational interviewing approaches. Participants receive training, coaching, skill-based application, and feedback from an expert instructor.
- *One-on-one agency support.* Oakland Unite TA contractors provide individualized support primarily focused on organizational development and job development, as needed, to Oakland Unite grantees. Topics have included budget and financial review, organizational chart and model review, communication and development of board members, and employer engagement and recruitment.
- *Employer engagement events.* These events bring sector-specific employers together with employment-focused grantees for business tours, roundtables, showcases, and other events aimed to facilitate relationship building between employers and grantee staff and sharing of information about workforce opportunities. In addition, job huddles allow Oakland Unite EESS grantees to learn more about specific sectors and their pathways.

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Community Engagement

The *community engagement* sub-strategy supports the coordination of events and capacity building efforts to boost community engagement, develop leadership skills, and create safe spaces within high-crime neighborhoods in East and West Oakland. The sub-strategy is led by the City of Oakland’s Human Services Department (HSD) in collaboration with other partners, including Oakland Parks, Recreation & Youth Development; Alameda County Public Health Department; and faith-based community organizations.

FRIDAY SUMMER NIGHTS

Friday Summer Nights offers weekly community events during the summer featuring free food, games, and entertainment to encourage community members to reclaim public spaces that have been considered unsafe and for reducing crime. Events are held on six consecutive Friday nights from 6 to 9 pm, July through August. The program, which has operated since 2011, is also known as Peace at the Park in East Oakland and Friday Night Live in West Oakland.

HSD employs a group of youth, referred to as the “Youth Squad,” to coordinate these events for eight weeks each summer. Two part-time staff are also employed to train and supervise the Youth Squad. Youth Squad members participate in weekly workshops on topics such as leadership development, community building, and violence prevention. Youth Squad Leaders are referred through life coaching and street outreach agencies or community outreach.

HOLIDAY SUPPORT

The community engagement sub-strategy provides support to families during the holiday season. With the help of faith-based partners, families of life coaching participants with the greatest need receive turkey dinners and food baskets for Thanksgiving and presents for the Christmas holiday. In addition, community engagement staff help distribute toys donated through the annual Mayor’s Toy Drive to families in Oakland.

CITY-COUNTY NEIGHBORHOOD INITIATIVE

The goal of the *City-County Neighborhood Initiative* is to provide community leaders with the skills to promote change in their communities. Community leaders in the neighborhoods of Sobrante Park and Hoover Foster identify relevant issues they want to address, and receive training from three community capacity builders, two of which are funded through Oakland Unite. The initiative also participates in community activities and events such as MLK Day of Service, Juneteenth Celebration, and Health Fair. The program is a partnership between Oakland Unite and Alameda County Public Health Department, which provides staffing and funding for leadership development.

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PROFILE MEASURE DEFINITIONS

Strategy and agency level measures

- **Agencies funded** – The number of agencies funded through Oakland Unite in the 2018-2019 grant cycle. (Only applies to strategy profiles.) (*Source*: City of Oakland Human Services Department)
- **FY 18/19 grant** – The total amount of grant funding from Oakland Unite in the 2018-2019 fiscal year. (*Source*: City of Oakland Human Services Department)
- **Participants served** – The number of participants served in 2016, 2017, and 2018 by an Oakland Unite funded agency. (*Source*: 2016-2018 Oakland Unite agency data)
- **Percentage of budget used for participant support** – For agencies that dedicate a significant part of their grant budgets to wages, financial support, or incentives for participants, we show the percentage of the agency’s budget used for participant payments based on the agency’s budget for the 2018–2019 fiscal year. Agencies are not typically allowed to shift funds from these line items, though a small number of agencies had unspent funds during the period. Agencies are required to secure a 20 percent match to Oakland Unite funds, and many match a larger percentage and apply those funds to financial transfers to participants. (*Source*: City of Oakland Human Services Department)

Participant characteristics and risk factors

- **Age** – Participant age is recorded by agencies as of first date of service. Age categories are: children age 0 to 12, youth age 13 to 18, adults age 19 to 24, and adults age 25 or older. Observations without birth date information are coded as age unknown. (*Source*: 2016-2018 Oakland Unite agency data)
- **Consent rate** – Data points that rely on linking Oakland Unite agency data to other administrative databases are based only on participants who consented to share their personally identifying information for the purposes of the evaluation. Each agency’s consent rate appears at the bottom of their profile’s first page. (*Source*: 2016-2018 Oakland Unite agency data)
- **Gender** – The percent of participants identifying as female, male, or other (includes transgender participants and participants with gender listed as “other”). Participants with no gender recorded are marked as gender unknown. (*Source*: 2016-2018 Oakland Unite agency data)
- **Race and ethnicity** – The percent of participants identifying as African American, Hispanic, or other race/ethnicity. Other includes Asian, White, Pacific Islander, Alaskan Native, and American Indian. If no race or ethnicity is recorded, participant race and ethnicity is marked as unknown. (*Source*: 2016-2018 Oakland Unite agency data)
- **Oakland neighborhood** – Using home zip codes, we grouped participants into regions of Oakland. Home ZIP codes falling outside of Oakland city limits were classified as other. If participant ZIP code data was not reported, we show the region as unknown. (*Source*: 2016-2018 Oakland Unite agency data)

- **Arrested before receiving services** – The percentage of consenting participants who were arrested prior to enrollment in Oakland Unite services. This measure combines information on arrests from the Oakland Police Department, which includes arrests that occurred within the City of Oakland since 2006, and the Alameda County Probation Department, which includes arrests that occurred in Alameda County (including the City of Oakland), since 2010. The ACPD data includes information on arrests for juveniles, but only includes conviction information for adults. Therefore the measure will slightly undercount the percentage of adults arrested prior receiving services. (*Source:* Oakland Police Department, Alameda County Probation Department data)
- **Average GPA in the school year before receiving services** – The average grade point average (GPA) for consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the school year prior to enrollment in Oakland Unite services. Only youth in middle and high school have recorded GPAs. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **Chronically absent from school in the 12 months before receiving services** – The percent of consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services that were chronically absent from school, defined as missing 10 percent or more of school days during that period. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **Family or friend of homicide victim** – The percentage of participants who reported being a family or friend of a homicide victim. This information is collected during intake by Oakland Unite agency staff. (*Source:* 2016-2018 Oakland Unite agency data)
- **Had peer/family shot or seriously injured before receiving services** – The percentage of participants who reported having a peer or family member shot or seriously injured by gun violence. This information is collected during intake by Oakland Unite agency staff. (*Source:* 2016-2018 Oakland Unite agency data)
- **Percentage of school-aged youth enrolled in school before receiving services** – The percentage of consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **On probation supervision before receiving services** – The percentage of consenting participants who were on formal probation supervision since 2010, prior to enrolling in Oakland Unite. The data include both juvenile and adult probation records. (*Source:* Alameda County Probation Department)
- **Suspended from school before receiving services** – The percentage of participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services and who were suspended from school during that period. (*Source:* Oakland Unified School District, Alameda County Office of Education)

- **Reported being a victim of violent crime to OPD before receiving services** – The percentage of consenting participants who reported being the victim of a violent crime or assault since 2006, prior to enrolling in Oakland Unite. Violent incidents include homicide, rape, robbery, assault, offenses against the family and children, prostitution, or sex offenses. (*Source:* Oakland Police Department)
- **Victim of violent injury (agency reported)** – The percentage of participants who were a victim of a violent injury. This information is collected during intake by Oakland Unite agency staff. (*Source:* 2016-2018 Oakland Unite agency data)

Program characteristics and milestones

- **Job placement** – The percentage of participants placed in a job following participation in Oakland Unite. (*Source:* 2016-2018 Oakland Unite agency data)
- **Job retention (30-day)** – The percentage of participants who reported being placed in a job following participation in Oakland Unite and retaining the job for at least 30 days. (*Source:* 2016-2018 Oakland Unite agency data)
- **Job retention (90-day)** – The percentage of participants who reported being placed in a job following participation in Oakland Unite and retaining the job for at least 90 days. (*Source:* 2016-2018 Oakland Unite agency data)
- **Job retention (180-day)** – The percentage of participants who reported being placed in a job following participation in Oakland Unite and retaining the job for at least 180 days. (*Source:* 2016-2018 Oakland Unite agency data)
- **Reenrolled in school** – The percentage of school-aged youth who reported reenrolling in school following participation in Oakland Unite. (*Source:* 2016-2018 Oakland Unite agency data)
- **Referral sources** – Referral sources, as entered by agencies. When not specified, “other” referral sources may include any of the following: justice system, another OU agency, self/walk-in, school, family/friend, hospital, police, outreach, social services, Ceasefire, or other/unknown source. (*Source:* 2016-2018 Oakland Unite agency data)
- **Referred to mental health and other long-term support services** – The percentage of participants referred by the Oakland Unite agency to mental health or other long-term support services. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total community events** – The number of community events provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total community training events** – The number of community training events provided by Seneca Family of Agencies. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total conflict mediations** – The number of total conflict mediations provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total social and community events** – The number of social and community events provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)

- **Total street outreach walks and events** – The number of street outreach walks and events provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)

Average service hours

Average service hours represent the total number of hours each participant received. Average service hours are shown for the following types of services:

- **Basic education training hours** – The average number of hours per participant of basic education training provided by Civicorps. (*Source:* 2016-2018 Oakland Unite agency data)
- **Case consultation hours** – The average number of hours per participant of case consultation provided by Family Violence Law Center. (*Source:* 2016-2018 Oakland Unite agency data)
- **Case management hours** – The average number of hours per participant of case management services provided by an agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Group mental health service hours** – The average number of mental health service hours per participant provided in a group setting. (*Source:* 2016-2018 Oakland Unite agency data)
- **Group work experience hours** – The average number of work experience hours per participant provided in a group setting. (*Source:* 2016-2018 Oakland Unite agency data)
- **Housing service hours** – The average number of housing service hours per participant provided by Family Violence Law Center. (*Source:* 2016-2018 Oakland Unite agency data)
- **Individual mental health service hours** – The average number of individual mental health service hours per participant provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Individual work experience hours** – The average number of individual work experience hours per participant provided by an Oakland Unite agency. Agencies vary in how they report work experience – some record hours as “individual” while others report “group” hours based on program design. (*Source:* 2016-2018 Oakland Unite agency data)
- **Intensive care service hours** – The average number of intensive care service hours per participant provided by Family Violence Law Center. (*Source:* 2016-2018 Oakland Unite agency data)
- **Intensive outreach hours** - The average number of intensive outreach hours per participant provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Legal service hours** – The average number of legal service hours per participant provided by Family Violence Law Center. (*Source:* 2016-2018 Oakland Unite agency data)
- **Life skills/pre-employment training hours** – The average number of life skills and pre-employment training hours per participant provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Other service hours** – The average number of other service hours per participant provided by Dreamcatchers. (*Source:* 2016-2018 Oakland Unite agency data)

- **Peer support counseling hours** – The average number of peer support counseling hours per participant provided by an Oakland Unite agency. (*Source:* 2016-2018 Oakland Unite agency data)
- **Psychotherapy session hours** – The average number of psychotherapy session hours per participant provided by Family Violence Law Center. (*Source:* 2016-2018 Oakland Unite agency data)
- **Social service hours** – The average number of social service hours per participant provided by Dreamcatchers. (*Source:* 2016-2018 Oakland Unite agency data)

Average service intensity

Average service intensity tables show the average weekly service hours and contacts received for all participants. Additionally, average weekly service hours and contacts are further broken out for all participants' first month of service, for all participants' second through sixth months of service, and for all weeks following a participant's sixth month of service.

- **Percent of all participants** – Percentage of all participants receiving at least 1 hour of services falling into each monthly breakout. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total hours per week** – The total number of average service hours per week for participants receiving at least 1 hour of services. Average weekly hours are shown for all participants and by month of service. (*Source:* 2016-2018 Oakland Unite agency data)
- **Total contacts per week** – The total number of average service contacts per week for participants receiving at least 1 hour of services. Average weekly contacts are shown for all participants and by month of service. (*Source:* 2016-2018 Oakland Unite agency data)
- **Weekly service intensity in participant's 1st month of service** – Average weekly service hours and contacts received in an individual's first month of service. Restricted to individuals receiving at least 1 hour of service. (*Source:* 2016-2018 Oakland Unite agency data)
- **Weekly service intensity in participant's 2nd through 6th months of service** – Average weekly service hours and contacts received in an individual's second through sixth months of service. Restricted to individuals receiving at least 1 hour of service. (*Source:* 2016-2018 Oakland Unite agency data)
- **Weekly service intensity following participant's 6th month of service** – Average weekly service hours and contacts received after an individual's sixth month of service. Restricted to individuals receiving at least 1 hour of service. (*Source:* 2016-2018 Oakland Unite agency data)

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APPENDIX

DATA COLLECTION AND PROCESSING

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DATA COLLECTION AND PROCESSING

This report is based on a mix of qualitative and quantitative analyses of multiple data sources. The qualitative component included primary data collection through a participant survey. The quantitative analyses relied on administrative data maintained by Oakland Unite’s Cityspan database, the Oakland Police Department (OPD), the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the Alameda County Office of Education (ACOE). We discuss both the qualitative and administrative data sources in detail below. All data collection procedures were reviewed and approved by the New England Institutional Review Board.

Survey data

The purpose of the survey data collection was to gather information about Oakland Unite directly from strategy participants. The general topics of study included experiences and satisfaction with services, importance of agency characteristics, thoughts about the future, experiences with violence, and demographic characteristics. Prior to administration, the survey was pretested with former Oakland Unite participants in two strategies. The pretest focused on whether respondents understood the questions, whether anything was difficult to answer, and the time required to complete. Based on this pretest, the survey was revised and a final version was translated into Spanish.

The surveys were fielded with participants at each agency during September and October 2018. Survey administration was typically conducted on two back-to-back days where any Oakland Unite participant who visited that agency on one of the days was asked to complete a survey. Due to the differences in services provided and the number of participants at each agency, some sites delayed the start of data collection or included additional days. Nearly all surveys were conducted using a paper copy of the survey, with 5 percent of respondents electing to use a web version. The survey took approximately 5 minutes to complete. There was no identifying information included on the survey, so all responses were anonymous. In total, 317 participants completed a survey across the 10 agencies providing services in the focal strategies (see Table A.1 for survey counts by sub-strategy). Because the number of surveys varied by agency, the responses were weighted proportional to the number of completed surveys at each agency. This means that each agency contributed equally to the sub-strategy averages regardless of the number of participants who completed a survey.

Table A.1. Participant survey summary

Sub-strategy	Number of agencies	Number of completed surveys
All respondents	24	317
Adult EESS	5	76
Adult Life Coaching	5	66
CSEC	3	29
Family Violence Intervention	1	12
Innovation Fund	1	3
Shooting and Homicide Response	3	22
Youth Life Coaching	6	63
Youth Education Support	4	46

Table A.2 provides a summary of the survey results by sub-strategy.

Table A.2. Participant survey results by sub-strategy

Measure	All	Adult EESS	Youth EESS	Adult Life Coaching	Youth Life Coaching	CSEC and Family Violence	Shooting/Homicide Response
Agencies surveyed	24	5	4	5	6	4	3
Completed surveys	317	76	46	66	63	41	22
Feelings about the agency							
<i>Satisfied with kinds of services offered</i>							
Number reporting	316	76	45	66	63	41	22
Agree or strongly agree	93.4	96.1	88.9	92.4	95.2	92.7	95.5
<i>Situation is better because of services</i>							
Number reporting	315	76	46	66	62	41	21
Agree or strongly agree	84.8	86.8	73.9	87.9	87.1	78.0	95.2
<i>Staff are available when I need them</i>							
Number reporting	315	76	45	66	62	41	21
Agree or strongly agree	91.7	93.4	86.7	90.9	96.8	82.9	100.0
<i>Staff listen to me</i>							
Number reporting	314	76	46	64	62	41	22
Agree or strongly agree	92.4	92.1	87.0	92.2	96.8	87.8	100.0
<i>Staff treat me with respect</i>							
Number reporting	316	75	46	66	63	41	22
Agree or strongly agree	93.0	93.3	84.8	92.4	96.8	92.7	100.0
<i>I can be open with the staff</i>							
Number reporting	316	76	45	66	63	41	22
Agree or strongly agree	92.4	92.1	86.7	92.4	95.2	90.2	100.0
<i>Staff understand my situation and needs</i>							
Number reporting	316	76	46	66	63	40	22
Agree or strongly agree	90.8	90.8	78.3	90.9	95.2	92.5	100.0
<i>I am satisfied with this agency</i>							
Number reporting	316	76	46	65	63	41	22
Agree or strongly agree	92.7	93.4	91.3	90.8	93.7	90.2	100.0
Referral receipt and satisfaction							
<i>Received a referral for other services</i>							
Number reporting	299	75	43	58	61	37	22
Yes	54.2	48.0	16.3	82.8	70.5	56.8	31.8
<i>Helpfulness of referral</i>							
Number reporting	158	35	7	46	43	20	7
Very helpful	69.0	77.1	57.1	69.6	65.1	70.0	57.1
Somewhat helpful	22.2	11.4	42.9	21.7	25.6	20.0	42.9
Slightly helpful	7.6	8.6	0.0	6.5	9.3	10.0	0.0
Not at all helpful	1.3	2.9	0.0	2.2	0.0	0.0	0.0
Importance of agency characteristics							
<i>Staff are responsive</i>							
Number reporting	314	75	46	66	62	41	21
Very important	79.3	78.7	78.3	93.9	77.4	61.0	81.0

Measure	All	Adult EESS	Youth EESS	Adult Life Coaching	Youth Life Coaching	CSEC and Family Violence	Shooting/Homicide Response
<i>Financial support is available</i>							
Number reporting	309	73	46	66	62	39	20
Very important	65.1	65.8	47.8	84.9	75.8	41.0	60.0
<i>Staff share similar life experiences</i>							
Number reporting	311	73	46	66	62	40	21
Very important	55.3	54.8	39.1	74.2	71.0	22.5	52.4
<i>Location is safe and convenient</i>							
Number reporting	311	75	46	66	62	39	20
Very important	74.3	74.7	69.6	86.4	67.7	59.0	95.0
<i>Staff respect confidentiality</i>							
Number reporting	312	75	46	66	62	40	20
Very important	85.3	82.7	84.8	97.0	83.9	67.5	95.0
Thoughts about likelihood of events one year in the future							
<i>Have a safe place to live</i>							
Number reporting	295	71	46	66	57	36	16
Number not applicable	15.0	3.0	0	0.0	5	2.0	5.0
Likely or very likely	94.6	91.6	93.5	97.0	100.0	86.4	100.0
<i>Have a steady job</i>							
Number reporting	289	71	45	64	54	35	17
Number not applicable	17.0	3.0	1	2.0	5	3.0	3.0
Likely or very likely	89.6	91.6	93.3	93.8	94.4	77.0	76.5
<i>Resolved any legal problems</i>							
Number reporting	278	67	40	64	55	33	16
Number not applicable	30.0	7.0	5	1.0	8	4.0	5.0
Likely or very likely	89.9	83.6	92.5	92.2	94.6	85.8	93.8
<i>Avoided unwanted contact with the police</i>							
Number reporting	282	68	40	66	57	34	14
Number not applicable	28.0	7.0	5	0.0	6	4.0	6.0
Likely or very likely	91.5	94.1	92.5	92.4	100.0	67.7	92.9
<i>Avoided unhealthy drug/alcohol abuse</i>							
Number reporting	273	65	40	66	55	30	14
Number not applicable	34.0	8.0	5	0.0	7	8.0	6.0
Likely or very likely	90.1	93.9	97.5	90.9	90.9	64.4	92.9
<i>Have stronger relationships</i>							
Number reporting	294	72	42	65	57	36	19
Number not applicable	15.0	2.0	4	0.0	5	2.0	2.0
Likely or very likely	91.8	88.9	95.2	93.9	93.0	83.7	100.0
<i>Contribute to my community</i>							
Number reporting	297	74	44	65	57	36	18
Number not applicable	13.0	0.0	1	1.0	6	2.0	3.0
Likely or very likely	85.5	89.2	84.1	81.5	89.5	78.3	88.9
<i>Be more hopeful about my life</i>							
Number reporting	299	74	44	66	57	36	19
Number not applicable	12	1	2	0	5	2	2
Likely or very likely	96.3	93.2	97.7	100.0	98.3	89.1	100.0

Measure	All	Adult EESS	Youth EESS	Adult Life Coaching	Youth Life Coaching	CSEC and Family Violence	Shooting/Homicide Response
<i>Be better able to deal with crisis</i>							
Number reporting	298	71	43	66	61	36	18
Number not applicable	9.0	3.0	1	0.0	2	2.0	1.0
Likely or very likely	94.3	95.8	83.7	100.0	96.7	86.4	100.0
<i>Have completed any additional education</i>							
Number reporting	297	71	45	64	62	35	17
Number not applicable	12.0	3.0	1	2.0	0	3.0	3.0
Likely or very likely	87.5	85.9	84.4	87.5	96.8	79.9	82.4
<i>Be able to resolve conflicts without violence</i>							
Number reporting	282	68	42	65	58	31	15
Number not applicable	29.0	6.0	4	1.0	5	7.0	6.0
Likely or very likely	93.3	92.7	95.2	96.9	100.0	63.3	100.0
Experiences with violence							
<i>Victim of violence</i>							
Number reporting	308	74	46	66	60	38	21
Yes, in the last year	30.2	33.8	15.2	13.6	38.3	52.6	42.9
Yes, but not in the last year	31.5	29.7	17.4	53.0	26.7	21.1	33.3
No	38.3	36.5	67.4	33.3	35.0	26.3	23.8
<i>Violence in home</i>							
Number reporting	310	75	46	65	62	38	21
Yes, in the last year	17.1	21.3	10.9	3.1	16.1	47.4	9.5
Yes, but not in the last year	16.5	17.3	6.5	20.0	14.5	18.4	28.6
No	66.5	61.3	82.6	76.9	69.4	34.2	61.9
<i>Violence in neighborhood</i>							
Number reporting	309	76	45	66	62	36	21
Yes, in the last year	58.3	52.6	48.9	62.1	64.5	55.6	76.2
Yes, but not in the last year	14.6	13.2	20.0	15.2	12.9	16.7	9.5
No	27.2	34.2	31.1	22.7	22.6	27.8	14.3
<i>Lost a loved one to violence</i>							
Number reporting	311	74	46	66	62	38	22
Yes, in the last year	48.2	48.7	37.0	54.6	46.8	39.5	77.3
Yes, but not in the last year	24.1	23.0	19.6	31.8	24.2	26.3	13.6
No	27.7	28.4	43.5	13.6	29.0	34.2	9.1
<i>Responded to a situation with violence</i>							
Number reporting	309	74	44	65	63	38	22
Yes, in the last year	24.9	24.3	18.2	12.3	31.8	44.7	27.3
Yes, but not in the last year	25.6	35.1	25.0	32.3	15.9	21.1	13.6
No	49.5	40.5	56.8	55.4	52.4	34.2	59.1

The survey relied on a convenience sample of respondents who visited the agency sites during the survey administration window. Because it is not based on a random sample, responses may not be representative of all Oakland Unite participants. The results from the survey should be considered descriptive and caution should be used when interpreting the results. In particular, variation in responses across strategies and agencies may result from small or unrepresentative samples and may not reflect true differences.

Administrative data

The quantitative analyses in this report used administrative data from Oakland Unite, OPD, ACPD, OUSD, and ACOE that were linked together (Table A.3).

Table A.3. Administrative data sources

Data source	Total number of individual records retrieved	Date range
Alameda County Office of Education	1,492	August 1, 2014 to June 30, 2018
Alameda County Probation Department	23,377	January 1, 2010 to December 31, 2018
Oakland Unite Agency Data	8,631	January 1, 2016 to December 31, 2018
Oakland Police Department arrest incidents	76,630	January 1, 2006 to December 31, 2018
Oakland Police Department victimization incidents	392,680	January 1, 2006 to December 31, 2018
Oakland Unified School District	82,028	August 1, 2010 to June 30, 2018

Oakland Unite data

All Oakland Unite agencies are required to maintain administrative records in a common database managed by Cityspan. Agencies use the database to record service contacts and hours, milestones reached, incentives received, referral sources, and demographic and risk information about each participant. The data extract we received from Cityspan included participants who received services between January 1, 2016, and December 31, 2018. For the analyses in this report, we excluded 151 participants in the data who had no recorded services in this period.⁵ Although some individuals may have begun participating in Oakland Unite in the prior year, we did not have information about services received before January 1, 2016.

About 50 percent of Oakland Unite participants in the data extract consented to share their personal information for evaluation purposes, but consent rates varied widely across sub-strategies (see Table A.4). Consent rates tend to be lower in sub-strategies offering crisis response services because services consist of brief, one-time interactions. Accordingly, Cityspan did not provide names, dates of birth, or addresses for participants who did not consent. Although nonconsenting participants are included in most descriptive statistics about Oakland Unite, they are excluded from any analyses of arrests and victimization, because the analyses require identifying information so participants can be linked to arrest and victimization records.

⁵ We did not exclude any FVLC participants because of differences in how the agency tracks service data.

Table A.4. Participant consent rates by sub-strategy

Sub-strategy	Number of participants	Consent rate (%)
Adult EESS	1,357	97
Street outreach	830	90
Youth EESS	503	92
Youth life coaching	625	87
Adult life coaching	623	89
Innovation fund	208	83
Young adult leadership council	50	86
CSEC intervention	564	69
Shooting/homicide response	1,553	21
Family violence intervention	2,851	3

Source: Oakland Unite administrative data.

OPD data

OPD provided data on arrests and victimization incidents that occurred between January 1, 2006, and December 31, 2018. The arrest data included information about each arrest incident, including its location, statute code, and Uniform Crime Reporting (UCR) statute category code, as well as information about the arrestee, including name, date of birth, address, and demographics. The victimization data included similar information for each incident involving a victim of a crime. We used the UCR statute categories and statute codes to determine each arrest or victimization incident's type. For example, we classified incidents by whether they involved a gun or other weapon, public order, property, drugs, a violent offense, or a violation of probation. For victimization incidents, we also identified a broader category of violent incidents, including whether they involved homicide, rape, robbery, assault, offenses against the family and children, prostitution, or sex offenses. For arrest or victimization incidents with multiple offenses, we used the most serious offense to determine the severity.

ACPD data

ACPD provided data on state and local Criminal Offender Record Information for individuals age 13 and older served through the Juvenile Division between 2010 and 2019, and records for individuals age 18 to 40 served through the Adult Division, including realigned populations, between 2010 and 2019. The Juvenile Division data files include arrest date and arrested offenses, sustained offenses, disposition, and facility information. These files include juveniles arrested throughout Alameda County, including the City of Oakland. The Adult Division file includes only information on sustained offenses for individuals who are on formal probation. The ACPD data was matched to the other data sources using first and last name, date of birth, race and ethnicity, and gender. Mathematica conducted the match onsite at ACPD and removed identifying information from the matched file before conducting the analysis.

OUSD data

OUSD provided data on all individuals enrolled in the district at any point between August 1, 2010, and June 30, 2018. For each academic year, the data included information about the

student's school, days enrolled, days absent, days suspended, and academic performance. In addition, the data contained demographic and identifying information about each student.

ACOE data

ACOE provided data on all individuals enrolled in the county's community schools at any point between August 1, 2014, and June 30, 2018. For each academic year, the data included information about the student's days enrolled, days absent, days suspended, and academic performance. In addition, the data contained demographic and identifying information about each student.

Data matching

To conduct the analyses, we needed to link individuals within and across datasets. To conduct these matches, we used an algorithm to assign individuals a unique identifier both within and across datasets. The algorithm used consenting individuals' identifying information, including their first and last name, date of birth, gender, and address, to perform matches. All of these data points did not have to be available or match exactly for records to be matched. Instead, the algorithm was designed to take into account the likelihood that two or more records represented the same person, even if there were minor differences across records (such as in the spelling of the name). The algorithm placed the most weight on name and date of birth, but also used gender and address if available. These weights were carefully calibrated to avoid erroneous matches while still allowing flexibility.

There were 9,700 unique Cityspan IDs in the Oakland Unite data. The matching algorithm identified 8,631 individuals, which reflects that a number of people received services from more than one Oakland Unite agency. However, this number may still overcount the unique individuals served by Oakland Unite, because we were only able to identify participants who received services from more than one agency if they consented to sharing their identifying information for evaluation. Of the 8,631 individuals identified in the Oakland Unite data, we matched 1,780 records to OPD arrest data, 1,627 to OPD victimization data, 1,625 to ACPD data, 1,319 to OUSD data, and 273 to ACOE data; 4,074 did not consent.

Data security

Mathematica exercises due care to protect all data provided for this evaluation from unauthorized physical and electronic access. Per our current data sharing agreements, we do not share identifiable data with Oakland Unite or any other entity. All data are stored in an encrypted project-specific folder in a secure server. Access to this folder is restricted to authorized users through access control lists that require approval from the evaluation's project director. Only staff members needed to complete the evaluation objectives were granted access to the restricted data folder: three researchers (including the project director) and a lead programmer. These staff members have all completed data security training and background checks and are up to date on Mathematica's data storage and security policies.

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