CITY OF OAKLAND

AGENDA REPORT

To: Office of the City Administrator
Attn: Dan Lindheim, City Administrator
From: Jeff Baker, Assistant to the City Administrator
Date: April 7, 2009

Re: **Receipt of 2nd Quarter Measure Y Evaluation Report on Violence
           Prevention Programs From Resource Development Associates**

SUMMARY

The second quarter evaluation report of Measure Y community policing and violence
prevention program is hereby submitted to the Oakland City Council. The independent
evaluation, performed by Resource Development Associates, covers the first six months
of program evaluation for Fiscal Year 2008-2009. The report provides an overview of
our progress in implementing MeasureY funded violence prevention programming as
well as our community policing efforts. The highlights of the second quarter report
include:

- Finalized program-level logic models for program grantees.
- Completion of draft best practice research summaries.
- Completion of site visits to all program grantees.
- Development of evaluation design and evaluation tools.
- Assessment of existing City data collection systems.
- Data collection for community policing case study.
- Completion of database design for OPD problem-solving officers.

The second quarter report was reviewed and accepted by the Measure Y Oversight
Committee at its March 16, 2009 meeting.

FISCAL IMPACT

Acceptance of the report has no fiscal impact.

BACKGROUND

Passed by Oakland voters in 2004, Measure Y is a comprehensive effort to address the
root causes of violence including poverty, unemployment, discrimination, substance
abuse, educational failure, fragmented families and domestic violence. The initiative
provides over $20 million per year for increased fire safety, police services and violence

prevention programs. The initiative mandates an independent evaluation of the overall Measure Y program including the number of people served and the rate of crime or violence reduction achieved.

KEY ISSUES AND IMAPCTS

Measure Y's violence prevention program component supports street outreach, violence prevention activities in schools, prisoner reentry services, after-school employment and sports programs, gang prevention programs and services for victims of domestic abuse and sexually exploited minors. The violence prevention programs – 27 programs run by 18 grantee organizations within 15 strategies - have generally been implemented according to plan. In addition, Measure Y funding pays for 63 problem-solving officers, 57 of whom are assigned to community policing beats.

PROJECT DESCRIPTION

The Measure Y Initiative mandates an independent evaluation of all funded programs. Resource Development Associates was selected as the evaluation contractor through a competitive bid process in July 2008. A combination of qualitative and quantitative research methods are used in the assessment. The qualitative methods include structured interviews with city departments, program managers and staff, review of program and management documents, and focus groups with community stakeholders and program participants. The quantitative methods include analysis of program data on officer deployment, crime reports, and violence-prevention program participant data, which include participant background characteristics, participation patterns and achievement of program milestones.

SUSTAINABLE OPPORTUNITIES

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

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

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

DISABILITY AND SENIOR CITIZEN ACCESS

Approval of this report has no direct impact on disability and senior citizen access issues.
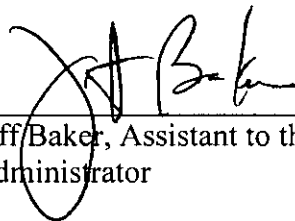
RECOMMENDATONS(S) AND RATIONALE

Staff and the Measure Y Oversight Committee recommend the Oakland City Council accept the 2nd Quarter Measure Y Evaluation Report as submitted by independent evaluator Resource Development Associates. The evaluation has been completed in compliance with the mandate of the Measure Y Initiative.

ACTION REQUESTED OF THE CITY COUNCIL

Staff and the Measure Y Oversight Committee request the Oakland City Council accept the 2nd Quarter Measure Y Evaluation Report.

Attachment: Measure Y Evaluation Timeline

Respectfully submitted:

Jeff Baker, Assistant to the City Administrator

**APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE**

Office of the City Administrator

Item_____
Public Safety Committee
April 7, 2009

Measure Y Evaluation Timeline in Relation to Annual Contract Renewal Review

FY	Month	Schedule of Available Evaluation Documents
08-09	Mar/April 2009 (Contract Renewal time)	⇨RDA Current Year Preliminary Data – available to date - Client Survey results (08-09) - Parolee Data analysis (06-08) - Our Kids/Safe Passages Impact Report (07-08) - Match Methodology Report, with Match Rates (07-08) ➔BPA Previous Year Final Report (FY 07-08)
09-10	Sept 2009	➔RDA FY 08-09 Final Report - Matched Data Analysis FY 08-09 - Client Survey Feb '09 - Our Kids/Safe Passages Report (07-08) - Stakeholder Interviews Feb '09 - Program and Cluster Level Logic Models (08-09) - Best Practice Research (08-09) - Site Visit Summary of Data (08-09)
	Mar/April 2010 (Contract Renewal time)	⇨RDA Current Year Preliminary Data – available to date Includes Data Collection Activities (7/1/09-2/28/10) ➔RDA Previous Year Final Report (FY 08-09– *Released in Sept '09*)
10-11	Sept 2010	➔RDA FY 09-10 Final Report Includes Data Collection Activities (7/1/09-6/30/10)
	Mar/April 2011 (Contract Renewal time)	⇨RDA Current Year Preliminary Data – available to date - Includes Data Collection Activities (7/1/10-2/28/11) ➔RDA Previous Year Final Report (FY 09-10 *Released in Sept '10)*

Measure Y Evaluation

Second Quarterly Report: Fiscal Year 2008-2009

October 7, 2008 – January 10, 2009

Prepared by:

Resource Development Associates, Gibson & Associates & Mark Morris Associates

I. Measure Y Overview

The Measure Y initiative was passed by Oakland voters in 2004 and provides approximately $19 million in funding for community policing efforts, violence prevention programs, and fire services each year over a ten year period. This year, 2008, is the third year of the initiative. The initiative aims to reduce violence and its associated social problems through a multi-pronged approach that is informed by the principles of prevention, effective policing, and the targeting of resources to the most at-risk populations and neighborhoods. Measure Y serves Oakland youth and adults through a wide range of violence prevention strategies, including diversion and reentry, youth outreach, employment and training, family violence and mental health services, gang intervention and prevention, school-based prevention, Mayor's Street Outreach, Violent Incident Response, Police Services, and Oakland Police Neighborhood Services. Through contracts with community-based organizations, the violence prevention component expands preventive social services to the most at-risk youth and adults within Oakland, with an emphasis placed on youth and children. The police services component funds a range of community policing services and equipment.

II. Overview of the Evaluation and Second Quarter Activities

The purpose of the evaluation is to assess the extent to which the Measure Y initiative is reducing and preventing violence in Oakland by tracking and measuring program and participant processes and outcomes. It is aimed at creating a system of continuous program improvement by sharing information on the results of the evaluation to inform program development and policy level decision making. In addition the mapping of Measure Y efforts against what has been found to work will be an ongoing part of this effort so that as the initiative matures the results of the effort will increasingly improve.[1]

Summary of Second Quarter Activities

The purpose of this report is to apprise stakeholders of the evaluation activities during the second three months of our evaluation effort from the period spanning October 7, 2008 through January 10, 2009. We have provided an update on our evaluation activities, as well as some preliminary outcome data analysis.

The second quarter can generally be characterized as our effort to begin to collect and analyze data from Violence Prevention Programs, to learn about the data collection systems in place to evaluate community policing efforts, and to develop an evaluation plan and timeline for community policing. We have learned more about the important work of the Violence Prevention Program grantees, the capacities of the CMS data system, and the conditions for conducting a successful evaluation. In relation to the Violence Prevention Programs, we have **finalized program level logic models, developed cluster level logic models,**

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1 See First Quarterly Report: Fiscal Year 2008-2009 for the list of activities the evaluation team will be conducting.

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drafted best practice research summaries, and conducted site visits at all agencies. We have also received a dump of information from the CMS data system and have used this data to conduct a preliminary analysis of outcomes in relation to parole and OUSD data. Through our data collection and analysis activities, we have identified several recommendations for both improving the quality of data available to evaluators through CMS and strengthening data collection requirements and practices in the upcoming contract cycle.

Our efforts during the second quarter have been consistent with our overarching evaluation approach, which is to utilize evaluation as a way to measure the impact of program on the clients and community they serve, while also providing program managers with tools, information, and research on what works. Over the past three months, we have engaged in a dialogue with the City about strategies for improving program practices and strengthening data collection systems so that we can measure the impact of the Measure Y initiative.

III. Key Evaluation Activities

During the second quarter of fiscal year 2008-2009 we have focused on collecting and analyzing data for the Violence Prevention Programs and finalizing the evaluation plan and laying the groundwork for evaluation activities for community policing. We have continued to work closely with stakeholders to discuss evaluation activities, design the evaluation and data collection tools, and conduct data collection and analysis. This section is organized as follows:

- Stakeholder Engagement
- Evaluation Design
- Data Collection & Analysis
- Next Steps for the Third Quarter

Stakeholder Engagement

We have dedicated significant time to meeting with Police, Department of Human Services, and Neighborhood Services staff, as well as grantees to develop an evaluation design, develop and share evaluation tools, and discuss strategies for improving evaluation. The table below outlines meetings conducted during the second quarter.

Stakeholder Meetings: October 7, 2008 – January 10, 2009

Area	Attendance	Purpose	Outcome
Initiative-wide	Measure Y Oversight Committee	To share first quarterly report and provide an update on evaluation activities.	Shared understanding of evaluation activities and next steps.
Initiative wide	Public Safety Committee	To update committee on evaluation activities.	Shared understanding of evaluation activities.

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Area	Attendance	Purpose	Outcome
Initiative-wide	DHS, City Administrator's Office Staff: Sarah Bedford, Jeff Baker, and Dyanna Christie	Ongoing meetings to discuss evaluation activities, scope of services, data collection systems and client needs.	Shared understanding of timeline/scope of activities.
Community Policing	Neighborhood Services: Claudia Albano, Manager and Neighborhood Services Coordinators	Ongoing meetings to discuss existing data collection forms and to design additional forms to capture information.	Revised data collection forms designed with user (NSC) and evaluator input. Finalize list of beats for inclusion in case study.
Community Policing	Neighborhood Services: Jacqueline Long and Paul Brekke-Miesner (Supervisors) and Neighborhood Services Coordinators (7)	Meeting to discuss Community Policing Neighborhood Services Case Study with staff from 6 selected beats. Review of evaluation plan, timeline and role of NSCs.	Completed survey from 7 NSCs on their beat, key stakeholders, and strategies for reaching out to NCPCs.[2] Appointments for key informant interviews with all 7 NSCs.
Community Policing	Police Services: M. Ahsan Baig, Information Systems Manager	Meeting to discuss existing data collection and evaluation activities and proposed evaluation plan.	Develop integrated NCPC and Community Policing score card and sample database for police to store data.
Community Policing	PACT Meeting	Evaluator observed PACT meeting to understand how Parole collaborates with Violence Prevention Programs.	Understanding of enrollment process of parolees into VPP programs and collaboration with Measure Y.
Violence Prevention	Department of Human Services Staff	Meetings to review evaluation plan, data collection systems, and timeline for VPP evaluation.	Shared timeline. Recommendations for improving data collection and evaluation in the upcoming contract cycle. List of outcome data by program.

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[2] While six beats are included in the case study, one beat has two NSCs assigned to it to accommodate resident language needs.

Area	Attendance	Purpose	Outcome
Violence Prevention	Violence Prevention Grantees- 29 agencies	Site visits conducted at all 29 agencies to assess data collection systems, program functioning and quality, and staffing.	Assessment of data collection systems. Recommendations for field research to gather additional data.

As the table outlines, we have continued to meet with a wide-range of stakeholders over the past three months, aiming to keep them apprised of our activities, as well as to incorporate their input, perspectives and experience into our approach and activities.

During the second quarter, we provided technical assistance to DHS in preparation for the upcoming request for proposals (RFP) for the Violence Prevention Programs. Because we have had a chance to get to know the range of data collection systems and practices in place, we have developed a sense of what contractual changes would make a difference in our ability to measure the impact of the initiative and how the RFP process can be used to encourage applications with strategies that are informed by evidence-based practice. Evidence based practices (EBP) are treatments and program services that, when implemented correctly, have been research and been shown to work. We met with DHS and shared a set of recommendations for integrating evaluation into the upcoming contract cycle. We have recommended that DHS create clear definitions of what is contained in service delivery categories, as well as minimum standards of service in order to compare outcomes across similar programs. We also recommended that evidence based practices by cluster area be outlined in the RFP and that programs be required to identify the evidence based practice or model they propose to implement. Finally, we have recommended that, where appropriate, programs providing direct services to clients be required to conduct intake and exit assessments, in order to assess how individuals improve or change over time.

Evaluation Design

During the second quarter, we have continued to assess existing data collection systems and capacities, particularly in relation to community policing, and also designed data collection tools informed by a review of previous evaluation reports and research in the field, as well as our meetings with stakeholders. Because we strive to create ownership among users of the evaluation, we have incorporated their input into the design of evaluation tools and activities. Below we describe the key activities we have completed in relation to evaluation design.

Community Policing Neighborhood Services (CPNS) Evaluation Design & Tool Development

The CPNS evaluation includes both a citywide assessment of the impact of Measure Y on crime and perceptions of neighborhood safety, as well as a case study of six beats on the effectiveness of the partnership between Measure Y funded officers and the communities they serve in solving neighborhood

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problems. During the second quarter, we have focused more intensively on finalizing the evaluation design, assessing existing data collection systems and designing tools to capture the data elements required to effectively evaluate the CPNS component. Key activities include:

1. CPNS Evaluation Design & Outline: The evaluation team drafted an evaluation design and outline of CPNS, capturing evaluation questions, indicators, and data sources. The design was informed by the evaluation reports prepared by the previous evaluators at RAND, an extensive review of the literature on community policing, and conversations with Police Services staff. A draft has been shared with leadership at the City Administrator's Office, Police Services, and the Neighborhood Services Division and is attached in Appendix F.

2. NCPC Tool Design

We continued to meet with the Neighborhood Services Division manager, supervisors and coordinators to design data collection tools to capture NCPC activities in relation to problem solving. The scorecard, agenda, and problem solving tracking tool have been revised per NSD input and will be piloted with two NCPCs during the third quarter.

3. Selecting the 6 Beats for the Case Study and Planning Data Collection
The case study will include an examination of the partnership between the problem solving officer, the NCPCs, NSCs, community based organizations, other Measure Y funded programs, and local residents in relation to their ability to solve problems that impact quality of life and violence within the beat. A case study approach allows us to tease out the factors that contribute to or impede successful community policing and will be conducted alongside the citywide evaluation. The scope of activities of NCPCs and the city staff that work with them is significantly greater than the charge of the Measure Y evaluation. With this in mind, the case study does **not** represent an assessment of the NCPCs or the NSD, but just their partnership with problem solving officers in neighborhood problem solving and crime reduction activities.

Early in the quarter six beats were selected for inclusion in the case study, as outlined in the table below. We met with management from the Neighborhood Services Division and Police Services to discuss the criteria for inclusion in the case study and to identify potential beats. In order to get a sampling of the diversity of beats in Oakland, we used the following criteria:
- Representation from 6 police service areas (geographic diversity)
- Representation from each council district
- Combination of high and low stressor beats
- Measure Y funded problem solving officer assigned to beat
- Combination of NCPCs operating at high, moderate, and low functioning levels.[3]

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[3] Functioning level was subjectively determined based on City and Police staff's assessment of community involvement, meeting attendance, longevity, and level of collaboration across city agencies and community based organizations.

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Selected Beats for the Case Study

Beat	PSO Area Councilperson	Stressor	Measure Y
6X	PSO Area I: West Oakland. Nadal	Yes	Yes
10 Y	PSO Area II: North Oakland. Brunner	No	Yes
19X	PSO Area III: Chinatown Kernighan	Yes	Yes
23 X	PSO Area IV: Fruitvale de la Fuente	Yes	Yes
27X	PSO Area V: East Oakland: Quan, de la Fuente, Brooks	No	Yes
35 X	PSO Area VI: East Oakland Reid	Yes	Yes

Evaluators have met with Neighborhood Services Coordinators (NSCs) from the selected beats to review the purpose of the case study and timeline for conducting field research activities, which will span from January through May 2009.   Evaluators are in the process of conducting key informant interviews with NSCs and Police Services Staff, which will be completed by the end of February 2009. A letter has gone out to NCPC members and residents from the selected beats notifying them of the upcoming evaluation and we have begun to conduct observations of the NCPC meetings. A report summarizing the results of the citywide and case study evaluation activities will be produced in the Fall 2009.

3. Database Design for Police Data: We met with M. Ahsan Baig, Information Systems Manager at Police Services, to discuss the type of data needed to conduct an evaluation of the CPNS component of Measure Y and to propose that we establish a simple database system for the purposes of collecting necessary information for the evaluation... We have begun collaborating with OPD to design a database in which to house data.

Violence Prevention Program Evaluation Design and Tools

During the second quarter, while most of our efforts centered on data collection and analysis, we did conduct the following evaluation design activities to support those efforts.

1. Program & Cluster Evaluation Design & Outline: We developed an evaluation outline for the program level and cluster level evaluations, outlining the evaluation questions, indicators and data sources for each. The outlines have informed the design of our data collection instruments and protocols and serve as a mechanism for ensuring that we have the data necessary to evaluate the impact of the Violence Prevention programs and strategies. Draft outlines can be viewed in Appendix F.

2. Tool Design: We developed a site visit protocol, which helped us to capture the strengths and challenges of each program, determine data collection protocols, and observe the quality of programming. We also drafted a client survey for those programs that provide direct services to clients; the purpose of the survey is to measure client satisfaction, as well as changes in client behavior, attitude and knowledge. The client survey will be conducted during the third quarter.

Data Collection & Analysis

During the second quarter, a key effort was collecting and analyzing data in relation to the Violence Prevention Programs. Having laid the groundwork during the first quarter, we made significant progress in gathering information about the work of grantees.

Logic Models

Logic models represent the first step in developing an understanding of what the initiative is trying to accomplish, how it is being accomplished, and how we will know if it is working. Logic models are not only useful for evaluation purposes, but also encourage practitioners to reflect more closely on the extent to which their activities align with desired outcomes and objectives. During the second quarter we finalized program logic models and drafted logic models for VPP clusters. A logic model is also being developed for community policing. Appendix A outlines the status of logic models for all agencies and Appendix B provides a sampling of completed logic models.

1. Program Logic Models: The individual program logic models provide important information about current data collection practices, help us to understand the strategies and desired outcomes of each program, and are used to inform the cluster-level logic models. During the second quarter, evaluation coaches finalized the logic models for all 29 programs.

2. Cluster Logic Models: Each cluster represents a strategy area funded by Measure Y. In order to evaluate the overall initiative, we are looking at the impact of programs within each cluster or strategy area. Using the program logic models, we assigned programs to clusters based on shared outcomes. We used this information to generate cluster logic models, which will be shared with grantees for input at the next Violence Prevention Program Grantee Quarterly Meeting, scheduled for early February.

3. CPNS Logic Model: In conversation with Police Services leadership, we are in the process of drafting a logic model of the CPNS component of Measure Y. Because so many models and practices exist under the umbrella of community policing, we thought it was important to develop a shared understanding of the strategies, activities, and desired outcomes of community policing as it is being implemented in Oakland. It is also our intention to map Oakland's definition and collection of practices for community policing against what has been found to be

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effective in other cities. The logic model will be completed by the end of the third quarter.

·Site Visits

Site visits provide evaluators with an opportunity to see how programs are being implemented and to hear about the strengths and challenges of the program from both staff and clients. During the second quarter, evaluation coaches conducted site visits with all 29 of the Measure Y violence prevention programs. The goals of the site visits included:
- To learn more about the strengths and challenges of each program
- To determine what data collection protocols and procedures are in place and being utilized and in what ways programs need to be supported with evaluation
- To observe the overall quality of the encounter between clients and provider (as appropriate)
- To assess how welcoming the physical and emotional environment is for participants

The site visits lasted 2.5 to 3 hours each and included an interview with the program manager, a focus group or interview with staff, a client interview, a tour of the facility, and a review of data collection tools and systems.[4] The data gathered at the site visits will be summarized and analyzed in the program evaluation reports; the strengths and challenges identified by programs will inform the research on model practices and programs to be shared with each cluster at the second Violence Prevention Program Grantee Quarterly Meeting in February.

The site visits not only gave us a chance to become more familiar with the work of each program, but also gave grantees an opportunity to learn more about the evaluation. We were very impressed by the important work each of the Violence Prevention programs is doing, the quality and dedication of program staff, and the welcoming reception evaluation coaches received from grantees. We witnessed a strong commitment among the many staff to improve the lives of youth and adults in Oakland. Program staff members were especially appreciative of the resources provided by the City of Oakland, Department of Human Services Measure Y project staff, noting that trainings, technical assistance and ongoing support were delivered in a responsive and professional manner. They cited a number of challenges in relation to serving high need, formerly incarcerated populations, including limited resources, especially to provide the kind of wrap-around, multiple and comprehensive services that many of their clients need.

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[4] Site visits were conducted with all 29 agencies. However, some programs did not receive a client interview either because they did not provide direct services to clients, because clients were unavailable to participate and/or because of concerns around confidentiality. Programs that provide services in community-based settings (i.e. the street or client's residence) did not receive facility tours.

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In regards to evaluation, program staff expressed interest in receiving information on effective strategies for reaching their target population, as well as tools for measuring intermediate outcomes. In general, we found that programs were lacking ways for measuring intermediate changes in their clients. However, we also noted that most programs were interested in learning about additional strategies for making a difference in the lives of the clients they serve, as well as adopting additional data collection tools so that they may measure the change in their clients.

We also participated in two ride-alongs with problem solving officers to get a better sense of how they do their work. This experience gave us an opportunity to witness two PSOs working within their beats. One of the primary purposes of the ride alongs was to determine the potential for the possibility of automating information about the community policing activities so that we can collect information for the evaluation on community policing activities.

Best Practice Research

Research on evidenced based practices and model programs not only strengthens the quality of our evaluation design, but also is used as a strategy for programs to use evaluation to improve their own programming. During the second quarter, we conducted extensive best practice research in relation to community policing, using this information to inform the design of both the evaluation and data collection instruments. In preparation for the second Violence Prevention Program Grantee Quarterly Meeting, evaluation coaches have prepared research summaries outlining the theory of change for each strategy (cluster) area, model programs and practices, and links to additional research. These summaries will be used as a starting point for discussions around program strengths, challenges, and potential solutions with grantees.

For the CPNS evaluation of over 50 community policing evaluations, literature reviews, and planning documents have been reviewed. A review of effective practices from various jurisdictions will be used to map Oakland's practices against strategies that have been shown to work in similar communities.

Resident Survey

During the second quarter we finalized the resident survey and engaged Corey, Canapary & Galanis Research, a professional survey company, to conduct a sample household survey of Oakland residents to determine their knowledge of Measure Y and to gauge their perceptions of public safety. The resident survey is an important instrument for measuring the impact of Measure Y in improving perceptions of public safety. Preliminary findings are reported in Appendix H.

Violence Prevention Outcome Data Match

We have conducted an analysis of outcome data for the Violence Prevention Programs examining outcomes in relation to parole violations for inclusion in this

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report. The CitySpan data was matched. The findings are reported in the Findings Section and a more detailed report is attached in Appendix G. We are still in the process of analyzing OUSD and JUVIS data, which will be available by March 2009.

The CitySpan data base represents a significant advance in how evaluation and monitoring data can be collected. During the site visits, funded agency staff indicated that DHS staff has been extremely helpful in helping programs use the system. However, our analysis of the outcome data points to several limitations in relation to the existing data collection system and the quality of the data received through the third party encoder. While we understand the need to utilize outcome information to make future funding decisions, we caution that the attached results are not sufficient to make informed decisions. We outline in greater detail the challenges and potential solutions we have identified in the findings and recommendations sections.

Next Steps for the Third Quarter

During the third quarter, data collection and analysis will represent the bulk of our evaluation activities.

Activity	Timeline
Key Informant Interviews	
Police Services	January – February 2009
NSCs	January 2009
NCPC Members, Co-chairs & Partners	January – February 2009
NCPC Site Visits at 6 Beats	
Site Visit 1	January- February 2009
Site Visit 2	March – April 2009
Focus Group with Residents	March – April 2009
Surveys	
NCPC Member Survey	February – April 2009
VPP Client Survey	February – March 2009
VPP Stakeholder Survey	February – March 2009
Stakeholder Meetings	

In addition to conducting field research and data collection, we will also continue to conduct stakeholder meetings to facilitate ongoing program improvement and to keep all parties informed of evaluation activities.

Violence Prevention Program Grantee 2nd Quarterly Meeting
Our next quarterly evaluation meeting with program managers and staff from grantee programs will be held February 3, 2009. The purpose of this meeting will be to build grantees understanding of evidence-based practices, to provide a forum for information sharing between grantees around the strengths and challenges of their cluster, and to share the cluster level logic models, best practice research, and individual program evaluation outline. We will also introduce the client and stakeholder survey to program staff at this meeting.

Outcome Data Match and Analysis
During the third quarter we will conduct an analysis of outcome data for those programs that provide direct services to clients, enter their information on CitySpan, and have sufficient consented and matched clients to conduct a valid analysis. We have shared a chart outlining which programs will have outcome data available by March with DHS.

Citywide Community Policing Data System Design and Collection
We will continue our conversations with Police Services regarding the design of a data system that captures current practices in community policing citywide so that we may correlate what is working to specific types of policing activities and intensity of those activities. We have been pleased with the Police Services' interest in taking this opportunity to introduce a city wide data collection system and will continue to work with them to develop short and long term solutions.

IV. Preliminary Findings

The findings we present here are based on our meetings with stakeholders, data collection activities, and preliminary analysis of outcome data. The findings relate primarily to limitations in the existing conditions under which the 2008-2009 evaluation is occurring.

1. Residents Report Strong Support for Community Policing & Violence Prevention Programs

In December of 2008, the Measure Y evaluation team administered a phone survey to Oakland residents to measure perceptions and awareness of safety, violence, and crime prevention strategies. Four hundred eighty-one (481) people from all areas of the City were called and asked a series of multiple choice and open-ended questions and had the option of responding in English, Spanish, and Mandarin.

Oakland residents have a very favorable view toward community policing. On a four point scale from "not at all important" to "very important," community policing received a score of 3.8. Thirty-six percent of residents think community policing is a way to reduce fear of and develop trust in the OPD. A quarter said they want the police to understand and care about the community more, while 18% want to increase community-police cooperation.

In relation to the Violence Prevention Programs, most residents think violence prevention programs are important for the City. Seventy-eight percent thought that the Violence Prevention Programs are very important, 16% percent thought it was somewhat important. Only 3% said they think these strategies are "not really" or "not at all" important. Of those who recognize the importance of crime prevention programs, 28% thought they were important because of an existing high crime rate in Oakland. Others (10%) think that prevention is valuable because it is more effective or less costly in the long run. Nearly one in five think these programs can increase safety or improve quality of life in the community.

2. Violence Prevention Programs Have Not Reduced Violations of Parole among Clients

The evaluation team sought to determine if there was a correlation between the number of hours a Violence Prevention Program (VPP) client received in group or individual counseling and the number of parole violations and crime violations. The analysis of data revealed that overall Measure Y services are not reducing the number of technical and new law parole violations among the clients they serve at this time. However, we don't have enough data on the participant background or length of service to draw conclusions about program effect with a high level of confidence. A more detailed analysis is included in Appendix G.

3. Clients Report that Violence Prevention Programs Have Positively Impacted their Lives

At the site visits we had the opportunity to conduct interviews with 10 clients from the Violence Prevention Programs and received letters from several other clients who declined to be interviewed. The clients we interviewed reported that the Violence Prevention Programs have had a very positive impact on their lives. Clients cited staff members' dedication, as well as their professional and life experiences as key factors that contributed to their success. In general, we found that Violence Prevention Programs employ staff members that reflect the communities served, share personal or life experiences with their clients, and/or are extremely committed to making a difference in their communities. A sampling of success stories are included in Appendix E.

4. City Staff Have Served as an Important Resource to Violence Prevention Programs

During the site visits, we asked program staff about the quality of support they received from Department of Human Services city staff responsible for monitoring and supporting the implementation of.Measure Y. Most programs were highly satisfied with the level of support, type of technical assistance, and

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trainings offered by city staff. The financial management for non-profits and CitySpan trainings were cited as particularly useful. In addition, programs described city staff as professional, accessible, and responsive to individual agency concerns and felt that their assistance and oversight had strengthened the their program's capacity to deliver high quality services to their clients.

2. A Range of Evaluation Practices Are in Place at Violence Prevention Programs

As part of our site visits to Violence Prevention Programs, we conducted an inventory of data collection/evaluation tools currently used by each program. The purpose of the inventory was to determine the ways that clients are measuring intermediate outcomes and short term changes in the clients they serve and to identify areas in which programs need additional support with evaluation. While many programs collect and record data on their program activities, most are in need of tools that measure the intermediate impact of their program on their client's lives and/or capture changes in thoughts, beliefs, or attitudes. Almost all staff and Directors interviewed expressed a desire for additional evaluation tools, strategies for goal setting, and ways to communicate their story more effectively to funders. Most programs shared an overall desire to grow capacity for comparative data collection and best practice sharing with other programs. Several cited the need for evaluation tools that account for long term systemic changes, as well as hard to quantify outcomes such as shifts in attitude, positive decision making, harm reduction, and client stability. Programs were interested in receiving technical assistance in developing pre/post tests, exit assessments, and satisfaction surveys. There was also an interest in comparative data sources for communities similar to Oakland.

3. Need for Modifications to Existing Data Systems

CitySpan Database for Violence Prevention Programs

In the process of conducting our analysis of the matched data sets for OUSD, JUVIS and Parole, several limitations with the existing CitySpan system have come to our attention. We are working closely with DHS to address the following:

Low Consent and Match Rates: To protect the rights of clients served by projects being evaluated, participants (or for minors, their caregiver) must sign a consent form that allows the agency to share participant data with the evaluators. This is a normal procedure that is part of most evaluations involving human subjects. Only those participants for whom there are signed consents can be included in data analysis. Once the population of participants with consents is identified, the next step is to see if there is existing data on these individuals in the OUSD, parole, and juvenile justice (JUVIS) data bases (a process called matching). Matching uses a combination of first and last names, birthdates, last four digits of social security, and other data to match John Smith, the program participant, with the right John Smith in the OUSD, JUVIS or parole data bases.

In order to draw meaningful conclusions about the impact of a program activity, the analysis must be based on an adequately representative portion of those

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served. In the current dataset, both a low consent rate and a low match rate present barriers to the representativeness of this analysis. The consent rate is particularly low among those programs that provide direct services to youth. We heard from programs and staff that obtaining parental consent for minor participants is especially challenging. Consents among adults were within an acceptable range. In addition to representativeness, another problem with the low numbers is that individual program level analysis becomes unfeasible for most programs because the numbers are far too small to interpret program effect.

The table below outlines the low match rate even among several programs that obtained a high consent rate.

Agency	Number Consented	Percent Consented	% Matched[5] JUVIS	% Matched OUSD
Youth Uprising	171	97%	9%	0.6%
Youth Radio	71	93%	30%	22%
Bay Area Video Coalition	57	83%	13%	23%
Youth Alive	130	85%	25%	31%

Without knowing the educational enrollment status of youth participants, it is difficult to explain the low match rate with OUSD summarized above. It is possible that clients are either not enrolled in OUSD, client data is not entered correctly and/or the matching process needs to be modified. The low match rates means both that outcome data is available for less than one-third of participants in these four programs. In this context, we cannot draw meaningful conclusions about the meaning of this data or a program's impact on their clients because of an insufficient number of participants with outcome data.

V. Recommendations

The recommendations we present here are designed to improve the evaluation conditions so that data tell a meaningful story that can be used by funders and grantees alike.

1. Integrate Data Collection Requirements and Standards of Service into Upcoming RFP Process and Contract Cycle

Standards of Service: Using research on evidence based practices and model programs, we recommend that the City develop standards of service for each strategy/cluster area that the City plans to fund. As reported in the last that quarterly report, the type and dosage of service provided under "case management" varies significantly from program to program. This is just one example, but employment, outreach, and reentry programs should establish standards that are based upon research that identifies the most effective mix and dosage of services. Programs seeking Measure Y funding should be required to

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[5] Percent matched for JUVIS and OUSD was calculated by dividing the number of matches by the number consented for each program.

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identify and describe the evidence based practice they are using and why.it is appropriate to their target population. By requiring programs to adopt standards of service based on best practices, the initiative will be more likely to achieve desired client and community outcomes. In addition, our ability to report on program effectiveness across the initiative will be enhanced if clients are receiving a similar type and dosage of service.

Data Collection Requirements: Reductions in recidivism, violations of parole or probation, suspensions, and truancy are all long term outcomes that programs can realistically hope to achieve. Research on the impact of prevention and intervention programs indicates that in addition to achieving such long term changes in clients, when programs implement evidence-based practices that are specifically designed for the population they are trying to reach, they can also effect short term changes in the clients' attitudes, beliefs, and behaviors, which can over the long term lead to reduced recidivism and suspensions and increased.employment retention and graduation. In order to capture the true scope of programs' contributions to improving the lives of the clients they serve and the impact of the Measure Y initiative itself, programs must at a minimum begin to track client's attitudes, beliefs and behaviors at intake and again when they exit the program. Intake assessments should be validated tools that help programs to assess client needs and develop a plan to deliver an appropriate level of service.

We recommend that the City require all programs to describe their plan for data collection in their proposal for additional funding as well as in their contracts. Those programs that provide direct and ongoing services to clients should be required to implement an intake and exit assessment to be developed in consultation with the evaluators and City staff. Additionally, a deliverable tying payment to achieving an 85% consent rate should be required of those programs that provide direct and ongoing services to clients.

2. Strategies for Improving Consent and Match Rate

We are working closely with DHS and the third party encoder to improve the consent and match rates among Violence Prevention Programs. Because the recommendations are technical in nature, we have attached them in Appendix I.

VI. Attachments

Appendix A: List of Programs and Clusters with Completed Logic Models

Appendix B: Sampling of Completed Program Logic Models

Appendix C: Sampling of Draft Cluster Logic Models

Appendix D: List of Programs with Completed Site Visits

Appendix E: Summary of Preliminary Findings from Site Visits

Appendix F: Evaluation Design

Appendix A: List of Programs and Clusters with Completed Logic Models

Program Logic Model	Status
Attitudinal Healing Connection (RJOY)	Draft finalized
Alameda Health Care Services Agency Safe Passages	Draft finalized
Oakland Unified School District	Draft finalized
Project Re-Connect	Draft finalized
Alameda Health Care Services Agency CRSN Clients	Draft finalized
Healthy Oakland	Draft finalized
Radical Roving Recreation	Draft finalized
Catholic Charities of the East Bay	Draft finalized
Alameda County Sexually Exploited Minors Network	Draft finalized
Early Childhood Mental Health Collab (works w/Family Violence Law Center)	Draft finalized
City County Neighborhood Initiative	Draft finalized
Youth Justice Initiative	Draft finalized
California Youth Outreach	Draft finalized
Oakland Unified School District - Alt Ed	Draft finalized
America Works	Draft finalized
Bay Area Video Coalition	Draft finalized
Goodwill Industries of the Greater East Bay	Draft finalized
Youth Radio	Draft finalized
Youth ALIVE!	Draft finalized
Sports4Kids	Draft finalized
East Bay Agency for Children	Draft finalized
Youth Uprising	Draft finalized
East Bay Asian Youth Center	Draft finalized
Leadership Excellence	Draft finalized
Allen Temple	Draft finalized
The Mentoring Center	Draft finalized
Youth Employment Partnership	Draft finalized
Volunteers of America Bay Area	Draft finalized
Family Violence Law Center Intervention Unit	Draft finalized
Cluster Logic Models	**Status**
School Based Prevention	Draft completed
Diversion & Reentry	Draft completed
Employment & Training	Draft completed
Special Services/Exposure to Violence	Draft completed
Youth Outreach	Draft completed
Community/Neighborhood Change (CCNI)	Draft completed

Appendix B: Sampling of Completed Program Level Logic Models
Leadership Excellence
Bay Area Video Coalition (BAVC)
Family Violence Law Center

MEASURE Y PROGRAM-LEVEL LOGIC MODEL: LEADERSHIP EXCELLENCE

Cluster:	Youth Outreach
Cluster Purpose:	To reach out to and engage young people at risk of violence or violent behaviors and to encourage youth to become involved in programming designed to build stronger relationships, enhance pro-social skills, and modify behaviors to encourage successful outcomes.
Program Purpose	To work with McClymonds HS Students through recreational activities and case management to reduce truancy, improve academic outcomes and reengage students in school. 40 youth will receive intensive case management. An additional 40 youth will receive less intensive interventions through participation in recreational programming. All youth are eligible and encouraged to join youth discussion groups.
Program Goals:	To re-engage youth in school
Resources:	OFCY funding to support camps and activities for non-Measure Y funded youth. Volunteers and relationships with school principals.
Impact:	More youth will stay in school and be at school during school hours, reducing exposure to violence and propensity to commit violence.
Assumptions:	The 40 youth who are also engaged with LE through case management activities should be measured separately from the 40 youth receiving recreation and groups only.

Activities	Resources	Process Measures Sources of Data	Short-Term/ Intermediate Outcomes (<1year) Sources of Data	Long Term Outcomes(1-3 years) Sources of Data
Objective I: Improve academic outcomes of youth participants				
Through social and interpersonal work give students the values and motivation to do homework and pay attention in school.	Relationship with McClymonds staff	40 youth engaged through outreach efforts: (camping and recreation) and 40 enrolled in more intensive programming	Increase attendance Minimize suspensions and expulsions Increase GPA	HS Graduation Education continuance
			OUSD records · ▪ 65% of students reduce truancy by 25% ▪ 65% of students promoted to next grade level	OUSD records ▪ % of students graduated
Objective II: Improve interpersonal skills and awareness				
Through group discussions and	OFCY funding for camping	Number of youth	Change in behaviors:	Improved behavior and

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team building activities (gender specific groups and recreation or camping activities such as ropes course) Case management for 40 youth	activities for non-measure Y funded youth.	participating in the different program components and average dosage in a 6 month time period For an average of 25 contacts	Increase self-esteem Improved pro-social skills including anger management Value of school, work Decision-making skills	performance in school
			▪ 70% of clients not suspended from school arrests for non-violent offenses – target 75 not arrested%	Not yet measured: Recommend school principal or teacher interviews or surveys.

Objective III: Give youth the language and skills to discuss their environment and develop appropriate responses to their social environment

Through group discussions and case management addressing issues of racism, internalized depression, and effects of exposure to violence. Discuss appropriate ways to handle tension and conflict without resorting to violent behaviors	Community relationships and cultural competence	Number of youth participating in the different program components and average dosage in a 6 month time period For an average of 25 contacts	Change in knowledge: Propensity to commit violent behaviors	Reduced incidence of violence / conflict amongst intensively served youth
			arrests for violent offenses – target 75 not arrested%	Not yet measured:

MEASURE Y PROGRAM-LEVEL LOGIC MODEL: BAY AREA VIDEO COALITION (BAVC)

Cluster:	Employment & Training
Cluster Purpose:	To reduce recidivism and truancy and increase educational attainment among at-risk youth and adults through vocational training and job placement.
Program Purpose	To improve at-risk youth's preparation for careers in the 21st century through training in digital media.
Program Goals:	To increase students' media literacy, to develop students' technological skills and to provide students with a forum to tell their own stories.
Resources:	Project director, media instructors, media assistant, in addition to administrative support provided in-kind by BAYVAC. $77,250 provided by Measure Y initiative. BAYVAC is also supported by funds from community, California and national foundations.
Impact:	To equip at-risk youth with the education and training necessary to pursue a career or additional education in the digital arts field, resulting in a decrease in truancy, recidivism, and/or criminal activity, and a corresponding increase in educational attainment.
Assumptions:	Educational and vocational training interventions such as digital arts classes, exposure to the digital arts, and vertical mentorship will provide students with protective factors against truancy and recidivism.

Activities	Resources	Process Measures Sources of Data	Short-Term/Intermediate Outcomes (< 1 year) Sources of Data	Long-Term Outcomes (1-3 years) Sources of Data
Objective I: To increase 40 at-risk students' media literacy and knowledge of the digital arts field.				
1 professional speaker from the digital arts will attend per semester, weekly classes in video and music technologies, community events, and creation of student portfolios. Offer 1 digital video class and 1 digital music class,	2 course instructors, 2 assistants, 1 special projects instructor, and technical/administrative support from BAYVAC.	**Process:** 10 hours per week will be provided in video instruction; 10 hours per week will be provided in music instruction. 15 students will enroll in video class; 15 students will enroll in music class. 30 students will produce portfolios.	**Outcomes:** 1 Increase in student knowledge of digital arts field. 2. Increase in students' technical skills in relation to music and video production. 3.Placement in internship or training program offered by BAYVAC	**Long Term Outcomes:** 1. Decrease in truancy and suspensions 2. Increase in educational attainment.

each serving up to 20 high school students at an Oakland continuation school for 10 hrs per week of instruction.		**Data Sources:** Weekly case notes on attendance at each class, number of professional presentations and community events attended.	**Data Sources:** 1. Case notes/Portfolio 2. BAYVAC database and/or Case Notes in CitySpan.	**Data Sources:** 1.OUSD attendance rates 2. OUSD high school attainment.
Objective II: To provide 40 at-risk students with the 21st century skills and vocational training in the digital arts.				
Weekly instruction in digital arts at two Continuation High Schools, providing 1 digital video class and 1 digital music class, each serving up to 20 high school students. Each class offers 10 hrs per week of instruction.	2 course instructors, 2 assistants, 1 special projects instructor, and technical/administrative support from BAYVAC.	**Process: 1.** 15 students will demonstrate proficiency in video arts, as evidenced through their portfolios. 2. 15 students will demonstrate proficiency in music arts, as evidenced through their	**Outcomes:** 1. Increase in students' technical skills in relation to music and video production. 2.Placement in internship or training program offered by BAYVAC 3. Decrease in truancy/suspensions.	**Long Term Outcomes:** 1. Increased employment. 2. Decreased recidivism
		Data Sources: Weekly case notes on attendance, enrollment numbers, and student portfolios outlining key skills obtained.	**Data Sources:** 1. No measures developed yet. 2. Case notes 3. OUSD Data	**Data Sources:** 1. Employment records. 2. Probation records.
Objective III: To link students with additional training, educational and internship opportunities in the digital arts field.				

1. Provide information and referral to students enrolled in digital video and digital music classes, to educate them about additional training and internship opportunities at BAYVAC and other programs. 2. Employ students who demonstrate leadership capacity and technical mastery in other programs offered by BAYVAC.	2 course instructors, 2 assistants, 1 special projects instructor, and technical/administrative support from BAYVAC.	**Process:** 30 students will receive information about BAVC programs and other programs and employment opportunities.	**Outcomes:** 1. Increased access to digital arts classes, internship or training program offered by BAVC or other similar program.	**Outcomes:** 1. Increased employment in the digital arts field 2. Increase placement of former participants in BAVC jobs.
		Data Sources: Weekly attendance records and records of information distributed during class.	**Data Source:** Records of student enrollment in other programs provided by BAYVAC.	**Data Sources:** 1. Employment records. 2. BAYVAC employment records.

	MEASURE Y PROGRAM-LEVEL LOGIC MODEL: FVLC EARLY CHILDHOOD MENTAL HEALTH
Cluster:	Special Services – Exposure to Violence
Cluster Purpose:	To identify children and youth at the earliest point of exposure to violence, to connect survivors with supportive services and advocacy so that reoccurrence is prevented.
Program Purpose	To provide an evidence-based model of trauma therapy to children age 0-5 who have been exposed to violence.
Program Goals:	To reduce the negative impact of violence on psychological and mental development and on the parental relationship
Resources:	Licensed Mental Health staff, classroom-based Mental Health consultant, UCSF's Child Trauma Research Project curriculum, Safe Passages Mental Health intake coordinator, Coordination with consortium of care providers (Through the Looking Glass, Safe Passages, Jewish Family and Children's Services, Family Paths)
Impact:	To interrupt the inter-generational cycle of violence through early, intensive, evidence-based intervention
Assumptions:	That exposure to violence at a very young age requires mental health intervention, that mental health intervention produces better results when a parent is included, and that replicating the UCSF model will result in better long term developmental outcomes for the children served, including the prevention of future involvement in violence

Activities	Resources	Process Measures Sources of Data	Short-Term/Intermediate Outcomes (< 1 year) Sources of Data	Long-Term Outcomes (1-3 years) Sources of Data
Objective I: To repair the psychological, cognitive, and relational damage suffered as a result of trauma a parent and/or child has experienced				
UCSF Child Trauma Research Project approach to trauma therapy with parent-child dyad	Curriculum, licensed and pre-licensed staff, referrals, voluntary participants	An average of 40 parent-child dyads receiving approximately 915 hours of weekly psychotherapy plus case management for an average of 6 months (participant tracking, CitySpan database)	Improved parent-child relationship, reduced signs and symptoms of trauma, renewed developmental progress Relationship: measured by parent/staff surveys Reduced trauma: (not currently measured) Developmental progress: measured by Ages & Stages	Reducing the long term developmental effects of violence exposure, preventing future involvement in violence and abuse (as perpetrator or victim), including reducing aggressive peer relations throughout childhood and young adulthood (long term follow-up not currently conducted)

Objective II: To address issues that come up in the classroom setting among pre-school aged children exposed to violence				
Mental health consultation at Head Start and preschool sites around Oakland, including overall program consultation, as well as assessments and parent and teacher consultation for children who show signs and symptoms of trauma	5 Mental Health consultants, cooperative relationships with preschool and Head Start classrooms	Weekly visits per site, assessments of 325 children, consultation with parents and teachers for smaller number of children (tracked in CitySpan database)	For teachers: Improved responses to trauma-related behavior For children: Improved social-emotional functioning within the school environment (not currently measured)	Teachers with improved awareness, understanding, and capacity to respond to a traumatized child Children with robust social-emotional functioning and improved academic success (Long term effects not tracked)

Notes: Early Childhood Mental Health Collaborative involves the following agencies: Through the Looking Glass, Safe Passages, Jewish Family and Children's Services, and Family Paths, and is managed by the Family Violence Law Center. Mental health interventions follow the model established by UCSF's research and treatment project, the Child Trauma Research Project. Most clients are referred for services through partner agencies, through the Safe Passages MH intake coordinator, and also through their other Measure Y program the Family Violence Intervention Unit.

Appendix C: List of Clusters and Sampling of Cluster Logic Models
- List of Clusters (with Agency, Program, & Outcomes)
- Diversion & Reentry Cluster Logic Model
- Employment & Training Cluster Logic Model
- Special Services Exposure to Violence Cluster Logic Model

Violence Prevention Program Clusters with Outcomes, Agency & Programs

Cluster	Outcomes	Agency	Programs
Diversion and Re-entry Services	Outcomes 1. Decrease in new law violations. 2. Decrease in probation violations 3. Improved peer and social supports. 4. Improved referral and access to services.	The Mentoring Center	Project Choice, Pathways to Change
		Allen Temple	Project Choice, Intensive Reentry Training and Employment
		Volunteers of America Bay Area	Project Choice
		Youth Employment Partnership	Intensive Reentry Employment
School-Based Prevention Projects	Outcomes 1. Improved conflict resolution skills among young people and their caregivers. 2. Improved relationship and communication between young people and a caring adult. 3. Decreased suspensions, violence on schools sites, and truancy 4. Improved academic performance. 5. Improved educational attainment. 6. Improved attitude towards school. 7. Improved parenting skills.	Oakland Unified School District - Alt Ed	Gang Intervention and Capacity Building
		Oakland Unified School District	Second Step Violence Prevention: Peer Conflict Resolution
		Sports4Kids	Sports and Recreational Programs – Classroom Games, Lunchtime Activities, After-school Programs
		Project Re-Connect	Parent Education
		Alameda Health Care Services Agency	Safe Passages - Middle School Model
		Attitudinal Healing Connection (RJOY)	Restorative Justice Training
Special Services-	Outcomes	Family Violence Law Center	Family Violence Intervention Unit

Cluster	Outcomes	Agency	Programs
Exposure to Violence	1. Increased access and referral to services that will repair the psychological trauma of exposure to violence.	Early Childhood Mental Health Collab (works w/Family Violence Law Center)	Mental Health Services
	2. Improve social-emotional functioning and coping among those who have been impacted by violence.	Family Justice Center with Youth Justice Initiative	Youth Support Groups
	impacted by violence. 3. Decrease in inter-generational violence. 4. Decrease risk for victimization. 5. Improved relationships. 6. Improved peer and social supports. 7. Decreased recidivism. 8. Decreased involvement in the public	Alameda County Sexually Exploited Minors Network	Outreach to Sexually Exploited Youth
	health and/or criminal justice systems.	Catholic Charities of the East Bay Alameda Health Care Services Agency	Crisis Response and Support Network (CRSN) Mental Health Services for CRSN clients
Employment and Training	Outcomes 1. Improved knowledge of the workforce.	Youth Employment Partnership	After School Job Training, Subsidized Summer Youth Employment
	2. Improved job readiness skills (i.e. how to complete application, resume, etc.	Youth Radio	After School Job Training
		America Works	Transitional Jobs
	3. Increased employment. 4. Increased job retention.	Bay Area Video Coalition (BAVC)	After School Job Training
	5. Decreased recidivism 6. Increased educational attainment	Volunteers of America Bay Area	Crew Based Sheltered Employment
	7. Decreased truancy	Goodwill Industries of the* Greater East Bay	

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Cluster	Outcomes	Agency	Programs
Youth Outreach	**Street Outreach** 1. Increased access/awareness to services. **Intensive Outreach Outcomes** 1. Improved relationships, especially with a caring adult. 2. Improved peer and social supports. 3. Increased re-enrollment in school and or GED equivalent program 4. Increased stable residential placements. **Case Management Outcome** 1. Improved anger management and conflict resolution skills. 2. Decreased recidivism. 3. Increased educational attainment. 4. Decreased truancy 5. Increased resiliency.	Youth Uprising (1) and (2)	Mayor's Street Outreach, Youth Outreach and Case Management, Sports and Recreational
		Leadership Excellence (2)	Youth Outreach and Case Management, Sports and Recreational Programs
		California Youth Outreach (1)	Mayor's Street Outreach
		East Bay Agency for Children (2)	Youth Outreach, Case Management
		Youth ALIVE! (2)	Youth Outreach and Case Management, Caught in the Crossfire
		East Bay Asian Youth Center (2)	Youth Outreach and Case Management
		Healthy Oakland (1)	Mayor's Street Outreach
		Radical Roving Recreation (2)	Sports and Recreational Programs
Community/Neighborhood Changes	1. Increased civic involvement. 2. Improved public spaces 3. Increased access to healthy food 4. Improved community preparedness	City County Neighborhood Initiative	City County Neighborhood Initiative

Note: Youth outreach includes two different strategies. The first group (1) encompasses the Mayor's Street Outreach which includes brief interventions and referral. The second group (2) includes more intensive outreach and ongoing case management.

MEASURE CLUSTER-LEVEL LOGIC MODEL: DIVERSION AND REENTRY	
Measure Y Purpose:	Taken from Initiative Logic Model
Cluster Purpose:	To reduce and prevent recidivism among adult and minor parolees and probationers during the transition from prison to the community through intensive case management, linkages to supportive services and employment services.
Cluster Goals:	To connect clients with appropriate services and employment opportunities so that they successfully reintegrate into their communities and break the cycle of recidivism.
Impact:	65% of enrolled clients will demonstrate improved outcomes, evidenced by a decreased incidence of arrests, violations of parole or probation, and truancy, as well as increased employment and educational attainment levels.
Theory of Change:	Research has shown that the transition from prison to the community represents a particularly vulnerable time for offenders. Because they leave prison with few resources, they can easily fall into the same social circles, habits, and behavior that led to their prior incarceration (Listwan et. al., 2006). A fifteen year study examining re-arrest rates among prisoners found that 67% of adults are re-arrested within three years, while 80% of minors are re-arrested within that same period (Bureau of Justice Statistics Study, 2002). Research has shown that supervision coupled with intensive services that address barriers related to housing, family supports, employment, substance use, physical/mental health, and education can ease offender's transition into the community and reduce and prevent recidivism. Reentry services typically begin while the client is still incarcerated and continue for up to a year post-release. They generally involve a continuum of services such as intensive case management, cognitive behavioral therapy, referral and connection to services, and employment placement/training and include an assessment of client's level of risk, targeted interventions on changing anti-social thoughts, attitudes and values, and individualized/responsive service. By providing a bridge of supports, services, and supervision as offenders make the transition back to their communities, they will be more likely to develop alternative and pro-social behaviors and social networks and less likely to engage in criminal behavior. A report entitled "Violence in Oakland: A Public Health Crisis," found that 48% of homicide suspects were under the jurisdiction of the criminal justice system (probation, parole or both) at the time of the incident, while 45% of victims were under the jurisdiction of the criminal justice system (2006). This report indicates that there is a strong correlate between previous criminal justice involvement and homicides.
Assumptions:	Interventions such as intensive case management, linkages to services, and employment services can provide former offenders with protective factors against recidivism during their reintegration into the community.

Key Strategies/Activities	Resources	Process Measures	Short-Term/Intermediate Outcomes (1 yr)	Long-Term Outcomes (1-3 years)
Provide case management, peer counseling and support to adult and juvenile offenders prior to release from prison or Department of Juvenile Justice facilities. 1. Intake assessments completed for all clients. 2. Intensive case management and supportive services, including Cognitive Behavioral Therapy, coaching and mentoring. 3. Case planning for reentry.	1. Volunteers of America Project Choice (Captured below) 2. The Mentoring Center Project Choice $168,650	Number of unduplicated clients served by each type of service (vocational classes, job placement- insert services) Cost per unit of service Number of units of services per client (dosage) Demographics of clients	1. *X % of clients served will complete a case plan for reentry.* 2. *X% of clients will participate in Cognitive Behavioral Therapy.*	1.*65% of clients will not violate probation at 1 year.* 2. *65% of clients will not commit a new offense within 1 year.* 3. *40% of clients will be employed at 1 year.*
Provide intensive case management, job training, and placement to adults on probation or parole following release from prison. 1. Intake assessments completed for all clients. 2. Intensive case management, case planning and/or supportive services, including Cognitive Behavioral Therapy, peer support, mentoring, and/or substance use treatment. 3. Subsidized job training/education and work experience. 4. Referral to appropriate supportive services to address housing, substance use, and/or mental/physical health needs	Provides funding for five programs: 1. Volunteers of America Project Choice $438,650 2. Allen Temple Intensive Reentry Employment $288,400 3. Allen Temple Project Choice $188,650 4. Youth Employment Partnership $288,400. 5. The Mentoring Center Pathways to Change $605,950	Number of unduplicated clients served by each type of service (vocational classes, job placement- insert services) Cost per unit of service Number of units of services per client (dosage) Demographics of clients Length of stay in program (retention)	1. X % of clients served will be housed 2. X % participants served will be employed 3. X % of participants will be reunified with family 4. % participants will participate in substance abuse treatment services	1. 65% of clients do not violate probation at 1 year. 2. 65% of clients do not commit a new offense within 1 year. 3. 40% of clients are employed at 1 year. 4. 60% of clients who are minors will experience a 25% reduction in school absences.

MEASURE CLUSTER-LEVEL LOGIC MODEL: EMPLOYMENT AND TRAINING	
Measure Y Purpose:	Taken from Initiative Logic Model
Cluster Purpose:	To reduce recidivism among adult and minor parolees and probationers through vocational training, preparation for employment, and job placement.
Cluster Goals:	To prepare clients with the appropriate skills and knowledge to obtain and retain a job that pays a living wage.
Impact:	65% of enrolled clients will demonstrate improved outcomes, evidenced by a decreased incidence of arrests, violations of parole or probation, and truancy, as well as increased employment and educational attainment levels.
Theory of Change:	Research has shown that employment and training interventions can be an effective prevention, as well as a reentry strategy. A fifteen year study examining rearrest rates among prisoners found that 67% are rearrested within three years. By providing adult and minor parolees and probationers with employment training and placement, participants will be more likely to successfully obtain employment that pays a living wage. Employment not only provides participants with a livelihood, but also serves to reintegrate former offenders into society. As participants become reintegrated and successful in the workplace, they will be less likely to engage in criminal activity, more likely to adhere to the terms of their probation, and more likely to attain higher levels of education and/or training. Increasing employment and training opportunities can reduce violence in the community. The Alameda County Public Health Department and Violence Death Reporting System reported in a report entitled "Violence in Oakland, A Public Health Crisis" that over 86% of homicide suspects were not employed when the crime was committed and that 76% of victims were unemployed. This report indicated that there was a strong correlate between employment opportunities and homicides (2006).
Assumptions:	That interventions such as job readiness and vocational training and placement provide an individual with protective factors against recidivism and truancy.

Key Approach/Activities	Resources	Process Measures	Short-Term/Intermediate Outcomes (< 1 year) Sources of Data	Long-Term Outcomes (1-3 years) Sources of Data
Youth Training and Employment: Provide summer job training and subsidized employment opportunities to at-risk youth in Oakland. Provide after-school training and job opportunities for young people throughout the school year. Key activities include: 1. Weekly classes focused on building technical and vocational skill, as well as career exposure.	Provides funding for three agencies: 1. Youth Employment Partnership After School Job Training and Subsidized Summer Youth Employment. 2. Youth Radio After School Job Training	Number of unduplicated clients served by each type of service (vocational classes, job placement) Cost per unit of service Number of units of services per client	1. X% of youth served will remain in school. 2. X% of youth served will maintain regular attendance at school (be classified as non-truant)	1. X% are employed 2. X% percentage remain arrest free 3. X% have no violations of parole or probation

2. Referrals to training and employment opportunities. 3. Placement in after school or summer employment, with ongoing support to problem solve and improve retention.	3. Bay Area Video Coalition After School Job Training Total Funds Allocated: XX insert funding for all programs XX	(dosage) Demographics of clients	3. X% of youth served will complete the Measure Y funded program. 4. X% of youth served will be employed.	4. X% have received a high school diploma.
Training and Employment for Adults: Provide subsidized training and employment or rapid attachment to work to parolees and probationers in order to build clients' job readiness, employment experience and job skills. 1. Comprehensive intake assessment to identify goals, strengths, and supports. 2. Job readiness classes. 3. Job placement with transitional employer and/or subsidized employment. 4. Job retention support to ensure sustained employment.	Provides funding for four agencies: 1. Goodwill Industries Intensive Reentry Training & Employment 2. Volunteers of America Bay Area Crew Based Sheltered Employment 3. Allen Temple Reentry Training & Employment 4. America Works Transitional Jobs	Number of unduplicated clients served by each type of service (vocational classes, job placement) Cost per unit of service Number of units of services per client (dosage) Demographics of clients	Of those served through Measure Y 1. X% of adults served will complete the program. 2. X% of adults served will be placed in a subsidized, temporary, or permanent job. 3. X% of adults served will maintain a job for 4-6 months.	Of those served through Measure Y 1. X% are employed. 2. X% percentage remain arrest free 3. X% have no violations of parole or probation 4. X% have been reunited with their family or other natural supports.

MEASURE Y CLUSTER-LEVEL LOGIC MODEL: SPECIAL SERVICES - EXPOSURE TO VIOLENCE	
Measure Y Purpose:	Taken from Initiative Logic Model
Cluster Purpose:	To identify children, youth and adults at the earliest point of exposure to violence, to connect survivors with supportive services and advocacy so that reoccurrence is prevented.
Cluster Goals:	The programs in this cluster provide services to children, youth and adults exposed to violence, while they are in crisis and after to connect individuals and families to resources, reduce the likelihood or re-exposure, and promote healthy outcomes.
Impact:	65% of enrolled clients will demonstrate a decrease in repeat exposure to violence, decreased trauma-related symptoms, increased access to resources, and/or improved life choices.
Theory of Change:	There is growing awareness of trauma as a key public health and policy issue, due in large part to the recognition among mental health providers, substance abuse treatment providers, policy-makers, and funding agencies that: • a majority of persons served in public mental health and substance abuse systems have experienced repeated trauma since childhood; • these clients have been severely affected by this trauma; • when trauma is not addressed, there is a greater use of services and cost associated with these clients; Evidence exists for effectiveness of trauma-based integrated treatment approaches and emerging best practice models designed for (and providing renewed hope of) recovery to clients with complex, severe, and persistent mental health and addiction problems. Many studies now show that approaches that address trauma also have a positive impact on related issues such as: PTSD spectrum, substance abuse, intergenerational violence, suicide and self-harm, aggression and violence, and other harmful coping strategies. Furthermore, it has been demonstrated that trauma-informed and trauma-specific models are applicable and replicable within public service sector settings.
Assumptions:	That early intervention connecting survivors of violence to services and advocacy will help mitigate crisis, prevent immediate re-exposure, and stop the inter-generational cycle of violence.

Key Strategies/Activities	Resources	Process Measures	Short-Term/Intermediate Outcomes (< 1 year)	Long-Term Outcomes (1-3 years)
Intervention Immediately After Exposure to Violence: Provide crisis intervention, case management, and mental health services to women, children, youth and families exposed to various forms of violence in Oakland. Key activities include: 1. Direct mental health assessment and therapeutic services, including individual, peer and group counseling. 2. Case management and linking to services provided by third party agencies.	Provides funding for five agencies: 1. Youth Justice Institute 2. Family Violence Law Center (Family Violence Intervention Unit) 3. Early Childhood Mental Health Strategy Collaborative (fiscal agent FVLC) 4. Catholic Charities of the East Bay	Number of unduplicated clients served by each type of service Cost per unit of service Number of units of services per client (dosage) Demographics of clients	1. X% of clients access mental health services. 2. X% of clients experience a reduction in trauma-related symptoms. 3. 60% of clients demonstrate an improved ability to deal	Of those served through Measure Y 1. 100% have increased awareness of services available to them 2. 90% utilize services designed to increase safety and stability

Cluster Level Logic Model – Special Services Exposure to Violence

3. Advocacy to help clients understand the cycle of violence, their legal rights, ways to navigate system, etc.	5. Alameda County Health Care Services Agency CRSN 6. Alameda County Sexually Exploited Minors Network		with the stress of trauma and grief.	3. 50% are not re-exposed to violence. 4. 80% avoid re-arrest.
Strengthening system capacity to respond effectively to trauma through training and collaboration. 1. Coordination with Oakland Police Department for referrals, restraining order processing, and follow-up. 2. Training and outreach events related to gender-responsive services, trauma and exposure to violence.	Provides funding for: Alameda County Sexually Exploited Minors Network	900 outreach event participants over 100 outreach event hours (re: death by violence) Two annual trainings in each unit reaching 500 patrol officers (re: domestic violence) 100 individuals participating annually in 10 outreach and training events (re: gender-responsive system)	1. X% of officers trained demonstrate improved knowledge of symptoms of trauma and available community resources for those exposed to violence. 2. X% of participants in outreach events and trainings demonstrate improved knowledge of symptoms of trauma, gender-responsive services, and available community resources for those exposed to violence.	1. Police referrals to community resources for those exposed to violence increase by X%. 2. Improved system capacity to provide gender-responsive services to victims of trauma, as evidenced by type of services available at community providers and through public systems.

Appendix D: Site Visit Status for Violence Prevention Program Agencies

Agency Providing Services	Site Visit Status
Attitudinal Healing Connection (RJOY)	Completed
Alameda Health Care Services Agency Safe Passages	Completed
Oakland Unified School District	Completed
Project Re-Connect	Completed
Alameda Health Care Services Agency CRSN Clients	Completed
Healthy Oakland	Completed
Radical Roving Recreation	Completed
Catholic Charities of the East Bay	Completed
Alameda County Sexually Exploited Minors Network	Completed
Early Childhood Mental Health Collab (works w/Family Violence Law Center)	Completed
City County Neighborhood Initiative	Completed
Youth Justice Initiative	Completed
California Youth Outreach	Completed
Oakland Unified School District - Alt Ed	Completed
America Works	Completed
Bay Area Video Coalition	Completed
Goodwill Industries of the Greater East Bay	Completed
Youth Radio	Completed
Youth ALIVE!	Completed
Sports4Kids	Completed
East Bay Agency for Children	Completed
Youth Uprising	Completed
East Bay Asian Youth Center	Scheduled
Leadership Excellence	Completed
Allen Temple	Partially
The Mentoring Center	Scheduled
Youth Employment Partnership	Scheduled
Volunteers of America Bay Area	Completed
Family Violence Law Center Intervention Unit	Completed

Appendix E: Summary of Preliminary Findings from Site Visits at Violence Prevention Programs

1) Interviews Completed

Interviewee	Total interviews conducted
Program Director	29 interviews with 51 program directors
Program Staff	29 interviews among 93 staff members
Client	10 client interviews

2) Observed Activities

- Celebration of Cole Middle School
- Music class
- Weekly team meeting
- Resident action committee meeting
- Preschool mental health assessments (related to trauma exposure)
- Case management, advocacy and trauma-based services for girls
- Advocacy with domestic violence victim
- Touch choices class
- Girls group - SOLO
- Gang prevention parenting class
- Airbrush/Spray painting shirts
- Entrepreneurship/Business orientation class
- Designing and customizing footwear class
- First grade second step lesson
- Classroom basketball game time
- Client check in
- Weekly meeting

3) Preliminary Findings

Consent Forms
At the site visit, programs were asked about the way they obtain consent from clients to share client information with evaluators and third parties. The methods used to collect consent forms vary from program to program. Though the majority of Directors and staff reported collecting consent forms from participants' either on first contact or at orientation, there is no overarching protocol across programs. Programs that provide instance-based services through referrals from OPD, county agencies or hospitals report having little to no difficulty obtaining consent forms because they are required to do so at intake. Participants must sign them in order to receive services. Program staff reported that some problems arise when consenting in-custody youth, as the probation department becomes their legal guardian.

School-based programs encounter problems when working with under aged youth who often forget or neglect to return the forms despite parents' general willingness to provide signatures. OUSD has standardized the process so consent forms are given as part of orientation to all parents, which has been met with some success. The consent form covers Gang Intervention, Second Step and Peer Conflict Resolution programs and is

easier to use, but harder to record in the CMS system. Many un-consented students participate in Measure Y programs, according to program staff. Determining client's Measure Y eligibility was reportedly a time-consuming process for some youth-serving programs.

The most commonly cited concerns about consent included a lack of trust among clients and the ethics of dealing with participants in vulnerable positions. Some staff reported that the process of obtaining consent can be "invasive or inappropriate." Some requested a more comprehensive consent form so that clients are informed about the level of information to be shared. They also identified resistance among immigrant communities to providing consent due to fear that it would negatively impact their legal status. The length of the consent form was also cited as an issue.

City Span Contract Management System (CMS)
At the site visits, programs were asked about the ways that they enter client and case management information into the CMS database system. Programs primarily used CMS for reporting purposes; only a few programs described available information as useful to program planning or internal evaluation. The frequency of use varied from program to program, with some staff updating CMS daily and others entering it on a monthly basis. According to program staff, entering data into City Span is time consuming and doesn't fully capture the scope of work performed. Only one program reported using it to self-evaluate.

Some staff reported entering minimal information into CMS because of concerns about client confidentiality, stigma of labeling clients, and fear of retaliation within the community for knowledge of violent acts. As the information is shared and can be subpoenaed, information is not always entered into City Span correctly in an attempt to protect clients. In a few cases numbers did not accurately represent the population served due to technical errors within the CMS.

Program Evaluation
At the site visit, programs were asked about their own evaluation practices. While many programs collect and record data on their program activities, most lack tools for measuring the impact of their program on their client's lives or capturing changes in thoughts, beliefs, or attitudes. Almost all staff and Directors interviewed expressed a desire for additional evaluation tools, strategies for goal setting, and ways to communicate their story more effectively to funders. Most programs shared an overall desire to grow capacity for comparative data collection and best practice sharing with other programs. Several cited the need for evaluation tools that account for long term systemic changes, as well as hard to quantify outcomes such as shifts in attitude, positive decision making, harm reduction, and client stability. Many had requests for specific tool development, translation of documents, training in cultural competent practices, and curriculum building. Programs were interested in receiving technical assistance in developing pre/post tests, exit assessments, and satisfaction surveys. There was also an interest in comparative data sources for communities similar to Oakland.

School-based and mental health programs were more likely to identify evaluation tools. A few of these programs have tools that could be utilized on a broader scale, such as

Safe Passages "social emotional subscale of the ages and stages," and Youth Justice Initiative's "Request for Information," which is currently used to connect clients to needed services.

Current Evaluation Tools & Activities by Program[1]

Programs	Existing Evaluation Tools
Alameda County Behavioral Health Services	• <u>Intake Forms</u>
Alameda County Health Care Services Agency	• <u>Computerized mid-year client assessment</u> • <u>Computerized discharge assessment</u> • Peabody treatment • Progress battery pre and post tests intake summary from hard copy • Our Kids referral form • Treatment plan • Discharge summary • Computerized intake form • Clinician's assessment • School Based Services referral status form • School staff satisfaction survey
Alameda County Sexually Exploited Minors Network	• Assessment • Life Development CM assessment • LA symptom checklist/ Missey trauma assessment
America Works	• <u>Intake/Assessment</u>
Attitudinal Healing Connection	• Training satisfaction survey • Sign in sheets • Evaluation from strategic planning session • Internal reports
Bay Area Video Coalition	• <u>Intake/Application</u>
City County Neighborhood Initiative	• <u>Application Intake form</u> • <u>Sign in lists for events</u> • County work plan
Conflict Mediation	• Referral form for mediation • Agreement between disputants • Follow-up form after mediation • Mid-year principal satisfaction sheet • Coordinator satisfaction sheet • Conflict resolution coordinator statistics sheet • Teachers, administrators and support staff satisfaction survey • Client satisfaction survey • Student conflict mediation end of year survey • Internal reports
Early Childhood Mental Health Services	• SST summary form • SST follow-up
East Bay Asian Youth Center	• Pre-Assessment form • <u>Intake form</u> • Personal development plan • Termination form
Family Violence Intervention Unit	• <u>Case notes</u>

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[1] <u>Underlined</u> areas indicate tools required by Measure Y funding source.

Programs	Existing Evaluation Tools
Gang Intervention-OUSD Alternative Education	• Intake form/CYO • Contact logs • Satisfaction essay survey • Internal quarterly reports
Goodwill Industries	• Intake form • Client survey • Satisfaction survey
Healthy Oakland	• Street Outreach daily log • Intensive Outreach (case management) • OPD statistics • Team leader weekly report (summary)
Leadership Excellence	• Youth survey/intake application
Project Reconnect	• Intake form • Sign in sheet • Client satisfaction survey • Testimonials • Internal quarterly reports
Radical Roving Recreation	• Release/Consent form • Tell me about yourself.... • Referral form
Second Step OUSD	• Second Step implemented log for all schools • Individual classroom teacher implementation report • School site tally sheet • Implementation agreement letter • Parent education evaluation forms • Satisfaction survey • Principal or Site Administrator satisfaction survey • Teacher satisfaction survey
Sports4Kids	• Consent form • Eligibility confirmation • Principal and Teacher survey
Street Outreach	• Daily log • Intake form • Intensive outreach contact log • Client satisfaction survey • Pre- and post-assessment instrument • Internal reports
Youth Alive!	• Case plan assessment and action plan • Monthly program update • Database report • Measure Y consent form • Follow-up and progress form • Exit sheet • "Intake" internal monthly report from review of client files • Folder review and oversight • Youth Alive! consent form
Youth Justice Initiative	• Assessment for advocacy/case management • Goal setting • Exit interview • Assessment for mental health • Sign-In and request for information
Youth Radio	• Intake/Assessment
Youth Uprising	• Client intake tool

NCPC

At the site visits, programs were asked about the ways they collaborate with the neighborhood groups. Many Measure Y programs reported that they had attended Neighborhood Crime Prevention Council Meetings (NCPC) their participation ranging anywhere from 1-25 meetings in the last year, with most attending 3-5. They find them informative and a positive experience over all. NCPC meetings are seen as a good way to raise public knowledge and opinion of Measure Y, while also informing programs on their more immediate needs of a specific community.

Partnership/ Collaboration

According to program staff, programs partner with the following listed organizations:

Programs	Partnerships
Alameda County Behavioral Health Services	• Catholic Charities • Youth Alive! • Youth Uprising • OPD/ NCPCs • Mental Health clinic services
Alameda County Sexually Exploited Minors Network	• Alameda Courts
America Works	• Port of Oakland • Volunteers of America • AC Children's Support Services • Wardrobe for Opportunity • Probation/ Parole • Goodwill
Attitudinal Healing Connection	• Safe Passages • Catholic Charities • SEEDS • Judges Task force • McCullum Youth Court
Bay Area Video Coalition	• Bay Area Community Resources • OTX • OUSD
Catholic Charities East Bay	• Youth Uprising • Project Reconnect • Youth Alive! • Measure Y Street Outreach • Safe Passages
City County Neighborhood Initiative	• City of Oakland Service Delivery team • CDBG funding
Conflict Resolution at Montera Middle School OUSD	• Safe Passages • PTA
Early Childhood Mental Health Intervention Preschool	• OUSD • JFCS
East Bay Agency for Children	• Covenant House • Dream catcher
East Bay Asian Youth Center	• Youth Employment Partnership, • Asian Mental Health Services, • Children's Hospital, • Other measure Y grantees

Programs	Partnerships
Family Justice Center	• Interagency Children's Policy Council of Alameda County
Gang Intervention OUSD	• Youth Uprising • YEP
Goodwill Industries	• Volunteers of America • Project Choice • Department of Corrections/Rehabilitation • America Works • Youth uprising • Images on the Rise • Allen Temple • PIC • City of Oakland
Healthy Oakland	• Youth Radio • Youth Uprising
Our Kids - Alameda County Health Care Services Agency	• Native American Health Center • La Clinica • Center for Family Counseling • Planned Parenthood • Seneca Center • Youth Uprising
Project Re-Connect	• La Clinica • Casa del sol
Radical Roving Recreation	• A Safe Place
Second Step - Markham Elementary OUSD	• "Too Good for Drugs" program • Family Resource Centers •
Sports 4 Kids	• Bay Area Community Resources
Street Outreach – California Youth Outreach	• YEP • Allen Temple • Volunteers of America
Volunteers of America Bay Area	• Healthy Oakland • Allen Temple • Men of Valor • Men's Recovery
Allen Temple	• YMCA • Union apprenticeship programs • Peralta Community College District

4) Key Themes identified by Evaluation Coaches

Successes

The successes of the Measure Y funded programs lay in the dedication, knowledge and qualification of their staff members. Their ability to recruit clients and build relationships with clients, as well as the breadth of personal and professional experience they bring to the table were cited as key factors in improving the lives of their clients. Programs which are part of a larger agency or organization, noted that the operational and funding support that comes from those agencies is also a resource and strength of their program. Community volunteers and networks of service providers were also seen an asset in positively impacting clients' lives.

Challenges

Evaluation coaches were asked to identify key challenges cited during the site visit by program staff. They are as follows:

* Difficulties in obtaining consent for youth, the content of the consent form, and the high number of clients served who do not have signed consent forms.
* The individual client model of the CMS system is limited. There is a need to record additional types of information.
* Program eligibility and consent issues for undocumented people.
* The deficiency of tools to adequately measure the programs impact, especially incremental changes in outlook and decision making. Irregular use of tools which do exist.
* Concerns in the areas of employment and job retention for youth and parolees during the present economic downturn. Already disadvantaged in terms of education and skills, the higher levels of competition will create added pressure on program participants. The transition period between program enrollment and job placement is also a challenge. Job pressure and family responsibility make illicit gains more appealing; and associations within the gang/drug communities is also a factor.
* Finding adequate staff and funding opportunities are a challenge, as well as the danger of vicarious trauma and the effects on staff members associated with working in such a high stress profession stretch already thin program resources even thinner.

5) Success Stories

Diversion and Re-entry Program

Program staff met "Steve" at San Quentin in July 2007 and he was released in December 2007. Steve worked through the program's life plan exercises while in prison indentifying what he wanted to accomplish upon his reentry into the community. Staff pushed him to identify a career. (Many of the prospective parolees "aim low" for jobs in warehouses). Steve noted that he liked computers and staff encouraged him to consider studying computer science. After Steve was released from prison, he stayed at one of the program's housing units and enrolled in Merritt College. Steve now associates with very different people than when he was "doing dirt" in Oakland. His parole agent plans to release him from parole early as he is doing very well in the community and is testing clean. Steve currently has a 3.8 GPA at Merritt College, and he hopes to attend UC Berkeley. Although Steve has completed the program, he continues to call and check in with staff and provides updates on available community college opportunities for other parolees.

Employment and Training Program

The program had a student employee named "Anthony" who was heavily involved in gangs, dropped out of school and had to leave house. When his cousin and boyfriend both got shot, Anthony came to a counselor at the program and told him about it. "I was impressed that he had the trust. He continued to tell me about it. One day, he came in and said that he thinks he knows the shooter and was going to look for him." The counselor told Anthony that he wouldn't lose his job by doing so, but that he didn't support his decision. Anthony left, but then came back in and worked for the rest of the day. He made the choice not to engage in retaliation though his friends were, and to this day has upheld that choice. He still has problems with his health and substance abuse,

but keeps coming. Although he requires a lot of individual attention, he has developed a level of trust with staff.

Special Services/Exposure to Violence Program

A staff member was home visiting a mother and became involved with her five children as well. The mother's batterer attacked her, was arrested and incarcerated, and then returned to attack her again. The children witnessed both assaults and were affected in different ways. Three of the children had speech delays, and all had a lot of problems at school. The staff member worked closely with one of the children, who was three at the time and could not verbalize his feelings, to find nonverbal ways to communicate. He could not focus in school and hit other children. He was taught self-soothing techniques, and they did art projects, story telling, dancing, breathing and other developmentally appropriate things to help him cope. He has now started to speak in two word sentences and in the last month stopped hitting other children at school.

Client and Staff Quotes

* "I destroyed a community; I pushed drugs into this community... (so) as a man, I had to come back and help rebuild it." - *Program Director*
* "(In tears) I even got my self-esteem back...I am so thankful." *–Client*
* "If I wasn't with this program, all that change that I did would probably have been slowly turned around. I feel like giving up. Because there is no jobs. I do cold calling, online, everywhere I go, I ask them for an application. I've been to three interviews in the past four months. If they didn't encourage me to keep going, I'd probably be giving up and going back to something worse. Someone stole my social security card and my immigration card. They are trying to figure out how they can help me with everything. How to help me go from place to place. They ask me about my family members, about how I am eating. If it wasn't for them I would be going bizarre. God puts a lot of people in your life for a reason. Even though it was a little too late. They aren't like those other organizations, they are constantly checking up on their kids. They are like a second family." *–Client*

Appendix F: Evaluation Design
- Community Policing Neighborhood Services Design
- Violence Prevention Program Level Evaluation Design
- Violence Prevention Program Cluster Level Evaluation Design

Measure Y Evaluation: Community Policing and Neighborhood Services (CPNS) Evaluation Design

	Evaluation Questions	Indicators	Information Source
	Introduction to CPNS Component: What are the goals, objectives and desired outcomes of the CPNS initiative?	Describe the CPNS component of Measure Y, including goals, objectives and outcomes. Describe CPNS activities outlined in the resolution and subsequent mandates.	Logic model of Community Policing Measure Y legislation and subsequent resolutions/mandates Interviews with Police Services.
Inputs	**What was spent on services?**	Describe the funding allocated to Measure Y CPNS component.	Measure Y fiscal reports
	Who were the staff providing services?	Describe the number and duties of the PSOs and other paid staff assigned to work on CPNS Measure Y Funded initiative. Describe partnership with NCPCs and PSOs.	Measure Y fiscal reports. Interviews with Police Services. Police Services Data[1]
	Who were the partners?	Describe the partnership between NSCs, PSOs, cbos, and community partners and stakeholders.	Measure Y legislation Interviews with leadership from NSD, Police, NCPC membership, and residents.
	Who were the customers of Measure Y-funded services?	List of all beats receiving Measure Y funds. Stressor level of each beat. Number of residents served by Measure Y funded CPNS programs.	Measure Y staff (police) Census data on beats. Police Services Data
Activities	**What service strategies were implemented?** To what degree does Oakland's Community Policing Neighborhood Services Initiative mirror best practices?	Description of community policing model. Description of community policing activities in Oakland. Assessment of alignment with best practices	Chicago Study on CP Measure Y and other City resolutions on CP Rubric/interviews with Police Services. Police Services Data
	How much service was provided? How were CP policing resources distributed and deployed?	Cost/beat # of PSOs funded Allocation of PSOs by beat and by stressor index Average amount of time on beat (number of days) by stressor index Average attendance of PSOs at NCPC meetings by stressor index	Measure Y staff (police) Police Services Data NCPC survey

[1] Note: Consultants are still determining the type of deployment, staffing and activity data that will be available for evaluation, as well as the system in which it is housed in conversation with OPD. The ultimate availability of police services data will impact the type of data that is ultimately included in the evaluation.

	Evaluation Questions	Indicators	Information Source
	Were services delivered as intended?	# of anticipated PSO placements versus actual. # of PSO vacancies PSO placement stability % of time in and out of beat Challenges and barriers to implementation.	Measure Y staff (police) Police Services Data Interviews with Police Services staff

CPNS' Impact on Neighborhood Life and Crime in Oakland

Outcomes			
	Did Measure Y funded activities result in a reduction in crime in Oakland?	Changes in Crime levels (by crime type). By beat and citywide. Changes in stressor index (baseline and year to year) Reductions in crime in high stressor beats.	Crime data Police services data
	Did resident's perception of neighborhood safety improve?	Changes in perception of public safety Changes in Attendance at NCPC Meeting Formation of Neighborhood Watch Groups	NCPC Survey NCPC Notes/logs Resident interviews/focus groups NSD Data on Neighborhood Watch Groups
	Did problem solving officers effectively solve problems of concerns in their assigned beat?	Stakeholders report that the NCPC PSO partnership effectively solved problems. Changes in number/type of problems resolved Effective collaboration among residents, city agencies, and stakeholders in the beat	Interviews with stakeholders NCPC Survey Police Services Data
	Were clients satisfied with services?	Changes in perception of police services Resident knowledge and perception of Measure Y funded activities Resident satisfaction with partnership/Measure Y funded activities	NCPC Survey Resident Survey

Effectiveness of CPNS Partnership in Solving Problems

	Introduction to the Case Study	Describe the 6 beats included in the case study component, including geographic and SES characteristics of each beat (including, demographics, crime data, homeownership levels, estimated population)	Census data, police/NSC assessment of beat capacity; Interviews with NCPC co-chairs, PSOs and residents.

Evaluation Questions	Indicators	Information Source
Did PSOs collaborate effectively with NCPCs, residents, Measure Y funded programs, city agencies and other community stakeholders?	Stakeholder perception of level of collaboration. Collaboration with Meas. Y funded programs/CBOs Level of collaboration involved in those problems that were resolved. Number and type of partners Number of residents involved in NCPC Resident role in problem solving Perception of community involvement Attendance of PSOs at NCPC meetings	NCPC Site Visits Interviews with stakeholders NCPC Survey Record review NCPC Logs
Did Police Department leadership support the CPNS initiative?	Support for community policing among sergeants and captains Perceived challenges with community policing w/in Department Quality of management of PSO activities and performance Barriers to generating support	Stakeholder interviews with CP staff (Police Services) PSO Interviews Resident/partner interviews
Did problem solving officer activities effectively resolve issues and problems in the community? To what extent do PSO activities mirror evidence based practices in problem solving?	Number and type of high priority problems successfully addressed Percentage of PSO time spent implementing problem solving activities versus incident response. Percentage of PSO time spent in car, on foot and in court. Stakeholder perception of problem solving activities Resident perception of police in beat. Degree to which SARA process is implemented. Degree to which additional stakeholders/agencies are brought in to resolve problems.	NCPC Logs Police Services Data NCPC Stakeholder Interviews Site observations Ridealongs
Were staffed adequately qualified, trained, and supervised to perform their duties?	Staff qualifications Staff turnover Staff training Staff assignments/time in beat	Review of Police data Interviews with Police Services

The vertical label on the left of the table reads: **Quality**

Measure Y: Violence Prevention Program Level Evaluation Design

	Evaluation Questions	Indicators	Information Source
	Introduction to Program: What are the goals and objectives of the program? What is the program trying to accomplish and how?	Description of program/agency. Describe overall goals and objectives, as well as theory of change for the program.	Logic model, site visit, Attachment F, Scope of Work
Inputs	**What was spent on services?**	grant funds	CBO fiscal reports CMS/Scope of Work
	Who were the staff providing services?	FTEs funded Special qualifications of staff	CMS/Scope of Work Initial site visit/field research
	Who were the partners?	Describe partnership with other agencies/organizations	Site visit.
	Were data collection methods adequate to capture program activities and outcomes?	Percent of clients consented Data collection methods for each process and short term outcome.	CMS Logic Model/Site Visit compared to CMS Logic Model/Site Visit Data Collection Inventory
	Who were the customers of Measure Y-funded services?	Unduplicated count of clients Demographics of clients (Note: use LH list of categories) Place of residence of clients Risk/asset profile of clients at intake (aggregate)	Assessment form CMS (table format)
Activities	**What service strategies were implemented?**	Description of service activities by agency. Describe to what degree best practices were implemented.	CBO scopes of work CMS/Logic Model
	How much service was provided?	Units of individual service by type of service Units of group service by type of service	CBO service logs from CMS data base (Reported in table format)
	Were services delivered as intended?	# of clients program intended to serve versus actual number served. Barriers to meeting deliverables in terms of service. Qualitative description of strengths, challenges and other factors impacting service delivery.	CMS/SOW Site Visit Field Research
Outcomes	**Were services effective in producing change for the better?**	Change in outcome indicators for assets and risks	CMS, Probation, Parole, OUSD, Juvis
		Clients report that CBO services helped them	Client survey Program Developed Tools
		Stakeholders report that program improved clients' lives.	Stakeholder survey
		Staff and clients report that service improved client's lives.	Client case study (provided at site visit); Client survey
	Were clients satisfied with services?	Level of client satisfaction	Client survey Program developed tools

	Evaluation Questions	Indicators	Information Source
Quality	Were services provided in a fashion that showed competence in age/cultural/ gender/sexual orientation issues?	Level of satisfaction by youth and parents with these issues Level of cultural and linguistic competency	Client and stakeholder surveys Site visit (facility observation)
	Were staffed adequately qualified, trained, and supervised to perform their duties?	Staff qualifications Staff turnover Staff training	Staff interview Site Visit: Staff Interview, Program Director Interview CMS: Caseload ratios
	Were services provided in a conducive environment (if applicable?)	Quality of space/facility Layout Security/safety Quality of client/staff interaction and peer to peer interactions Overall atmosphere Supplies/equipment	Site Visit (facility observation)
	What were the strengths and challenges of the program?	Staff and client identified Qualitative description	Site visits Field research

Measure Y: Cluster Level Evaluation Design

	Evaluation Questions	Indicators	Information Source
	Introduction to Cluster: What are the goals and objectives of the cluster? What is the cluster trying to accomplish and how?	Description of cluster. Describe overall goals and objectives, as well as theory of change for the cluster.	Logic model Measure Y website
Inputs	**What was spent on services?**	Total grant funds and grant funds by program.	CitySpan
Inputs	**Were data collection methods adequate to capture cluster activities and outcomes?**	Percent of clients consented Number of clients served versus number of clients in CMS Data collection methods for each process and short term outcome.	CMS Cluster Logic Model
Inputs	**Who were the customers of Measure Y-funded services?**	Cluster-wide: Duplicated count of clients Demographics of clients Place of residence of clients Risk/asset profile of clients at intake	Assessment form CMS (table format)
Activities	**What service strategies were implemented?**	Description of service activities (cluster-wide) Describe to what degree best practices were used.	CMS/Logic Model Best Practice Research Doc.
Activities	**How much service was provided?**	Units of individual service by type of service Units of group service by type of service	CBO service logs from CMS data base (Reported in table format)
Activities	**Were services delivered as intended?**	# of clients cluster intended to serve versus actual number served. Provide table with breakdown of intended versus actual for each program in cluster.	CMS
Outcomes	**Were services effective in producing change for the better?**	Change in outcome indicators for assets and risks- Cluster wide and by program.	CMS and external database sources (i.e. probation/parole) Cluster level logic model.
Outcomes	**Were services effective in producing change for the better?**	Clients report that CBO services helped them. Cluster wide and by program.	Client survey
Outcomes	**Were clients satisfied with services?**	Level of client satisfaction. Cluster wide and by program.	Client survey
Quality	**Were services provided in a fashion that showed competence in age/cultural/ gender/sexual orientation issues?**	Level of satisfaction by clients with these issues. Cluster wide and by program.	Client survey Site visit (facility observation)
Quality	**What were the strengths and challenges of the cluster?**	Staff and client identified	Site visits Program manager interviews Field research Quarterly cluster meetings

Measure Y: Violence Prevention Program Evaluation Cluster Design

RDA, G&A, MMA 1/9/09

Appendix G: Parolee Outcome Data Analysis
Correlations: Group and Individual Counseling to Crime and Technical Violations

The evaluation team sought to determine if there was a correlation between the number of hours a Violence Prevention Program (VPP) client received in group or individual counseling and the number of parole violations and crime violations. Group hours are assumed to be time spent with a counselor or trainer in a group setting (multiple clients, one (or more) counselor); Individual hours are assumed to be time spent a counselor or trainer in a one-on-one setting (one client, one counselor). Parole violations are those offense that are violations that run afoul of the "terms and conditions" of parole. They are violations to the extent that one must have the status of parolee to be held responsible for them. (Examples include failing to register as a parolee, traveling more than 50 miles from their residence without permission, failure to inform to the probation officer of an arrest, and the like.) Crime violations are those offenses that are violations of the law that run afoul of the law regardless of parolee status. (Examples include robbery, sale of cocaine, driving under the influence of alcohol or drugs, and the like.)

According to the overall combined data for the period Quarter 3, 2006 through Quarter 2, 2008, there was slight positive correlation between the total number of group hours a client had and the total number of technical violations though this correlation was not strong. Conversely, there was a slight negative correlation between the number of group hours a client a client had and the total number of criminal violations. Again, this correlation was not strong.

Considering the total number of individual hours a client received, the evaluation team found that there were negative correlations between individual hours and the number of technical and crime violations, but these correlations were not strong.

Strong correlations were evident on two dimensions. The total number of group hours was positively correlated with the total number of individual hours[1] and the total number of technical violations was positively correlated with the number of crime violations.[2]

At this time, the Oakland Measure Y Violence Prevention Programs have not significantly reduced the number of technical or criminal law violations among the overall population of parolee participants.

The data also facilitates a comparison of correlations by Program Strategy, Agency Name, and Program Name. Such comparisons are helpful as they allow the City to determine whether specific efforts have encountered more success than others. A review of the data revealed the following strong outcomes:

- o Participants in the Allen Temple's DJASSTA -- Intensive Reentry.Training and Employment experienced a positive correlation in the total number of group

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[1] Pearson Correlation .456, p = .000, and N = 271.
[2] Pearson Correlation .262, p = .001, and N = 150.

hours and the number of technical parole violations.[3] The greater the number of group hours, the greater the number of technical violations.

o Participants in Volunteers of America Bay Area's Project Choice experienced a negative correlation in the total number of individual hours and the number of crime parole violations.[4] The greater the number of individual counseling hours, the fewer the number of crime parole violations.

o Participants in Direct Placement strategy, provided services by Allen Temple's DJASSTA experienced a positive correlation in the total number of individual hours and the number of technical parole violations.[5] The greater the number of individual counseling hours, the greater the number of technical violations.

At this time, the individual program level data suggest that both of Allen Temple's DJASSTA programs have a positive correlation between group hours and the number of technical violations. Data from Volunteer's of America's Volunteers program suggest a negative correlation between the number of individual hours and the number of technical law violations.

Caveats

Correlation is not causation. Finding or not finding a correlation between one or more variables does not prove or demonstrate that one variable causes another. The evaluation team will conduct additional research to determine the effectiveness of the Violence Prevention Programs funded by Oakland Measure Y.

Data Quality and Data Availability

The Violence Prevention Programs have collected a significant amount of data on the client participants. This effort represents much work on the part of program staff. For this preliminary analysis, only a limited number of the demographic data fields were shared with the evaluation team. These fields included the following.

Age

The data included valid dates of birth on 556 clients.[6] The evaluation team used 19 September 2008 as the base date to calculate the "age at analysis" for this report. (In the future, an "intake date" will facilitate the calculation of an "age at intake.") The average age at analysis of the participants was 27.12 years, the median was 26.93 years; the youngest client was 15.89 years and the oldest was 47.19 years.

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[3] Pearson Correlation .575, p = .040, and N = 13.

[4] Pearson Correlation -.269, p = .049, and N = 54.

[5] Pearson Correlation .980, p = .020, and N = 4.

[6] Twenty-one clients had recorded dates of birth that would have made them younger than 15-years-old, several were less than 3-years-old. The evaluation team excluded these date of births from the analysis here.

Race and Ethnicity

The data included information on the race and/or ethnicity of VPP client participants. The evaluation team reviewed the data, classified the ethnic specifications into eight broad racial/ethnic groups, and found the distribution to be as follows: African American/African (82%), Latino (8%), White (4%), Asian American or Pacific Islander (3%), Multi-Racial/Multi-Ethnic (2%), Native American/Alaskan Native (1%), Other (1%), and Unknown (1%).

Gender

No information on the gender of client participants was available in the data shared with the evaluation team. Such data will further characterize the clients.

Client's Postal Zip Code at Intake

At intake most clients (90%) resided throughout the City of Oakland; the remaining 10% had zip codes out of the area. The most common postal zip codes of residence at intake are enumerated in the Table __ below. A plurality of clients resides east of City Hall, followed by neighborhoods west of City Hall, and the area north of City Hall. Unlisted postal zip codes contributed less than 1% of the caseloads of consenting clients.

Table ___. Clients' City Region and Postal Zip Code of Residence at Intake.

City Region	Postal Zip Code	Number (Percent of Total) n=565
East	94601	111 (20%)
West	94612	76 (14%)
East	94621	64 (11%)
East	94605	60 (11%)
East	94603	49 (9%)
East	94606	37 (7%)
West	94607	37 (7%)
North (and West)	94608	28 (5%)
North (and West)	94609	16 (3%)
East	94602	14 (3%)
Non-Oakland (Hayward)	94544	11 (2%)
East	94619	8 (2%)
East	94610	5 (1%)
P. O Box in Oakland	94604	4 (1%)
East	94601	4 (1%)

Service Comparisons by Race/Ethnicity

Using CMS data provided by the City of Oakland the evaluation team sought to compare the services parolee participants received during the evaluation period. As in evident in the table below, far more African American parolees were provided services by Oakland Measure Y funded programs than any other racial/ethnic group. Over 200 black parolees were assisted, while the second runner up (Latinos) numbered 30 or less. This finding likely represents the disproportionate number of African American parolees paroled to Oakland compared with other racial/ethnic groups. Using group and individual contact hours recorded in the CMS, the evaluation team compared the ethnic groups to determine whether any group received more service hours than another group. (In the table below, the race/ethnicity of the client groups are identified, the number (N) of clients included in the group, the mean or average number of hours (group or individual), the median (50th percentile) number of hours, the minimum number of hours received, and the maximum number of hours received.)

No statistically significant differences were evident in the group counseling hours or individual counseling hours data. On average, no racial/ethnic group received more hours in group counseling than any other group.   Similarly, on average, no racial/ethic group received more hours in individual counseling than any other group.

Table ___ . Comparison of Group and Individual Hours by Race/Ethnicity.

Race/Ethnicity	N	Mean	Median	Minimum	Maximum
Group Hours[7]					
African American	242	135.51	69.50	2.00	892.00
Asian American or Pacific Islander	10	197.48	171.75	10.00	456.00
Latino	29	150.77	56.00	3.00	903.50
Native American	2	312.00	312.00	102.00	522.00
White	17	187.24	180.00	2.00	500.00
Other	3	19.00	18.00	18.00	21.00
Multi-racial/Multi-ethnic	6	67.08	52.00	16.00	144.00
Unknown	3	42.00	57.00	6.00	63.00
Total	**312**	**142.63**	**69.50**	**2.00**	**903.50**
Individual Hours[8]					
African American	268	36.68	15.00	0.25	579.00

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[7] ANOVA: F = 1.244, p = .278
[8] ANOVA: F = 1.639, p = .124

Asian American or Pacific Islander	10	90.85	58.71	0.25	242.00
Latino	30	52.03	30.50	1.00	200.00
Native American	2	115.5	115.5	15.00	216.00
White	6	42.71	7.38	2.00	210.50
Other	3	48.03	56.00	18.00	70.08
Multi-racial/Multi-ethnic	6	32.68	24.04	8.50	91.25
Unknown	4	24.94	11.38	2.00	75.00
Total	**329**	**40.20**	**15.00**	**0.25**	**579.00**

Recidivism Outcomes Comparisons by Race/Ethnicity

The evaluation team also sought to compare recidivism outcomes for parolee clients. Comparing new law violations and technical violations across groups collected by the California State Parole Office, the evaluation team found that parolee participants had about three new law violations while in the programs and about 2 parole violations while in the program. Comparing different racial and ethnic groups the evaluation found small differences. Clients who were Asian American or Pacific Islander had, on average, the highest number of new law violations while Latinos, on average, had the highest number of technical violations. However, the found differences were small and not statistically significant. Parolee participants did not experience very different recidivism outcomes. (In the table below, the race/ethnicity of the client groups are identified, the number (N) of clients included in the group, the mean or average number of violations (new law or technical), the median (50th percentile) number of violations, the minimum number of violations, and the maximum number of violations.)

No statistically significant differences were evident in the number of new law violations. On average, no racial/ethnic group experienced more new law violations than any other group. Similarly, on average, no racial/ethic group received more technical violations than any other group. Statistically significant differences were not evident in the number of technical violations.

Table ___. Comparison of New Law Violations and Technical Violations by Race/Ethnicity.

Race/Ethnicity	N	Mean	Median	Minimum	Maximum
New Law Violations[9]					
African American	181	3.13	3.00	1.00	10.00
Asian American or Pacific Islander	2	3.50	3.50	3.00	4.00
Latino	18	2.94	2.00	1.00	8.00
Native American	2	2.00	2.00	2.00	2.00
White	10	2.70	2.00	1.00	6.00
Other	4	3.75	3.00	2.00	7.00
Multi-racial/Multi-ethnic	6	4.67	2.50	2.00	11.00

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[9] ANOVA: F = .626, p = .734

Unknown	0	0.00	0.00	0.00	0.00
Total	**223**	**3.14**	**2.00**	**1.00**	**11.00**
Technical Violations[10]					
African American	131	2.53	2.00	1.00	10.00
Asian American or Pacific Islander	2	1.50	1.50	1.00	2.00
Latino	12	2.67	1.50	1.00	11.00
Native American	1	1.00	1.00	1.00	1.00
White	9	2.00	1.00	1.00	6.00
Other	3	2.33	2.00	1.00	4.00
Multi-racial/Multi-ethnic	5	1.60	2.00	1.00	2.00
Unknown	0	0.00	0.00	0.00	0.00
Total	**163**	**2.45**	**2.00**	**1.00**	**11.00**

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[10] ANOVA: $F = .441$, $p = .875$

Appendix H: Measure Y Resident Survey Preliminary Findings

In December of 2008, the Measure Y evaluation team administered a phone survey to Oakland residents to measure perceptions and awareness of safety, violence, and crime prevention strategies. Four hundred eighty-one (481) people from all areas of the City were called and asked a series of multiple choice and open-ended questions and had the option of responding in English, Spanish, and Mandarin.

1. Methodology

The survey was co-designed and conducted by Corey, Canapary, and Galanis Research (CCG) of San Francisco. Researchers wanted to proportionally reflect the population in each of the 5 areas with a minimal margin of error. Since census data was nearly 10 years old at the time of the survey, 2008 voting records were used to estimate the population living in each of the 13 Oakland ZIP codes.

The 13 ZIP codes were split in to 5 groups, Areas A, B, C, D, and E (see table below). Each area contained a proportion of Oakland's population, as determined by the voter rolls.

Area	Zip Codes	Registered Voters (% of Oakland pop.)	Responses (% of 481 surveys)
A (Hills, Rockridge, Laurel and Dimond Districts)	94602, 94609, 94611, 94618	39	38
B (Grand Lake, Chinatown, East Lake, San Antonio)	94606, 94610	13	13.5
C (West, Downtown, Lake Merritt, Jack London)	94607, 94612	16	8.7
D (Fruitvale, Central)	94601	9	11
E (East, Coliseum)	94603, 94605, 94619, 94621	24	27

Phone calls were made to listed numbers, using random-digit dial, and to cell phones to get the broadest sample possible. Surveyors made up to three call-backs to households with no answers and respondents had the option of answering in Spanish or Cantonese. Only about 6% of residents opted to respond in a language other than English. While this figure is certainly not representative of the language diversity in Oakland, it is the professional experience of CCG that respondents are at least somewhat proficient in English are inclined to respond English, even if it is their second language.

Further detail and analysis of the methodology will be provided in later reporting.

2. Findings

2.1. Perceptions and feelings of safety

Respondents were asked to assess the following statement, "I would feel safe walking around..." The surveyors then listed three areas: 1) respondent neighborhood; 2) the park nearest their home; and 3) Downtown Oakland, both during the day and at night. The large majority, 80%, of residents said they feel safe walking around their neighborhood during the day. At night, this number drops by half. Thirteen percent said they do not feel safe walking around their neighborhood during the day. This figure was especially prevalent in Area D, where nearly three-quarters reported feeling unsafe. Fifty-eight percent (58%) of all respondents did not feel safe walking around Downtown Oakland at night.

Overall, the survey suggests a slight perception that violence has increased in Oakland over the last three years. When asked if violence has increased (coded 1), stayed the same (coded 3), or decreased (coded 5), responses averaged 2.3. One notable exception is that 19% of Area C noticed that crime has "Decreased a lot" or "Decreased a little" over the same period.

2.2. Public knowledge of Measure Y

Oakland residents were asked if they had ever heard of Measure Y. Less than half (45%) said that yes, they had some knowledge of the measure. Of those who have heard of Measure Y, the top three facts they know about Measure Y are that it:

- Increases the number of police/police funding (37.7%)
- Puts more police on the street/in neighborhoods/on foot patrol (13.5%)
- Increases the number of firefighters/keeps fire stations open (11.2%)

Three percent and two percent know that Measure Y funds violence prevention and employment programs, respectively.

2.3. Awareness of crime prevention strategies

Residents were polled about their awareness of four crime prevention strategies specific to Oakland: violence prevention programs, community policing, NCPC meetings, and neighborhood watch groups. Respondents were asked to rate their knowledge of such strategies on a scale from "not at all aware" (1) to "very aware" (4). The average self scores are as follows:

Strategy	Self Score (Mean)
Violence prevention programs	1.73
Community policing efforts	2
NCPC meetings	1.8
Neighborhood Watch	2.23

In relation to strategy awareness, residents of two Areas—A and E—scored themselves consistently higher than the rest of Oakland. While overall residents of Area A scored themselves the highest, residents of Area E scored themselves consistently above average for each strategy.

Most residents think violence prevention programs are important for the City. Only 15 respondents total said they think these strategies are "not really" or "not at all" important. Of those who recognize the importance of crime prevention programs, 28% thought this because of an existing high crime rate in Oakland. Others (10%) think that prevention is valuable because it is more effective or less costly in the long run. Nearly one in five thinks these programs can increase safety or improve quality of life in the community.

Of the 15 people who responded that prevention is *not* important, the most common reasons are the perception that they are not effective; that it should be the responsibility of schools/parents/the private sector; and that the police and city hall either don't care or are ineffective.

Fifty-eight (58) individuals interviewed know someone who has gone through a violence prevention program. Of those, 15.5% gave the program a rating of "excellent" in helping that individual. Thirty-six percent (36%) said it was "good", and thirty-three percent responded "fair." Just one person said the program was not effective at all, and 13.8% did not know about its effectiveness at all.

2.4. Community Policing

Oakland residents have a very favorable view toward community policing. On a four point scale from "not at all important" to "very important," community policing received a score of 3.8. Thirty-six percent of residents think community policing is a way to reduce fear of and develop trust in the OPD. A quarter said they want the police to understand and care about the community more, while 18% want to increase community-police cooperation.

Appendix I: Recommendations for Improving the Data Available for Violence Prevention Program Evaluation

The CitySpan data base represents a significant advance in how evaluation and monitoring data can be collected. During the site visits, funded agency staff indicated that DHS staff has been extremely helpful in helping programs use the system. Our analysis of the outcome data points to several limitations in relation to the existing data collection system and the quality of the data received through the third party encoder. Here we outline our recommendations for improving the quality of data.

We recommend that DHS work with NCCD and CitySpan to implement the following changes:

1. Expand the Number of Fields in the CitySpan System
CitySpan should expand the number of fields in its system to include those that are easier to match, such as Social Security Numbers, Driver's License Numbers, or any additional data points which provide singular identifiers for a client. For youth participants, a better match rate with OUSD could be obtained by requiring programs to flag non-OUSD students in CitySpan or by adding a general field where they indicate the last school the student attended. When such changes are implemented, we recommend that DHS provide training to programs to ensure that they collect as much data as possible and to help them understand how this supports the evaluation of their program.

2. DHS Should Conduct Data Scrubs Monthly
Since evaluators do not have access to view client data and run "data scrubs" to ensure that programs are populating those fields that are needed in order to get a better match rate, we recommend that DHS conduct data scrubs on a monthly basis. DHS staff should be checking programs to make sure that they have an OUSD student id number or other fields filled in that would enable a better match.

3. DHS Should Request that NCCD Implement the Following Modifications to the Matching Process
a)   Use a linkage table versus a crosswalk table. Currently, the crosswalk table that NCCD does the matching to other data sets (i.e. OUSD, JUVIS, etc.) doesn't deal with duplicates. This is actually a bigger problem because when they match the data for a student that is duplicated across different program, that student may have matched OUSD in their crosswalk table for one program but then not have matched OUSD data for the other program, even though it is the same student.
 b)   NCCD should use soundex in order to get a better match rate. This will increase the chances of Matt Smith and Matt Smit (spelling error) getting matched as they should be.
c)   NCCD should increase the number of fields that they match on. During the process of matching, it is like a filter. The process may begin with 3 fields. If this

is unsuccessful, matching is done with two and then one field. If the process starts with 6 fields instead, the chances of finding matches increases.

4. Modify CitySpan so that Programs are Linked to Specific Strategies
Currently programs enter information into CitySpan, but evaluators receive data in aggregate by agency. In order to conduct an outcome evaluation for each program (for those agencies funded for multiple programs), a more efficient system for assigning clients to a single program needs to be developed. Currently, programs assign clients to strategies, which loosely correlate with their assigned program. However, our analysis based on strategy revealed that some participants have been assigned multiple strategies and strategies do not necessarily correspond to client's assigned program. Unless DHS separates the data for us by program, we will not be able to conduct outcome evaluations by program. We recommend that CitySpan be modified so that strategies are aligned to specific programs so that we can disaggregate them. We would recommend locking the types of strategies that certain programs are allowed to select given the types of services they are providing to prevent errors in the assignment of clients to a single program.