

Measure Y 2010-11 Evaluation Report

Findings: Strategy – Level Results

II. YOUNG ADULT REENTRY AND EMPLOYMENT

Introduction

During 2010-11, Measure Y allocated \$1.3 million of funding for the Young Adult Reentry and Employment strategy. The strategy focuses primarily on ex-offender populations, including adults and young adults on probation or parole. Programs within the Young Adult Reentry & Employment strategy target young adults aged 18-35. The strategy includes two primary approaches:

Project Choice: Project Choice is an approach to supporting reentry by beginning services while individuals are incarcerated and continuing those services post-release. Volunteers of America Bay Area and The Mentoring Center each provide intensive support to parolees returning to Oakland. Case managers begin working with clients during incarceration, providing case management, life skills coaching, peer support, and reentry planning. Upon release, case managers broker services such as substance use treatment, mental health services, housing, employment and other resources that support a successful reentry. Clients receive cognitive behavioral group therapy, peer support, and ongoing case management.

Reentry Employment: Reentry Employment programs provide short-term work experience and job-readiness to adults and young adults on probation or parole. One program also provides job placement in the competitive job market. Four non-profits receive contracts to provide reentry employment and training, which includes subsidized job training, transitional jobs, and job placement and retention support. The goal of reentry employment is to provide clients with the skills and experience to secure and keep a job.

The Problem & the Young Adult Reentry Employment Strategy Theory of Change

The Young Adult Reentry Employment strategy aims to break the cycle of recidivism by supporting the reentry process and linking offenders with a job. A disproportionate percentage of the ex-offender population in Alameda County returns to Oakland upon release. The reentry population is especially at risk of re-offending during the first six months of transition from incarceration to reentry. In order to successfully re-integrate into their communities, ex-offenders need a range of supports from

Reentry Employment Funded Programs	Key Activities
Youth Employment Partnership	Job training, subsidized work experience, vocational training, education, support services, and unsubsidized placement.
Volunteers of America, Bay Area	Crew-based subsidized employment to parolees as part of an 8 -person crew.
Goodwill Industries of The Greater East Bay	Job readiness training and temporary subsidized employment to parolees and probationers.
The Workfirst Foundation (America Works)	Job placement and retention support to parolees and probationers.

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food and housing to employment and mental health or substance use treatment.⁴⁵ While employment can be protective against further criminal justice involvement, ex-offenders tend to have low levels of educational attainment, little work experience, and few employable skills that make them attractive to potential employers. A record of incarceration makes it hard to secure employment, particularly during an economic downturn.⁴⁶ A job is critical to breaking the cycle of recidivism. 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 or vocational training.

The Young Adult Reentry Employment strategy is designed to reduce re-incarceration rates among the more than 300 parolees and probationers that receive services. The Project Choice programs are built on the premise that ex-offenders will be less likely to recidivate during the first six months post release if reentry planning begins during incarceration and supportive resources and services are provided during the transition period. The reentry employment programs are founded on the belief that temporary work experience provides ex-offenders with the skills and credentials to obtain competitive, living wage employment, and direct placement in the competitive job market will prevent further criminal justice involvement.

Evaluation Question 5: What services were provided to Young Adult Reentry and Employment clients and were they delivered as planned?

***Finding 5.1** Within the Young Adult Reentry & Employment strategy, Project Choice enrolled 156 clients, while Reentry Employment programs enrolled 226 clients.*

Funding for Young Adult Reentry & Employment services was allocated to four non-profit organizations to deliver reentry and employment services (job-readiness, work experience, and job placement), two non-profit organizations to work with the reentry population through Project Choice, and the Reentry Employment Specialist.

⁴⁵ "Reentry." Office of Justice.

⁴⁶Raphael, Steven. "The Employment Prospects of Ex-Of-fenders." In *Social Policy Approaches that Promote Self-Sufficiency and Financial Independence Among the Poor*, edited by Carolyn Heinrich and John Karl Scholz. Copyright forthcoming.

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- The Reentry Employment Specialist held 33 employment events for the reentry population during 2010-11, an average of 3 events per month.
- Project Choice enrolled 156 clients during the fiscal year; 10% or 15 of these clients were enrolled in work experience offered through other Measure Y programs.
- Reentry Employment programs enrolled 229 clients during 2010-11.

Service Hours: Project Choice (n=156)

Source: CitySpan Download 8/1/2011

	# Hours	# Clients	Average per Client
Work Experience	3,104	15	206.9
Case Management	3,612	156	23.2
Peer Support/Counseling	3,049	98	31.1

Project Choice: Clients receive reentry planning during incarceration and case management and life skills support post release.

Reentry Employment: 229 clients were enrolled in Reentry Employment programs. 98 clients received work experience (subsidized temporary employment), while 160 received life skills and pre/employment skill building.

Client Retention: On average, clients enrolled in Reentry Employment programs received slightly less than three months of service, as expected. Several programs within this cluster operate on a three-month cohort model, with clients exited from the program after completing a specified amount of work experience within the quarter.

Project Choice clients were on average enrolled in programs for five months, also as expected. Young Adult Reentry & Employment programs enrolled 125% or 117 more clients than they were contracted to serve, which indicates that clients who dropped out were replaced with new clients. This level of client turnover is not unexpected for programs serving high-risk populations.

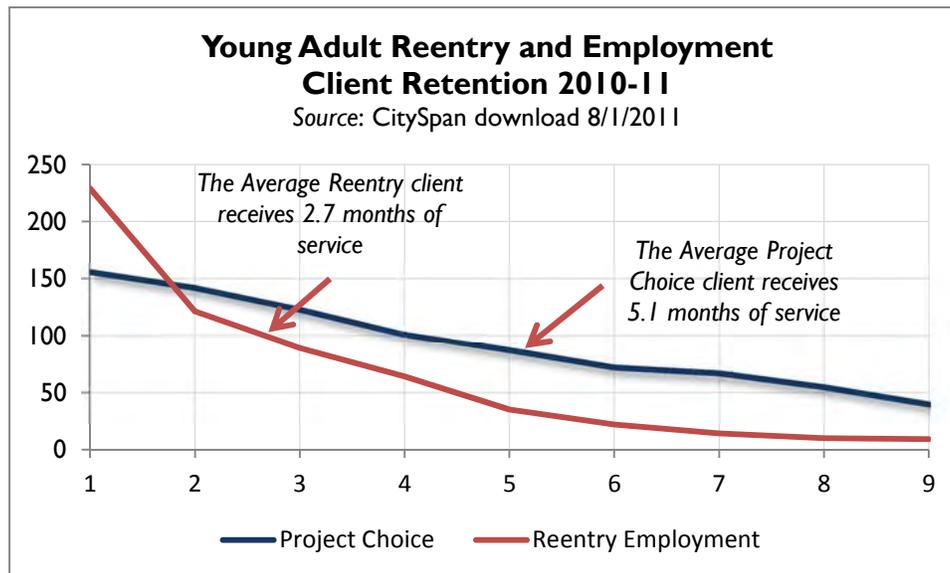
Service Hours: Reentry Employment (n=229)

Source: CitySpan Download 8/1/2011

	# Hours	# Clients	Average per Client
Work Experience	15,348	98	156.6
Basic Education Training	7,652	217	35.3
Case Management	1,235	140	8.8
Peer Support/Counseling	874	19	46
Life Skills and Pre-Employment Skills	3,213	160	20.1
Job Skills/Vocational Training	2,748	43	63.9

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Evaluation Question 6: What impact did the Reentry Employment cluster of programs have on the clients they served?

Criminal justice and resiliency outcomes were examined for Reentry Employment participants, including those who received services through Goodwill Industries, Volunteers of America Bay Area Crew-Based Employment, Youth Employment Partnership Reentry Employment, and America Works (Workfirst Foundation).⁴⁷

Matched Data Analysis: A matched data analysis between CitySpan service records for Reentry Employment programs and Alameda County Adult probation records was conducted, examining arrest rates for clients twelve months before program enrollment and twelve months after enrollment. It is important to note several limitations that must be considered in interpreting these data.

- The sample for this analysis includes all clients with valid records matched to Adult Probation, who had service hours entered into CitySpan.
- Many Adult Reentry programs also serve parolees. The recidivism rates should not be generalized to all programs within the Reentry Employment cluster because rates for parolees are not available.
- Further, the 2010-11 recidivism rates were calculated post-program enrollment. Because programs use either a quarterly cohort or rolling enrollment model, for many clients the 2010-11 post period was fewer than three months because they were

⁴⁷ Project Choice programs were not included in the matched data analysis because California Department of Corrections & Rehabilitation data were not available for 2010-11. America Works clients were not included in the service dosage analysis because the program does not enter client service information.

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enrolled in the spring. Recidivism rates shown here reflect no more than 24 months of data for any individual client, and often less.

Pre/Post Tests: Pre/post tests were administered upon enrollment and again after 3-6 months of service. Among Reentry Employment programs, 89 clients served anytime from 2009-2011 completed both a pre and a post-test.

Finding 6.1 *Nearly all Measure Y probationers served through Reentry Employment programs were able to comply with the terms of their probation. The recidivism rate for probationers served in 2010-11 was less than 2%, based on a matched data analysis with Alameda County Adult Probation records. Results should not be generalized to the impact of the overall strategy because parolee outcomes were not examined.*

Despite the limitations outlined above, a review of Alameda County Adult Probation records found that most Measure Y probationers served through Reentry Employment programs were able to comply with the terms of their probation. Further, a look at the past three years suggests that probationers who participate in Measure Y Reentry Employment programs are managing to avoid further criminal justice involvement at least during the short term.

- The three-year average recidivism rate (for a new offense/non-technical violation) was 5.5% for clients enrolled in Reentry Employment programs that were on probation.
- While comparable information is not available for probationers who did not receive services, about a quarter (23%) of probationers in Alameda County have their probation revoked for a technical violation or new offense annually. Relative to the general population, Measure Y probationers experienced lower rates of re-arrest.⁴⁸
- However, 98 or about half of Reentry Employment clients are on parole. Parolees are categorically at a higher level of risk than probationers. While encouraging, these data do not provide a complete picture of Reentry Employment programs' impact on recidivism among the clients who received services in 2010-11.

Violation Rate: Reentry Employment Clients Served in 2009-10 & 2010-11

		Served 2009-10			Served 2010-11		
		Arrested at any time after service start			Arrested at any time after service start		
		NO	YES	Total	NO	YES	Total
Reentry	Count	105	10	115	107	2	109
Employment	% of Total	91.3%	8.7%	100.0%	98.2%	1.8%	100.0%

⁴⁸2009 California Criminal Justice Profile, Statewide and by County. Table 7: Adult Probation Caseload and Actions by Level of Offense and Percent Distribution (Alameda County). California Department of Justice, Criminal Justice Statistics Center (CJSC). 2009.

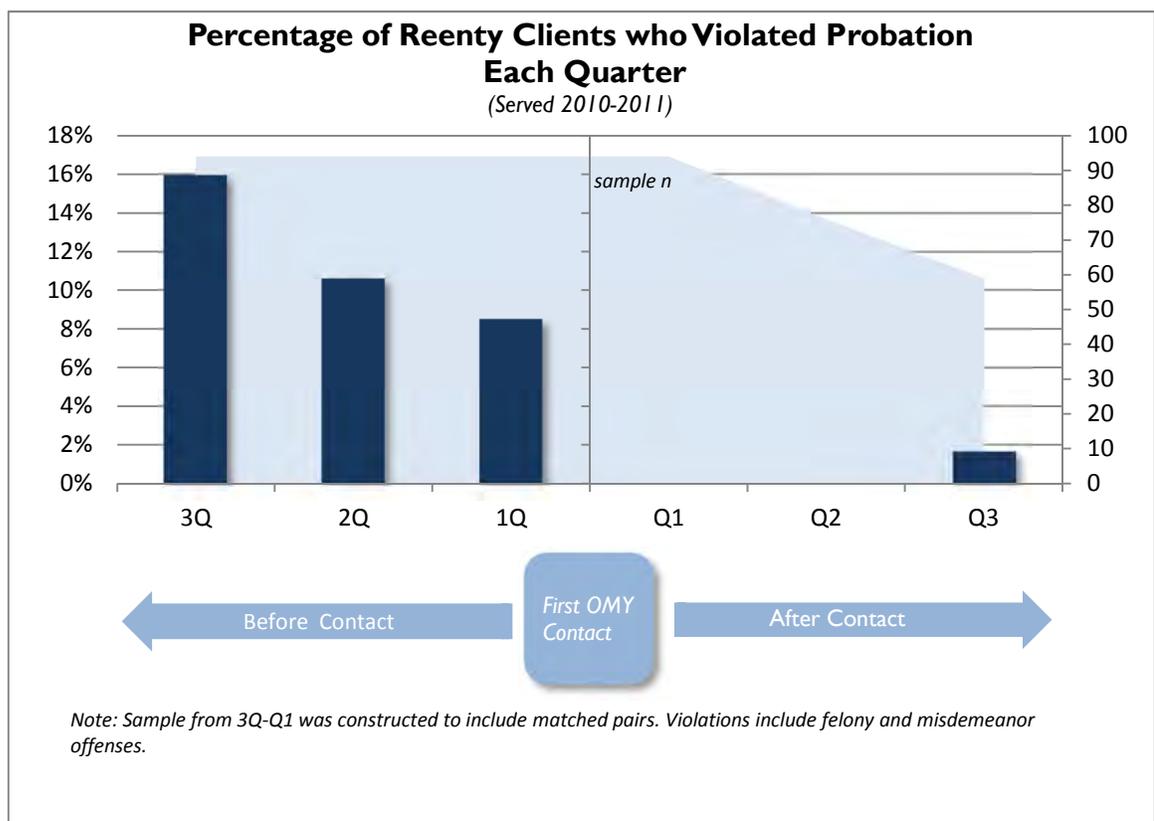
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Finding 6.2 Enrollment in Measure Y programs was associated with decreased recidivism among adult probationers served through Reentry Employment programs.

A pre/post analysis of quarterly per client violation was conducted for Reentry Employment clients who received any amount of service in 2010-11. A paired t-test analysis found that the decline in per-client arrests following entry into Measure Y service was statistically significant at the 95% confidence level.⁴⁹ The chart below depicts this decline in criminal justice involvement.

- Among the 94 clients for whom valid pre/post data were available, none violated during the first two quarters of enrollment in Measure Y.
- This trend suggests that enrollment in Measure Y Reentry Employment programs is protective against further criminal justice involvement among adult probationers during the short term.

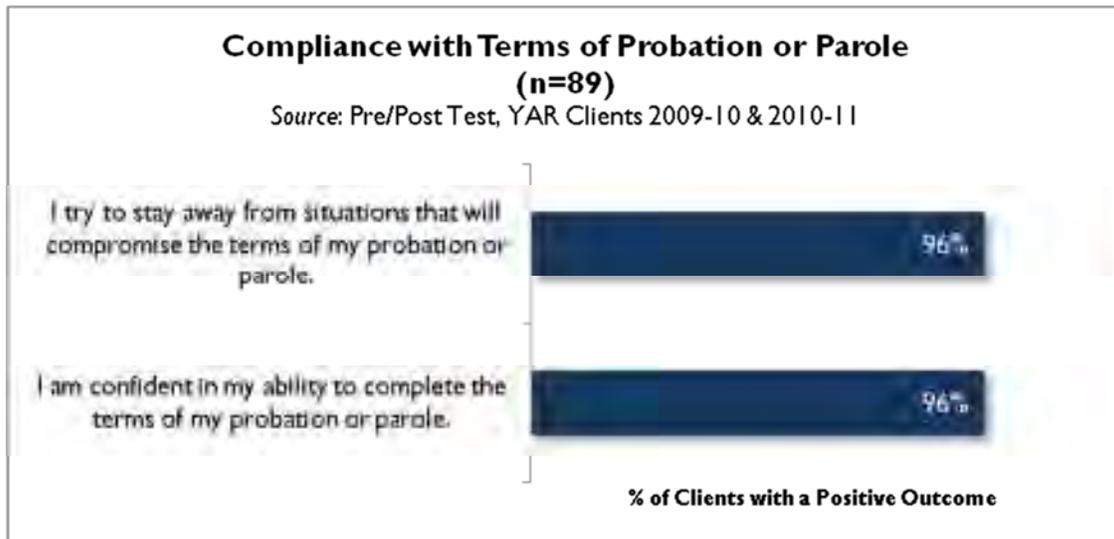


⁴⁹ A paired t-test analysis found that the per client violation rate decline from one quarter before program enrollment to the first quarter after enrollment was statistically significant at a 95% confidence level ($p=0.04^*$). No other changes from quarter to quarter were found to be statistically significant. The sample includes only clients for whom the full quarter of probation data was available. Sample from 3Q-Q1 was constructed to include matched pairs

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Intermediate Client Outcomes: Consistent with the matched data analysis which pointed to decreased criminal justice involvement upon enrollment, almost all Reentry Employment clients who completed pre and post-tests reported improvements in their ability to comply with the terms of their probation or parole.



Employment Outcomes

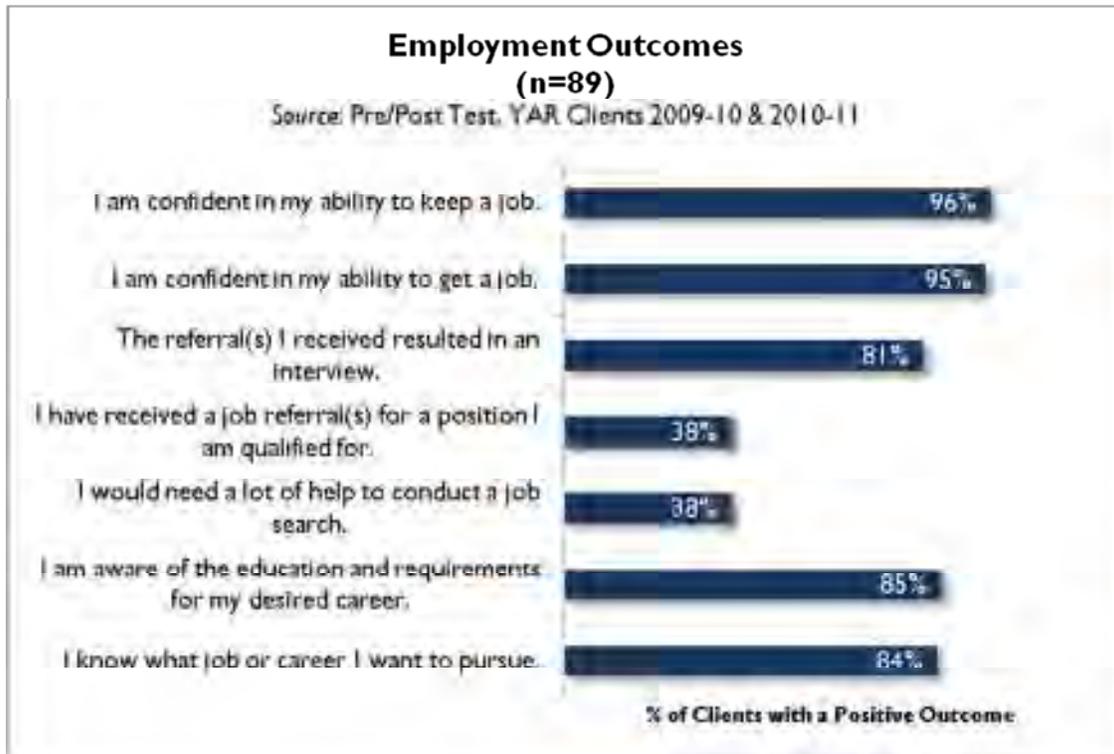
Finding 6.3 Clients enrolled in Measure Y Reentry Employment programs reported increased confidence about their ability to find a job, but finding a long-term job placement continued to be a challenge for many clients.

Reentry Employment programs focus on improving clients' employability through subsidized work experience, job training and readiness classes, and job placement in the competitive job market. A pre/post analysis found that clients reported improvements on job readiness indicators, but that securing a job remained a challenge for many clients.

- Almost all clients were more confident about their ability to get and keep a job after program participation. Nearly all clients experienced improvements in relation to their career aspirations.
- While 81% of clients received a referral for employment that resulted in an interview, only 38% felt they were qualified for the position for which they received the referral.
- Less than half, or 40%, of clients felt they could conduct a job search independently.

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Resiliency & Protective Factor Outcomes

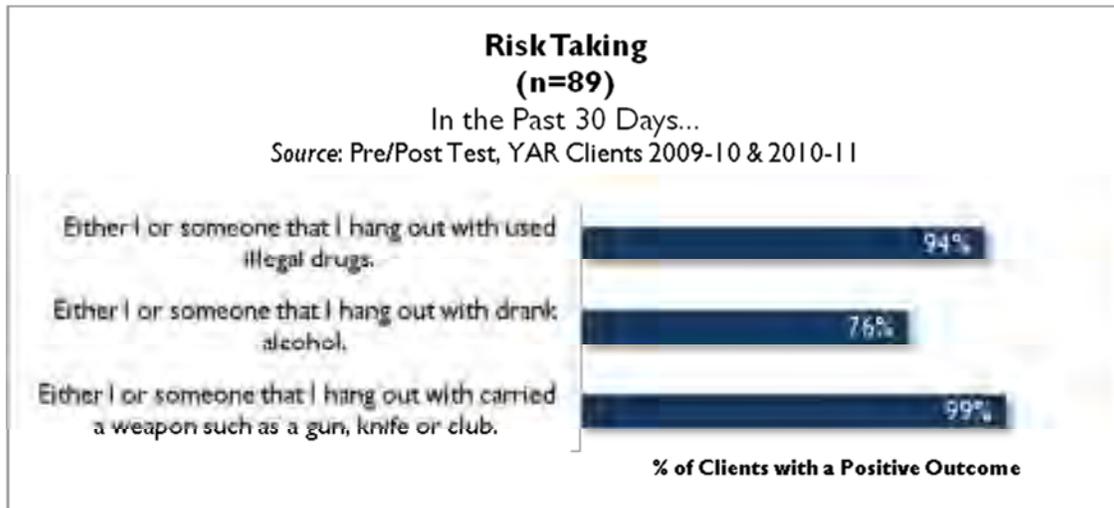
***Finding 6.4** Clients enrolled in Measure Y Reentry Employment programs reported improvements in relation to resiliency/protective factors.*

Factors such as supportive relationships with family and friends, ability to manage anger and emotions effectively, and decreased risk taking behavior can prevent, protect, and reduce the harm associated with violence. In addition to providing employment training and placement, Reentry Employment programs use case management to identify client goals, support clients in accessing employment and education services, and support pro-social activities that will decrease the likelihood of further criminal justice involvement. Pre-post tests were administered upon intake and again after clients received 3-6 months of service. The charts below show the proportion of clients that either reported strength on each item to begin with and sustained strength in this area after participating in the program, or showed improvement on the item under question after receiving services.

Risk Taking: When clients avoid risky behaviors, such as spending time with or associating with anti-social peer groups or substance use, they are less likely to find themselves in situations that compromise the terms of their probation or parole. When people have jobs, they are less likely to engage in such risk-taking activities. Reentry Employment clients reported decreases in risk taking behavior after program participation.

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Discussion

The evaluation of Reentry Employment examined client-level changes criminal justice involvement, employment and resiliency/protective factors. Among the most important findings:

- Almost all Reentry Employment adult probationers included in the sample were able to comply with the terms of their probation. The average 3 -year recidivism rate was 5.5%. However, these results do not include recidivism rates for the 98 parolees who received services and should not be generalized to all Reentry Employment clients.
- Reentry employment clients who completed pre/post tests felt more confident about their ability to get and maintain a job. However, a majority still reported needing a lot of help to conduct a job search.
- Almost all Reentry Employment clients reported that they were taking fewer risks, such as carrying a weapon or using illegal drugs, after program participation.

III. STRATEGY 3: STREET OUTREACH

Introduction

For the 2010-11 fiscal year, the Measure Y Initiative provided close to \$719,000 in funding for the street outreach/community organizing strategy to four non-profit organizations: California Youth Outreach (CYO), Healthy Oakland, City County Neighborhood Initiative (CCNI) and Youth Uprising ARM. Healthy Oakland and CYO deploy street-based outreach workers to conduct outreach to young people 18-35 at area “hot spots” or in response to a violent incident. Outreach workers work evenings and weekends and connect clients to case management and other resources. Street Outreach programs provide a range of services- from outreach to youth involved in street violence or shootings, intensive outreach to young people interested in

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services, to case management for clients who are interested or ready to make a change in their lives. This strategy-level evaluation examines the services and outcomes of those two programs that delivered street outreach.⁵⁰ CCNI provides place-based, community organizing in Sobrante Park and the Hoover Historic District, while Youth Uprising ARM provides leadership development, mentoring and case management to at-risk young people. Measure Y also funds a Violence Prevention Coordinator to provide ongoing technical assistance to the street outreach programs.

Problem and Street Outreach Theory of Change

As noted above, Oakland has the third highest firearm homicide rate for pre-teens and teens in the nation. Highland Hospital treats on average 200 youth and young adults who have been victimized by violence annually. An estimated 13% of young people are involved in gangs in Oakland, according to the California Healthy Kids Survey. Street violence is a significant contributor to Oakland's high homicide and shooting rates. It is important to note that young people involved in street violence are not typically reached by traditional service programs; they are young people who are resistant to institutions and programs either because of their previous involvement in the criminal justice system or because they have disengaged from school, work and other mainstream institutions. While such individuals may be on probation or parole, many are not under the supervision of criminal justice agencies. Youth involved in street violence display many criminogenic risk factors such as gang involvement, anti-social peer groups, truancy, poverty, and/or a fragmented family environment. They are among the hardest to reach and the least likely to be successfully engaged through more traditional youth programs.

Street Outreach aims to interrupt street violence through the deployment of outreach workers to hotspots and by connecting young people involved in street violence with services and supports based on their individual needs and stage of change. Street Outreach is a harm reduction strategy, built on the premise that street violence is an entrenched community problem with no easy solutions. Street outreach does not propose to eliminate street violence, rather reduce the individual and community harms caused by it. Street outreach tempers the negative impact of street violence by stemming involvement in gangs or other anti-social peer groups and reducing retaliatory violence.

⁵⁰ Results for CCNI, Youth Uprising ARM and the Violence Prevention Coordinator were reported in individual program reports in April 2011 and are available at www.measurey.org.

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Evaluation Question 7: What services were provided by Street Outreach programs and were they delivered as planned?

Finding 7.1 Street outreach workers were deployed to seven hotspots plagued by violence over 2,300 times during 2010-11.⁵¹ Outreach workers enrolled 581 clients in services, including intensive outreach and case management.

Measure Y funding was allocated to two non-profit organizations (CYO and Healthy Oakland) to conduct street outreach events, intensive outreach, and case management; funds also covered the cost of the Violence Prevention Coordinator, who provided ongoing technical assistance to the street outreach program.

Street outreach services move along a continuum of intensity and duration from low to high:

- **Street Outreach Events:** Street outreach events refer to the deployment of teams of Outreach Workers to neighborhood hotspots, where a recent incident has occurred or where a pattern of violence has been observed. The purpose of events is to establish relationships with young people who are congregating on the street, inform them about the program, and interrupt cycles of retaliatory violence through conflict resolution after a violent incident has transpired.
- **Intensive Outreach:** Once an outreach worker begins to develop rapport with a potential client, they begin to identify the young person's needs and interests and begin to link them with services to meet those needs. Intensive outreach is completed in five to ten hours. If a client is at the stage of change where he/she is interested in accessing additional resources, he/she is enrolled in case management.
- **Case Management:** The outreach worker may have many contacts with young people on the street; of those many contacts, a much smaller number become Measure Y clients, either through case management services provided through the program or through referral to another program. The goal of this level of service is to provide ongoing coaching and support and to broker resources that help clients to re-engage in education, work, and pro-social peer groups.

Events Conducted: During 2010-11, Street Outreach programs conducted over 2,300 street outreach events, reaching over 21,000 individuals.⁵²

- An average of 195 events per month were held during 2010-11.

⁵¹ Over 2,300 street outreach events were held in 2010-11. An event refers to the deployment of a team of outreach workers to a hotspot location. Multiple events may be held at the same time within a hotspot. In these cases teams of two outreach workers are deployed to different locations within the hotspot.

⁵² The number of individuals may include duplicated contacts made by different teams of workers and should not be interpreted as a non-duplicated count.

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- The VPP Coordinator also held 25 community training events and 57 networking/collaborative meetings.

Client Service Hours: During 2010-11, Street Outreach programs enrolled 581 clients. About two-thirds of clients received one type of service only. 28% of clients received intensive outreach only; 34% received case management only.

Case Managed Clients: During 2010-11, 214 clients were enrolled in case management with Healthy Oakland and California Youth Outreach. Of those, 40% also received intensive outreach and 55% were connected through street outreach.

Client Retention: Street Outreach retained clients as expected for an average of 2.5 months. Case managed clients were enrolled on average for 3.6 months. These results are as expected- intensive outreach is a brief relationship building and referral service where clients receive 5 to 10 hours of service, usually within a month or less. Case managed clients are expected to receive services for about three to six months. Street Outreach

Street Outreach Events

Source: CitySpan Download 8/18/2011

Events Held	2,344
Event Hours	5,654
Event Participants	21,132

Service Hours⁵³ (n=581)

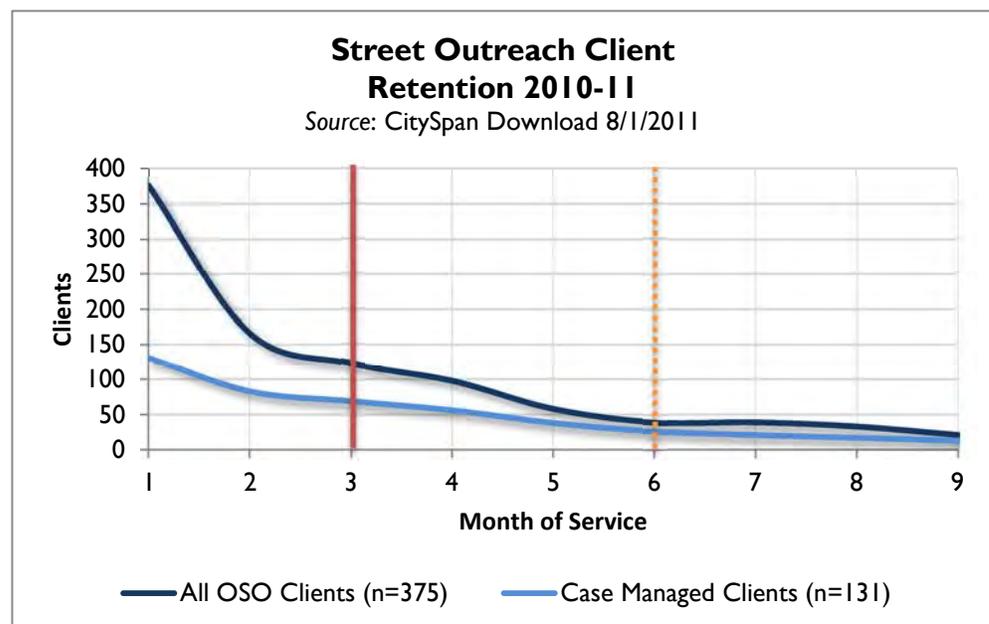
Source: CitySpan Download 8/1/2011

	# Hours	# Clients
Case Management	4,570	319
Intensive Outreach	1,879	352

Service Hours: Case Managed Clients (n=214)

Source: CitySpan Download 8/1/2011

	# Hours	# Clients	Average per Client
Case Management	4,537	214	21.2
Intensive Outreach	442	85	5.2



⁵³ In the subsequent tables, "Case Managed Clients" refers to all clients receiving at least 1 hour of case management.

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programs enrolled 157% or 140 more clients than they were contracted to serve, which indicates that clients who dropped out were replaced with new clients.

Evaluation Question 8: What impact did Street Outreach have on the clients and neighborhoods targeted with services?

Street outreach aims to achieve both client and community level outcomes through the interventions described above. Starting in July 2009, Measure Y - funded street outreach teams were deployed to seven “hotspot” locations in West, Central, and East Oakland. Hotspots are specific areas that have experienced a disproportionately high level of crime. A crime trend analysis examined changes in Part-1 Violent crimes before and after street outreach was initiated in each hotspot location. Changes in crime in hotspot locations were compared to trends in other Measure Y stressor beats not targeted for intervention. The relationship between street outreach event hours and crime trends was also examined to determine if there was a relationship between the two.

Pre/post Tests: Intermediate outcomes for case managed clients, including improvements in employment, resiliency, and risk taking behavior were examined through pre/post tests. Pre/post tests were administered upon enrollment and again after 3-6 months of service. Within the Street Outreach strategy, 160 case managed clients completed pre/post tests in 2009-10 and 2010-11.

Finding 8.1 *Crime in locations targeted with street outreach mirrored that of other Measure Y stressor beats. Though changes in crime were not significantly associated with street outreach event hours in the hotspots, the size of hotspots may be too large to detect statistically significant changes in crime.*

Crime Trends: Through the deployment of outreach workers to specific locations plagued by violence, the Street Outreach strategy aims to interrupt street violence and reduce related crime in those neighborhoods. Crime trends in the seven hotspots targeted with street outreach were examined over the past year to determine whether there were significant changes in crime as a result of street outreach.⁵⁴ This analysis found no relationship between street outreach events and crime trends in any of the seven areas.

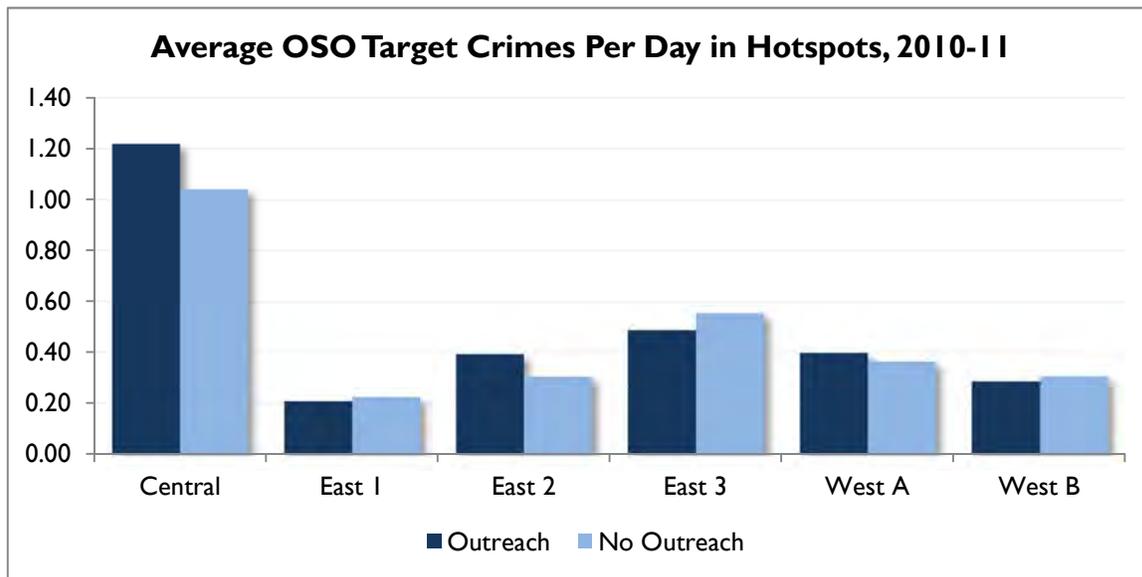
- Crime trends in hotspots mirrored those of other Measure Y stressor beats not receiving street outreach interventions.
- There was no relationship between the number of event hours in a month and crime trends. That is, increased event hours were not positively correlated with decreases in crime.

⁵⁴ Crime trend analysis examined trends in each hotspot in relation to Measure Y Street Outreach target offenses (a sub-set of Part-1 crimes that street outreach aims to stem) and compared them to other Measure Y high stressor beats not receiving street outreach.

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The chart below depicts the average number of crimes targeted by outreach in hotspots on days that outreach workers were deployed compared to days in which outreach workers were not deployed. There were no significant differences observed in any of the hotspots.⁵⁵



Hotspots Targeted with Outreach: Hotspots which range in size from less than a Community Policing beat, to two or more community policing beats may be too large to achieve statistically significant decreases in crime given available outreach workers. The map below depicts the hotspots targeted with outreach during 2010-11. The central Oakland hotspots are contiguous.

- Outreach workers were deployed five days a week, generally spending time at each hotspot every day they worked. Within each hotspot, teams of workers conducted outreach at different locations, but reported that they rarely covered the entire hotspot because of the sheer size.
- Though the analysis above found no significant relationship between outreach and crime trends, it is possible that street outreach contributed towards reductions in shootings and homicides at specific locations within hotspots that were not detected in the hotspot wide analysis.
- While the 2009-10 evaluation detected a relationship between street outreach events and crime trends, it is important to note that many external factors correlated with crime trends have changed in the past year. The Oakland Police Department has experienced a significant reduction in the size of its force (more than 25%) and crime has been trending upwards over the past year both locally and nationally. The differences in results from year to year may be attributed in part to a change in these

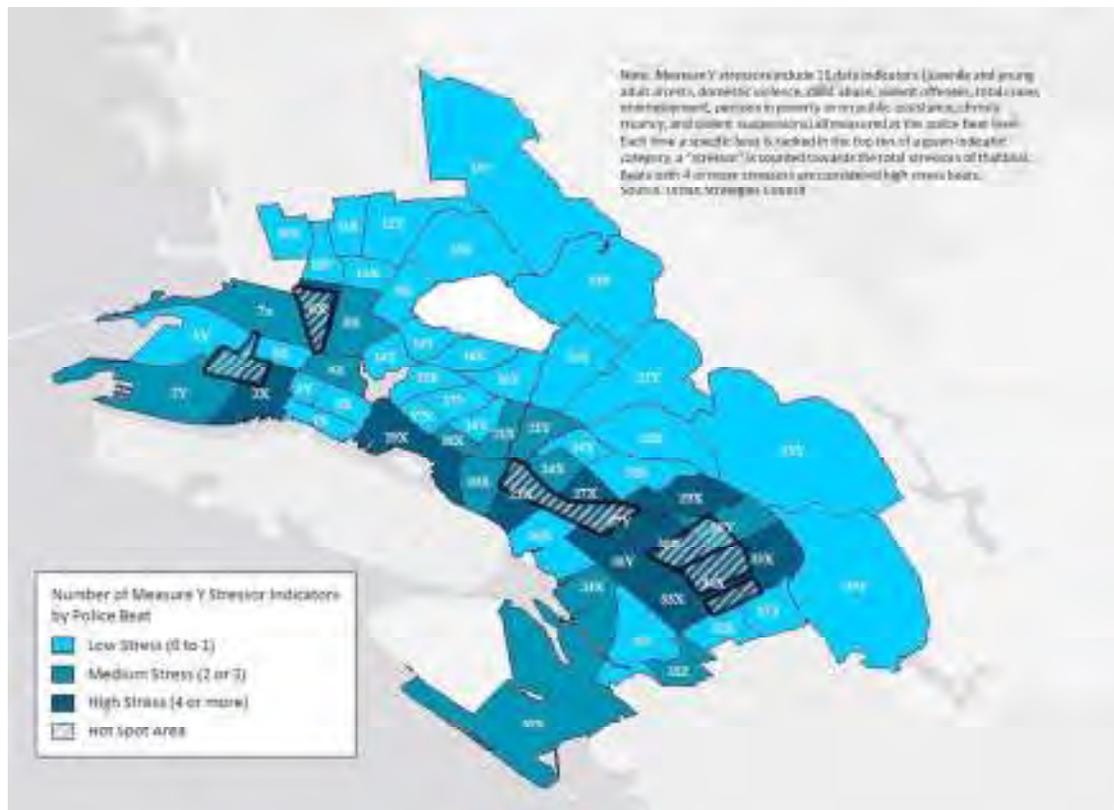
⁵⁵*Excludes domestic disputes and non-geocoded crimes. Geocoding errors are assumed to be random

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conditions. It is possible that the presence of street outreach workers mitigated more significant increases in crime and violence that are difficult to measure.

- Finally, street outreach is a model that is still evolving at a local and national level. As Oakland continues to modify the street outreach strategy, the evaluation will need to integrate additional methodologies to fairly evaluate its impact.



Finding 8.2 Clients enrolled in Street Outreach case management reported improvements in short term outcomes in relation to resiliency and protective factors.

Factors such as supportive relationships with family and friends, ability to manage anger and emotions effectively, and decreased risk taking behavior can prevent, protect, and reduce the harms associated with violence. Street Outreach programs use case management to identify client goals, support clients in accessing employment and education services, and support pro-social activities that will decrease the likelihood of further involvement in street violence. Pre-post tests were administered upon intake and again after clients received 3-6 months of service. The charts below show the proportion of clients that either reported strength on each item to begin with and sustained strength in this area after participating in the program, or showed improvement on the item under question after receiving services.

Relationships with Adults & Peers: The following chart depicts the proportion of clients who experienced positive changes on items addressing relationships with peers and caring adults.

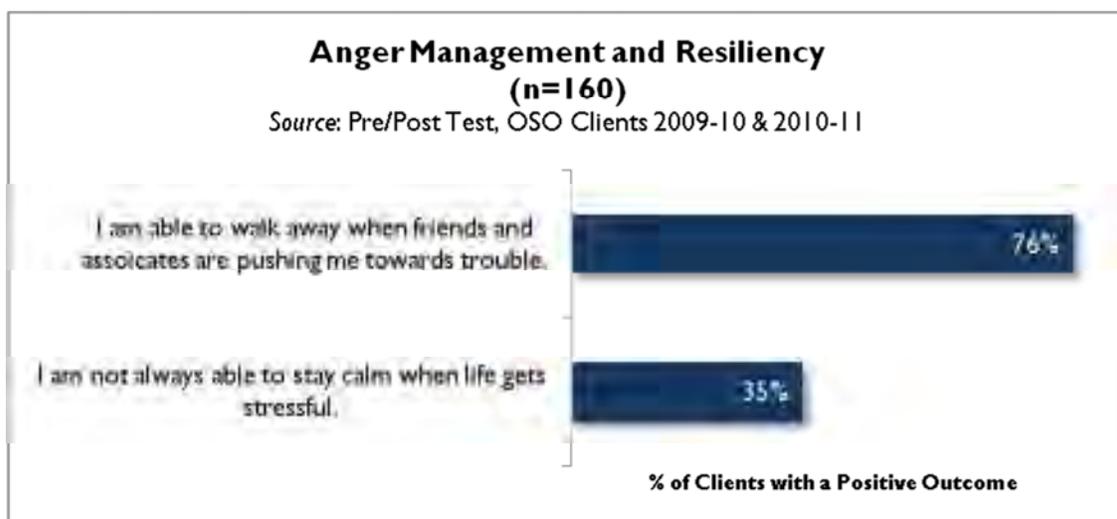
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- Street Outreach clients reported improvements in terms of relationships with supportive adults.
- While about half of clients reported relationships more positive peer groups, about two-thirds are still associating with negative peer groups. Given Street Outreach programs' focus on high-risk young people involved in street violence, these results are not unexpected.



Anger Management: The ability to manage one's negative emotions and stay calm under stress can help young people stay out of trouble and avoid conflict that may lead to violence. Street Outreach clients experienced mixed outcomes on measures of anger management. While three-quarters reported improvements in their ability to avoid being influenced by anti-social peer groups, only a third reported that they were better able to stay calm under stress.

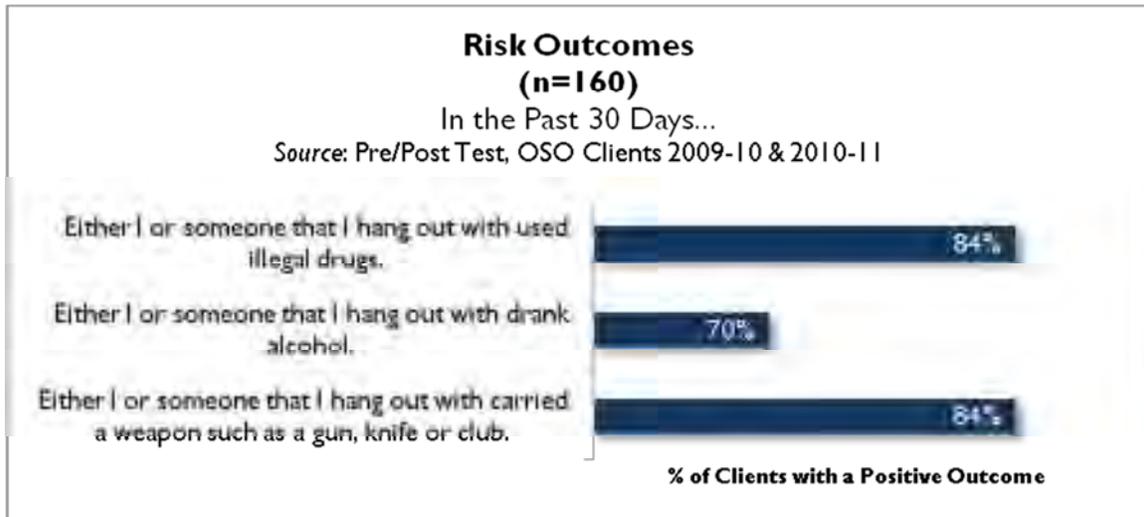


Risk Taking: When clients experience spend less time with anti-social peer groups or address their substance use issues, they are less likely to find themselves in situations that may

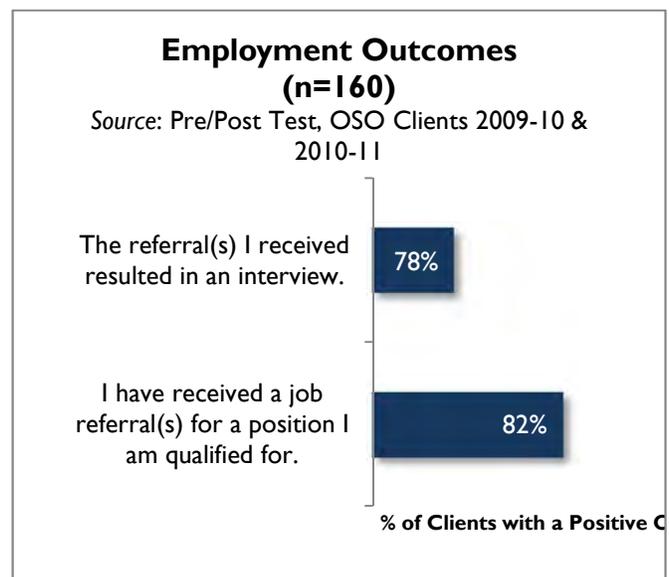
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compromise the terms of their probation or parole. Street Outreach clients reported decreased substance use and less association with negative peer groups after participating in the program.



Employment Outcomes: Street Outreach programs assist case managed clients in meeting employment and education goals, by providing support with job searches, linking them to other Measure Y employment programs, and navigating school/GED program enrollment. A pre/post analysis found that more than three-quarters of street outreach clients received a referral for a job that they were qualified for, suggesting that programs are effectively working with clients to address their employment goals. Programs reported that finding a job was a top priority for many clients and outreach workers ability to link clients with jobs was critical to successful engagement.



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Discussion

The evaluation of the Street Outreach Strategy examined whether there were significant changes in crime trends as a result of street outreach services, as well as intermediate changes in relation to employment, risk-taking behavior, and resiliency/protective factors. Among the most important findings:

- There was no relationship between crime trends in hotspots targeted with street outreach and the deployment of street outreach workers to those locations. Hotspots are likely too large to detect significant changes in crime given available outreach resources.
- Clients who received case management through street outreach reported improvements in relation to risk and resiliency indicators, such as relationships with caring adults and anger management, but were still associating with negative peer groups.
- Street outreach, according to client reports, is helping clients access employment. More than three quarters of clients received a referral for a job that they were qualified for and/or a referral for a job that they were qualified for.

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Conclusions & Recommendations

The 2010-11 evaluation of the Measure Y Violence Prevention Program initiative examined the services and impacts at the initiative and strategy-level. The initiative evaluation reports on the services and intermediate outcomes reported by clients. Among the most important initiative findings:

- *Measure Y served over 4,600 clients in 2010-11.* Violence Prevention Programs provided services to over 4,600 Oakland residents in 2010-11 and allocated over \$5.2 million dollars to community-based organizations to deliver prevention and interventions services to individuals at risk for perpetrating, falling victim to, or suffering from exposure to violence. The cost of providing services was in line with other similar violence prevention programs in other communities.
- *Clients reported improvements on risk and resiliency indicators.* According to pre/post test results, most Measure Y clients experienced improvements on indicators of resiliency and protective factors, job readiness, and their ability to comply with the terms of their probation and parole. Fewer than half of clients reported improvements in relation to managing their emotions, avoiding association with negative peer groups, and feeling confident about searching for a job.
- *Most adult and juvenile probationers served through Measure Y are managing to stay out of trouble and avoid further criminal justice involvement.* Adult probationers served through Measure Y for the most part managed to avoid further criminal justice involvement (only 9% of those served in 2009-10 were arrested after receiving services). About a third of juvenile probationers served through Measure Y were arrested with a sustained offense after receiving services.

The strategy-level evaluation examined the services and client outcomes for clients who received services through the Juvenile Justice Center/OUSD Wrap Around Services, Young Adult Reentry & Employment, and Street Outreach strategies. Among the most important strategy-level findings:

- *Juvenile Justice Center/OUSD Wrap Around Services (JJC) clients had significant decreases in criminal justice involvement while they were enrolled in the program.* JJC clients experienced statistically significant declines in criminal justice involvement during the nine months following intake to service. The proportion of clients violating nine months prior to program enrollment was 66%, compared to 33% of clients violating after program participation. Eighteen months after intake about 60% of clients managed to avoid further criminal justice involvement.
- *Nearly all Reentry Employment probationers managed to comply with the terms of their probation during the first six months after enrolling in Measure Y services, though outcomes for parolees were not analyzed.* Reentry Employment probationers experienced decreased criminal justice involvement after program participation. During the first 6 months after intake, no probationers violated. The three-year average

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recidivism rate for Reentry Employment probationers was 5.5%. This suggests that participation in Reentry Employment programs was protective against criminal justice involvement over the short term.

While positive gains were observed among Reentry Employment probationers, they should not be generalized to all clients because they do not include outcomes for parolees. Parolees are categorically higher risk and may have experienced outcomes that differed significantly from probationers.

- *While the deployment of street outreach workers to hotspots did not have appear to have an impact on crime, hotspots may be too large to achieve neighborhood level decreases in crime.* No significant relationship was observed between the deployment of street outreach workers to the seven hotspots and declines in crime. Given available outreach resources, the size of the hotspots may have been too large to achieve significant reductions in crime.

Given these findings, the evaluation makes the following recommendations:

- I. ***Integrate evidence-based practices into the design and delivery of strategies targeting the adult and juvenile populations with prior criminal justice involvement that are tailored to different levels of risk (high, medium, or low).*** Criminogenic risk assessments provide information regarding the client's level of risk for re-offense, which is critical to reaching Measure Y's target population, as well as ensuring that appropriate services are delivered to clients with different levels of risk. Measure Y should continue to integrate evidence based practices in the design of services for individuals on probation and parole that aim to deliver an appropriate amount and type of service based on results of risk and needs assessments. Defining what this looks like for case management programs is especially important, because it is a core Measure Y service. Building program capacity to deliver evidence-based practices should be prioritized.
- II. ***Strengthen the referral process to build on the JJC/OUSD Wrap Around Services strategy's success with re-enrolling young people in school and decreasing their criminal justice involvement over the short term.*** The JJC/OUSD Wrap Around strategy is a system level solution for re-engaging reentry youth in school that relies on collaboration between Juvenile Probation, the school district, the City of Oakland, and community based organizations. As the strategy moves fully into implementation phase, it is a good time to examine which aspects of the model are working and areas for improvement. The referral process should be reviewed to ensure that programs have as much information as possible on their client's criminal history, level of risk and needs, and readiness for program participation. Clarify roles, responsibilities, and agreements between partners (OUSD, Juvenile Probation, DHS, and community based organizations). Guidelines on amount of service or length of time clients receive services should also be reviewed and calibrated based on level of risk.
- III. ***Explore opportunities to expand employment opportunities for the Measure Y target population.*** Participation in employment programs was associated with decreased criminal justice involvement among adult probationers. Street Outreach clients also reported positive

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employment outcomes as a result of program participation. However, securing employment for individuals with criminal records during an economic downturn is particularly challenging. Given the positive benefits of employment, Measure Y should explore opportunities to integrate employment placement into more strategies.

- IV. ***Examine the size of hotspots targeted with Street Outreach and consider reducing their size given available resources.*** In some cases hotspots span multiple Community Policing beats, outreach workers cannot cover all locations plagued by shootings and homicides within the hotspot. While outreach workers may be significantly interrupting violence at locations within the seven hotspots, resources appear to be insufficient to impact violence across the hotspot. In a time of increasing crime and decreasing police resources, it is important to continue to clarify the role that street outreach can play in preventing and reducing violence by examining what has worked locally and nationally.
- V. ***Continue to work to obtain information on parolees so that Measure Y's impact on this population can be examined.*** While adult probationers managed to avoid further criminal justice involvement for the most part, we do not know how parolees did after receiving services. The City of Oakland should continue its efforts to obtain California Department of Corrections and Rehabilitation data on parolees.

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Appendix A: List of Programs by Strategy

Family Violence Intervention

1. The Family Violence Law Center: Family Violence Intervention Unit
2. The Alameda County Interagency Children's Policy Council: Street Outreach for Sexually Exploited Minors
3. Safe Passages: Mental Health Services 0-5

Oakland Street Outreach and Community Organizing

4. California Youth Outreach: Oakland Street Outreach
5. City/County Neighborhood Initiative
6. Healthy Oakland, Inc.: Oakland Street Outreach
7. Public Safety Districts
8. Youth UpRising: Attraction, Retention and Movement

School-Based Prevention Projects

9. Alameda County Health Care Services Agency: Our Kids
10. OUSD Second Step
11. OUSD Alternative Education: Gang Intervention

Violent Incident and Crisis Response

12. Catholic Charities of the East Bay: Crisis Response and Support Network
13. Youth Alive! Highland Hospital

Young Adult Reentry and Employment

14. Goodwill Industries: Reentry Employment
15. The Mentoring Center: Project Choice
16. The Workfirst Foundation: Reentry Employment
17. Volunteers of America Bay Area: Project Choice
18. Volunteers of America Bay Area: Reentry Employment
19. Youth Employment Partnership: Reentry Employment

Youth Comprehensive Services

20. California Youth Outreach: JJC/OUSD Wrap Around Services
21. East Bay Agency for Children: JJC/OUSD Wrap Around Services
22. East Bay Asian Youth Center: JJC/OUSD Wrap Around Services
23. The Mentoring Center: JJC/OUSD Wrap Around Services
24. Youth Employment Partnership: Afterschool Employment
25. Youth Employment Partnership: Summer Jobs
26. Youth Radio: Afterschool Jobs
27. Youth UpRising: JJC/OUSD Wrap Around Services

Individually Funded Positions

28. OUSD Enrollment Specialist
29. Reentry Employment Specialist
30. Violence Prevention Networks Coordinator

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Appendix B: Evaluation Logic Models

JJC/OUSD Strategy Logic Model

Problem	Outcome	Indicator	Process Measures	Theory of Change
<p>Youth are getting involved in Juv. Justice system and dropping out of school.</p> <p>Recidivating. More likely to stay involved and graduate to adult systems.</p> <p>Socio-economic disparities.</p> <p>Post-detention youth were not making a good connection with the school.</p> <p>Service gaps in terms of supporting successful school reintegration and catch-up</p> <p>Youth have trouble meeting the terms of their probation, which causes increased juvenile justice involvement.</p> <p>Public systems don't talk to each other. They make it difficult for the student and family, which creates a lot of duplication, bureaucracy, and confusion to navigate multiple systems.</p>	<p><i>Student Level Outcomes</i></p> <ol style="list-style-type: none"> 1. Decrease juv. Justice involvement 2. Increase school engagement 3. Increase caring relationships with adults 4. Support reintegration into community. <p><i>System Level outcomes:</i></p> <ol style="list-style-type: none"> 1. Re-engagement 2. Employment (across MY programs) 3. Referrals across systems (MH) 	<p>Recidivism: Violation rate of JJC clients based on first date of service.</p> <p>1. Cross Time analysis: compare students staying enrolled for three months compared to those with only 1 month. Compare 2009-10 to 2010/11. Comparison of those with 40 hours and those with less than 40 hrs.</p> <p>(Duration of services and intensity of services. Add level of risk if data is available)</p> <p>2. Degree of Violations: Pre-Post survey analysis: Average violation rate 3 and 6 months before enrollment and 3 and 6 month after. (Measuring degree/how many violations by violation type).</p> <p>3. Proportion of Clients Recidivating: Proportion of clients recidivating at three, six and 12 month intervals</p> <p>School Attendance</p> <p>Suspensions</p>	<ul style="list-style-type: none"> - Length of intervention - Service Dosage - Nature/Frequency of interaction - Retention - Number of school placements: a potential proxy for risk factors. (Attendance detail with school) 	<p>Placing juvenile probationers back in school or other appropriate placement as soon as they leave juvenile hall, linking them with caring adults can help young people stay in school, stay out of trouble, and successfully reintegrate into their communities.</p> <p>Add something about meeting terms of probation.</p> <p>Strengthening coordination between and across systems can improve system capacity to develop a seamless system of services and supports for juvenile probationers. Note- not about meeting their needs; actually about delivering services they are mandated to deliver in a more accessible way.</p>

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Appendix B: Evaluation Logic Models

Reentry Employment Strategy Logic Model

Problem	Outcome	Indicator	Intervention	Theory of Change
<p>-Oakland has high unemployment rates.</p> <p>- It is difficult for people with a criminal record to get a job.</p> <p>-During economic crisis it is even harder for ex-offenders to find jobs.</p> <p>For ex-offenders, being without a job can lead to further criminal justice involvement.</p>	<p>1) Decrease recidivism rates during time of enrollment in program (3-6 months)</p> <p>2) Placement in a job in the competitive job market and/or additional work experience (i.e. through temporary employment).</p> <p>3) Improved job readiness; decrease in risk factors, increase in resiliency</p> <p>4) Access (referral) to supportive services to address factors that may limit employability (i.e. housing, substance use)</p>	<p>1,3,6,9,12 months recidivism rates (post release)</p> <p>For those placed in employment, decrease in recidivism rates</p> <p>Pre/post analysis for work experience clients regarding job readiness, employment and risk</p> <p>Employment retention and placement based on CitySpan milestones</p>	<p>Reentry Employment: temporary work experience, job readiness training, and placement in the competitive job market. Group job readiness, resume building, and life skills.</p> <p>Referred from Project Choice, YEP, other programs, go to mandatory meetings, work experience (YEP, VOABA, Goodwill), direct job placement (Workfirst)</p>	<p>Ex-offenders who receive short-term work experience will stay out of trouble while they are working and be more prepared for a job in the competitive market.</p> <p>Ex-offenders employed in competitive job market are less likely to recidivate on the long term post release.</p>

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Appendix B: Evaluation Logic Models

Street Outreach Strategy Logic Model

Problem	Outcome	Indicator	Intervention	Theory of Change
<p>Traditional welfare models are not effective at reaching every high-risk and/or gang involved youth.</p> <p>In Oakland, there is a tendency for one violent act to trigger retaliatory violence.</p> <p>There are also areas of Oakland that are plagued by re-occurring violence (“hotspots”). Traditional law-enforcement approaches have not been able to prevent or reduce violence in these areas.</p> <p>The cycle of violent retaliation is too strong and immediate to be effectively curbed by traditional law enforcement techniques or incremental service delivery models.</p> <p>Reaching highest risk people is challenging.</p> <p>Intergenerational/community exposure to violence: public health perspective.</p>	<p>Decrease in violent crime in hotspot</p> <p>Increased access to resources and supportive services (employment)</p> <p>Decrease in recidivism (CM only)—see adult reentry</p> <p>Improved resilience and protective factors</p> <p>Violence interruption (outreach team)</p> <p>Case management- longer term</p> <p>Coordinated services between Youth Alive and Street Outreach - seamless system of referral between the two programs</p>	<p>Decrease in homicides, shootings (violent crime) in hotspots</p> <p>Decrease in crimes in general (valuable to politicians at large)</p> <p>Analyze relationship between outreach events in hotspot areas and crime (counted crime in a specific area within a specific are and time period compared to average for Measure Y stressor beats)</p> <p>Pre/post and exit</p> <p>Map violent crimes- where it occurred May 2009- Mar 2011 and animate it (Urban Strategies)</p> <p>Look at original formula for events/crime trend analysis. Deployment is not related to crime trend/peaks.</p>	<p>1) Case management (increase in trust, supportive, mentoring, life coaching)</p> <p>2) Intensive outreach (Similar to case management, 5-10 hours, like to services/referrals)</p> <p>3) Street outreach events (violence interrupters, collaboration with OPD regarding hotspots and deployment)</p>	<p>Outreach workers who share similar experiences as young people likely to engage in street violence deployed in hotspot areas plagued by violence can interrupt retaliatory violence.</p> <p>Outreach workers are more likely to build trusting relationships with them that result in greater receptivity to services.</p> <p>Going into neighborhoods where violence is happening, you can find the people involved in street violence.</p> <p>There are small groups of people involved in street violence (shootings/homicides). Street outreach is a way of getting at people likely to fall victim to shootings or to perpetrate a shooting.</p> <p>Goal is to support young people to be ready for traditional services; establish relationship. Support them in being moving to the next stage of readiness.</p>

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Appendix C: Matched Data Analysis Methodology and Sample Size

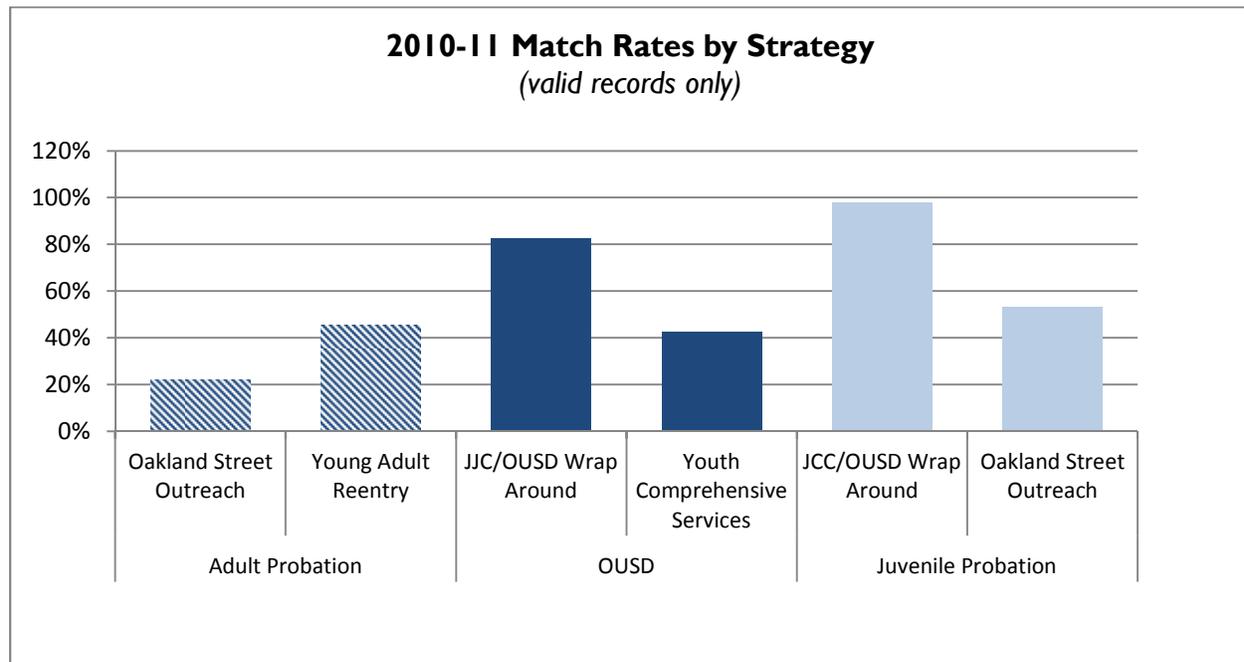
This appendix provides an overview of data analysis methods used for matched data analysis, as well as explanations of the samples used in the various analyses. Data from a number of key sources were matched for the purposes of this report. Data from the Juvenile Justice Center/OUSD Wrap Around Service Programs (JJC), which was entered into the Oakland Measure Y CitySpan Database, was matched to data from the Alameda County Juvenile Probation Department and to data from the Oakland Unified School District (OUSD). This data was used to examine the juvenile justice and educational outcomes of youth who participated in the JJC programs. The evaluation team conducted paired analyses to compare youths' involvement in the juvenile justice system and in school before and after their participation in the JJC programs. Where relevant, JJC client youth were also compared to other probation youth and to other OUSD youth. In addition, although this evaluation is focused on the 2010-11 Oakland Measure Y participants, some sections of the report include analyses of the 2009-10 participants. This was done to enable the evaluation team to examine the outcomes of JJC participants over a longer period following program participation than was possible for youth participated in programs in the last year.

In addition, data from the Young Adult Reentry and Employment Programs (YARE), which was entered into the Oakland Measure Y CitySpan Database, was matched to data from the Alameda County Probation Department, including both Juvenile and Adult Probation data. This analysis also used a paired analysis to compare participants' criminal justice involvement prior to and subsequent to program participation. An analysis of 2009-10 participants was also included in order to examine post-program outcomes over a longer period of time.

The following charts and tables show the percentage of participants in each Measure Y program and strategy that was matched to data from Alameda County Juvenile Probation, Alameda County Adult Probation, and Oakland Unified School District. The analysis for each strategy is described in greater detail below.

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Young Adult Reentry Employment Match Rate Breakdown								
	Probation Matched			Not Matched				Total Clients
	Matched			Not "on parole"*		"on parole"		
Program	Juv only	Adult only	Both adult and Juv	CDCR#	No CDCR#	No CDCR#	CDCR#	
Goodwill Reentry Employment	3	25	8	5	0	1	17	59
VOABA Reentry Employment	2	2	0	0	1	3	15	23
VOABA Project Choice	5	62	8	6	4	6	36	127
America Works Transitional Jobs	4	43	2	23	8	1	19	100
YEP Reentry Employment	10	17	14	0	20	4	0	65
TMC Project Choice	11	1	3	0	23	15	2	55

*parole status as noted in CitySpan

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2010-11 clients	Undup. Clients*	Matched OUSD	Matched Adult Prob.	Matched Juv. Prob.	Matched Adult & Juv.	On Parole
Alameda County Interagency Children's Policy Council (ICPC)	144	35	2	8	0	0
Bay Area Women Against Rape (BAWAR)	77	22	0	1	0	0
MISSEY - SACEY/SPA	67	13	2	7	0	0
Juvenile Justice Center/OUSD	342	276	6	320	6	0
CYO Juvenile Justice Center/OUSD	52	37	0	45	0	0
EBAC Juvenile Justice Center/OUSD	58	53	1	57	1	0
EBAYC Juvenile Justice Center/OUSD	117	93	4	113	4	0
TMC Juvenile Justice Center/OUSD	30	27	0	28	0	0
YU Juvenile Justice Center/OUSD	85	66	1	77	1	0
Oakland Street Outreach	533	124	117	151	30	2
Healthy Oakland Street Outreach	248	55	64	66	14	2
CYO Street Outreach	285	69	53	85	16	0
Young Adult Reentry/Employment	439	34	190	70	35	231
Goodwill Industries - Transitional Employment	59	5	33	11	8	32
VOABA Reentry Employment	22	0	2	2	0	22
VOABA Project Choice	124	12	70	13	8	99
Reentry Employment Specialist	19	0	5	0	0	10
Workfirst Foundation Transitional Jobs	98	6	45	6	2	36
YEP Reentry Employment	65	8	31	24	14	8
TMC Project Choice	52	3	4	14	3	24
Young Adult Reentry/Employment	188	76	11	56	5	1
Youth Uprising Attraction, Retention and Movement (ARM)	74	19	11	16	5	0
YEP After School Employment	60	18	0	19	0	0
YEP Summer Employment	29	18	0	2	0	1
Youth Radio After School Job Training	25	21	0	19	0	0

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Appendix C: Matched Data Analysis Methodology and Sample Size

Juvenile Justice Center/OUSD Wraparound Programs

In order to analyze the effectiveness of the JJC programs on participants' juvenile justice and educational outcomes, the evaluation team matched JJC clients from the CitySpan database to individuals in the Alameda County Juvenile Probation database and the Oakland Unified School District Database. A total of 375 JJC clients from CitySpan were matched to the Alameda County Juvenile Probation data, of whom 180 were served in 2009-10 and 287 were served in 2010-11 (92 individuals were served across both years). Risk assessment data was available for 113 JJC participants from 2009-10 and for 227 JJC participants from 2010-11.

Frequencies: All clients matched to Juvenile Probation			
	2010-11	2009-10	Either
Non-JJC clients	250	183	356
JJC clients	287	180	375
Total	537	363	731
JJC Clients with Risk Assessment Scores			
2009-10 JJC Clients	113		
2010-11 JJC Clients	227		

JJC Clients Served 2009-11	
With 3 Qtrs pre and 1 Qtr post-service data	307
With 4 Qtrs post-service data	180
With 6 Qtrs post-service data	112

Of the 375 JJC clients who were served from 2009-2011, 307 had available probation data for 3 quarters prior to program enrollment and 1 quarter subsequent to program enrollment; 180 had data for 4 quarters post-service and 112 had data for 6 quarters post service.

Using this matched analysis, the evaluation team examined clients' probation violations rate before and after program participation. This chart shows the proportion of 2010-11 JJC clients with a minimum of 9.5 cumulative hours of

Probation Violation Rate Among JJC Clients (>9.5 svc hrs)						
	3Q	2Q	1Q	Q1	Q2	Q3
N (JJC all yrs)	286	286	286	282	256	220
arrest count	33	36	124	53	15	21
violators	32	36	122	48	14	21
arrest rate	12%	13%	43%	19%	6%	10%
%clients violated	11%	13%	43%	17%	5%	10%
N (JJC 2010-11)	213	213	213	209	183	147
arrest count	25	26	101	33	12	18
violators	24	26	99	32	11	18
arrest rate	12%	12%	47%	16%	7%	12%
%clients violated	11%	12%	46%	15%	6%	12%
N (JJC 2009-10)	157	157	157	159	159	159
arrest count	19	20	61	37	9	15
violators	19	20	59	33	8	15
arrest rate	12%	13%	39%	23%	6%	9%
%clients violated	12%	13%	38%	21%	5%	9%

service (individual and group) who were arrested in a given quarter. Violation rates are not

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Appendix C: Matched Data Analysis Methodology and Sample Size

cumulative, and reflect only new offenses that were upheld in court. Technical violations and

charges that were not sustained were not included in the analysis.

The following tables give greater detail about the violation rate analysis, showing the number of participants who violated probation prior to and subsequent to JJC participation by the number of service hours (group and individual) they received in the program. All pre-post service differences were found to be statistically significant at the .01 level.

Proportion of 2010-11 JJC Clients who Violated in 9 months Pre/Post Service				
		Mean	N	Difference
< 9.5 hrs of service	9 months before svc	55.6%	27	0.37**
	9 months after svc	18.5%	27	
> 9.5 hrs of service	9 months before svc	66.2%	145	0.33**
	9 months after svc	33.1%	145	

9 month Pre/Post Service Violation Rate, JJC 2010-11 clients				
		Mean	N	Difference
< 9.5 hrs of service	9 months before svc	66.7%	27	0.48**
	9 months after svc	18.5%	27	
> 9.5 hrs of service	9 months before svc	75.9%	145	0.39**
	9 months after svc	36.6%	145	

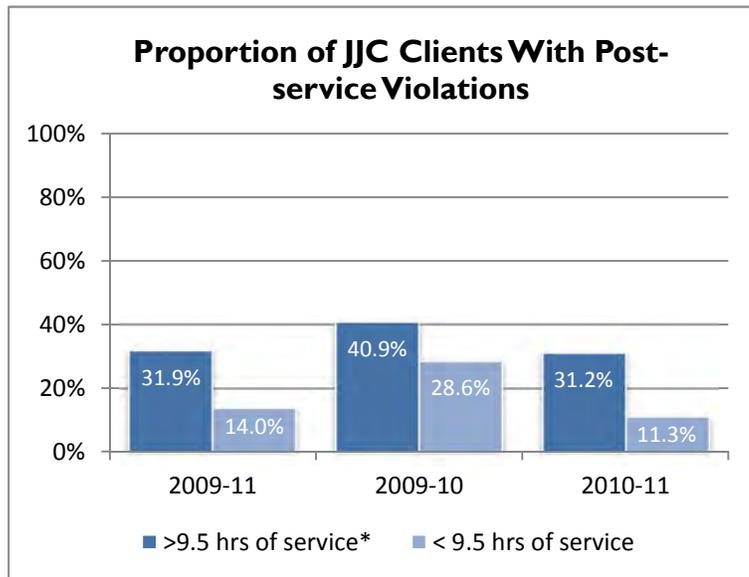
*Violation rate is mean number of arrests per client. ** Denotes significance at .01 level*

Cumulative Violation Rate Among JJC Clients (>9.5 svc hrs)						
	Q1	Q2	Q3	Q4	Q5	Q6
N (JJC 2009-10)	159	159	159	159	128	100
Violations	37	46	61	70	68	53
Unique violators	33	41	52	59	53	42
Violation rate	23%	29%	38%	44%	53%	53%
% Clients violated	21%	26%	33%	37%	41%	42%

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Appendix C: Matched Data Analysis Methodology and Sample Size

The evaluation team was able to match a total of 265 youth who participated in the JJC/OUSD Wrap Around Services to students in OUSD. Of these, 205 met minimum service thresholds (at least 2.5 hours of group service or at least 7.17 hours of individual service) and were included in the analysis. Of these 205 students, 145 had OUSD truancy data from the 2009-10 school year and 130 had truancy data from the 2010-2011 school year. There were 98 students who met minimum service thresholds and had truancy data for both school years for an n=98 in the truancy data.



Of the 205 matched students who met minimum service thresholds, 141 had suspension data for the 2009-10 school year and 127 had suspension data for the 2010-2011 school year. Of these, 92 had suspension data for both years and were included in our suspension analysis, for an n=92.

	OUSD Data either year	Above service threshold	OUSD Data 2009-2010	OUSD Data 2010-2011	OUSD Data 2009-10 and 2010-11
Truancy Data	265	197	141	127	95
Suspension data	265	192	145	130	89

The charts to the right show that all paired sample analyses were highly statistically significant.

Comparison of Pre/Post Service Truancy, JJC Participants (Mean Aggregate Days Truant Compared to Days Enrolled)				
	Mean	Std.Dev	N	p (2-tailed t)
2009-10 (pre-JJC)	.0713	.09513	98	.000
2010-11 (post-JJC)	.0534	.08808	98	

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Appendix C: Matched Data Analysis Methodology and Sample Size

Young Adult Reentry Program Samples and Analysis

In order to analyze the effect of participation in Measure Y's Young Adult Reentry Programs on participants' subsequent criminal justice involvement, the evaluation team first matched

Valid Clients in CitySpan	2010-11	2009-10	Either year
"Volunteers of America, Bay Area (VOABA)"	22	33	53
Goodwill Industries	59	39	96
WorkFirst Foundation (America Works)	98	191	277
Youth Employment Partnership (YEP)	64	34	87
Total	243	297	513

program participants in the CitySpan database to individuals in the adult probation database provided by the Alameda County Probation Department. Of the 243 valid clients in CitySpan for 2010-11 and the 297 valid clients in CitySpan for 2009-10, 109 and 115 matched to clients in the Adult Probation dataset, respectively. Of these, 14 had no recorded service hours and so were not included in outcome analyses. Seventy-seven of these individuals had risk assessment scores from Probation.

Clients Matched to Adult Probation	2010-11	2009-10	Either year
Volunteers of America, Bay Area (VOABA)	2	7	9
Goodwill Industries	33	7	40
WorkFirst Foundation (America Works)	45	89	127
Youth Employment Partnership (YEP)	31	25	47
Total	111	128	223
With probation records between 2007-2011	2010-11	2009-10	Either year
Total - all 4 programs	109	115	202
With nonzero hours in CitySpan	2010-11	2009-10	Either year
Total – VOABA, Goodwill, YEP	95		
With risk assessment scores from Probation	2007-2011		
Total - All Measure Y clients matched to Adult Probation records††	77		

CitySpan did include inmate numbers for former inmates in the California Department of Corrections and Rehabilitation (CDCR) and/or the California Youth Authority (CYA, now Department of Juvenile Justice, or DJJ). Unfortunately, despite repeated efforts, the evaluation team was not able to obtain data from CDCR or DJJ to match these clients.

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Clients with CDC/CYA inmate #s in CitySpan†	All			Not matched to Adult Probation		
	2010-11	2009-10	Either year	2010-11	2009-10	Either year
Volunteers of America, Bay Area (VOABA)	17	23	39	15	19	33
Goodwill Industries	57	38	93	24	31	53
WorkFirst Foundation (America Works)	87	147	224	47	76	119
Youth Employment Partnership (YEP)	0	0	0	0	0	0
Total	161	208	356	86	126	205

On Parole‡	2010-11	2009-10	Either year
Volunteers of America, Bay Area (VOABA)	22	32	52
Goodwill Industries	32	30	60
WorkFirst Foundation (America Works)	36	101	131
Youth Employment Partnership (YEP)	8	1	8
Total - all 4 programs	98	164	251

In order to evaluate the effect of these programs on clients' recidivism, the evaluation team analyzed post-service probation violations for all YARE clients who were on probation. The chart below shows changes in quarterly per-client violations for a sample of 94 clients who received any amount of service (as reflected in CitySpan) at some time during 2010-11. Only new felony and misdemeanor offenses are included (not technical violations of probation).

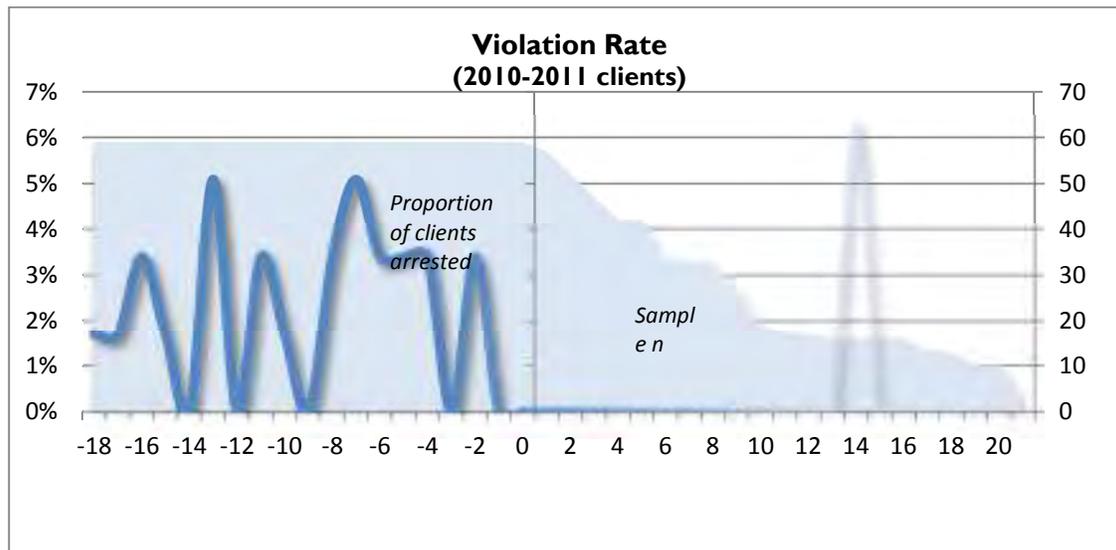
The sample for the first four quarters (9 months prior to and 3 months following first date of OMY service) consists of matched pairs. The decline in per-client arrests following entry into OMY service is statistically significant at the 95% confidence level.

A longitudinal analysis over a longer period of time shows similarly impressive outcomes, although the sample size decreases significantly as months since intake increase, limiting our ability to extrapolate from this data. The sample for this graph includes only those clients served in 2010-11 with non-zero service hours in CitySpan who participated in Young Adult Re-entry and Employment programs (excluding Project Choice). Units on the x axis are client-adjusted program months, with zero being the point of first service.

Qtr	Violation			
	rate	n	p	test type
3Q	0.16	94		N/A
2Q	0.11	94	0.26	1 tailed t, paired
1Q	0.09	94	0.38	1 tailed t, paired
Q1	0.00	94	0.04*	1 tailed t, paired
Q2	0.00	76		N/A
Q3	0.02	59		N/A

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Appendix C: Matched Data Analysis Methodology and Sample Size



The distribution of crime typology for probationers served by OMY is not statistically different from that of the overall population of adult probationer

Violations by Type						
Measure Y vs. Non-Measure Y Probationers, 2007-2011						
	Non-violent Part	Violent Part	Other	Total	sample_p	
Non Measure Y	1214	74	13085	14373	0.982366209	
Measure Y	19	3	236	258	0.017633791	
Total	1233	77	13321	14631		
						chi
exp_non-omy	1211.257535	75.64219807	13086.1	14373		square_omy
expected_omy	21.74246463	1.357801927	234.89973	258		0.310796526
Sample Proportions						
Non Measure Y	8.4%	0.5%	91.0%	1		
Measure Y	7.4%	1.2%	91.5%	1		

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Appendix D: Pre/Post Tests

Pre /Post Test Mean Scores by Outcome Area

	All Pre Tests		Clients with Pre and Post Tests		
	N	Pre	N	Pre	Post
Employment Outcomes					
Job Preparation and Readiness					
I know what job or career I want to pursue.	520	4.19	115	3.93	4.33
I am aware of the education and skills required for my desired career	516	4.16	110	3.9	4.25
I am aware of the requirements needed to complete school or obtain my GED.	1167	4.25	387	4.12	4.37
I would need a lot of help to prepare a competitive resume.	1015	3.47	308	3.56	3.21
I would need a lot of help to conduct a job search.	1025	3.51	313	3.57	3.23
I have practiced questions on an application or in a job interview.	1034	3.66	313	3.65	3.97
Referrals for Job Placement					
I have received a job referral(s) for a position I am <u>qualified</u> for.	702	3.24	232	3.37	3.94
I have received a job referral(s) for a position I am <u>interested</u> in.	695	3.19	232	3.31	3.89
The referral(s) I received resulted in an interview.	651	3.19	218	3.19	3.85
Confidence in ability to get and retain Jobs					
I am confident in my ability to <u>get</u> a job.	515	4.39	114	4.25	4.44
I am confident in my ability to <u>dress</u> appropriately for a job.	512	4.48	116	4.38	4.59
When I am at work I am confident I will act in a way that does not upset or offend anyone.	516	4.75	114	4.60	4.68
I am confident in my ability to <u>keep</u> a job.	514	4.63	114	4.59	4.68
School/Education Related Outcomes					
Educational Attainment					
I am aware of the requirements needed to complete school or obtain my GED.	1167	4.25	387	4.12	4.37
I plan to graduate from high school or get my GED.	590	4.39	205	4.27	4.52
I plan to go to college or continue my education.	571	4.08	185	3.98	4.3
Attitude Towards School					
I think education is important.	530	4.27	214	4.26	4.47
In general I like school.	529	3.56	215	3.5	3.94

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Appendix D: Pre/Post Tests

Getting good grades is important.	522	4.05	206	4.0	4.29
During the past month I always completed my homework.	480	3.43	168	3.33	3.76
Truancy and Disruptive Behavior at School					
During the past two months, I have...					
Been sent home from school for getting in trouble.	535	1.52	168	1.51	1.29
Been sent to the office or received detention for getting in trouble.	530	1.61	170	1.58	1.36
Skipped or cut classes.	533	2.13	178	2.08	1.85
Involvement in the Criminal Justice System					
Compliance with Terms of Probation or Parole					
I am confident in my ability to complete the terms of my probation or parole.	1140	4.20	384	4.24	4.16
I try to stay away from situations that will compromise the terms of my probation or parole.	1160	4.24	391	4.27	4.21
Law and Probation/Parole Violations					
During the last two months I have been...					
Arrested or detained	1233	1.41	424	1.38	1.2
Arrested or detained for a violent offense	1040	1.15	379	1.17	1.08
Arrested or detained for a probation violation	1020	1.18	354	1.17	1.1

Pre /Post Test Mean Scores by Risk Factor

	All Pre Tests		Clients with Pre and Post Tests		
	N	Pre	N	Pre	Post
Anger Management Skills					
A lot of times I don't really think about the consequences before I react to a situation.	1034	2.86	306	3.08	2.70
When I am upset, it is very difficult for me to relax and calm down.	1034	2.95	311	3.12	2.93
Conflict Resolution Skills					
I know how to get myself out of dangerous situations without violence.	1285	3.92	467	3.86	4.09
In the past 30 days I have used conflict resolution skills.	690	3.58	185	3.49	3.72
Peer and Social Support					
The people I hang out with get into a lot of trouble.	1263	2.61	447	2.73	2.62

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Appendix D: Pre/Post Tests

Most of the people I hang out with aren't very responsible about school or their jobs.	1265	2.72	440	2.88	2.72
The people I hang out with help me when I'm having a hard time.	1289	3.82	464	3.75	3.73
Relationship with a Caring and Supportive Adult					
In my home there is a parent/guardian or adult figure who expects me to follow the rules.	665	4.04	231	4.04	4.27
I receive help or support from at least one adult.	780	4.02	163	3.86	4.09
There is an adult in my life who believes I will be a success.	783	4.13	376	4.1	4.42
Risk Taking Activities					
In the past 30 days, either I or someone that I hang out with...					
Carried a weapon such as a gun, knife or club.	1144	1.41	388	1.41	1.24
Drank alcohol.	1187	1.72	401	1.7	1.6
Used illegal drugs.	1162	1.67	396	1.71	1.54
Risk for Victimization					
During the past 30 days, I have...					
Been threatened or injured with a weapon (gun, knife, etc.).	520	1.28	205	1.26	1.12
Been pushed, shoved, slapped, hit, or kicked by someone who wasn't just kidding around.	524	1.32	208	1.25	1.15
Had my property stolen or deliberately damaged, such as my car, clothing, or books.	522	1.33	207	1.23	1.15
Stable Housing					
I have a stable living situation.	1246	3.77	453	3.74	3.92
I don't always feel safe living in my home.	1202	2.45	414	2.5	2.4
Resiliency					
I don't always feel optimistic about my future.	1269	3.9	455	3.02	2.8
I am not always able to stay calm when life gets stressful.	1278	3.12	401	3.2	2.89
I am able to walk away when friends and associates are pushing me towards trouble.	1276	3.91	460	3.84	4.08
Awareness of Community Resources					
I know about the services offered in my neighborhood and in Oakland					
Health	1233	3.73	460	3.66	4.23
Employment	1236	3.53	461	3.46	4.15
Financial	1213	3.48	442	3.23	3.91

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Appendix D: Pre/Post Tests

Legal	1215	3.32	446	3.23	4.01
Costs prevent me from accessing services, even when I need them.	1158	3.37	418	3.44	3.68

Pre/Post Outcome Analysis by Question

	% With Positive Outcome	% With Neutral Outcome	% With Negative Outcome
Employment Outcomes			
Job Preparation and Readiness			
I know what job or career I want to pursue.	77%	3%	20%
I am aware of the education and skills required for my desired career.	77%	2%	21%
I would need a lot of help to prepare a competitive resume.	46%	14%	39%
I would need a lot of help to conduct a job search.	46%	14%	39%
I have practiced questions on an application or in a job interview.	77%	4%	19%
Referrals for Job Placement			
I have received a job referral(s) for a position I am <u>qualified</u> for.	75%	8%	17%
I have received a job referral(s) for a position I am <u>interested</u> in.	76%	7%	17%
The referral(s) I received resulted in an interview.	70%	11%	19%
Confidence in ability to get and retain Jobs			
I am confident in my ability to <u>get</u> a job.	79%	1%	20%
I am confident in my ability to <u>dress</u> appropriately for a job.	83%	1%	16%
When I am at work I am confident I will act in a way that does not upset or offend anyone.	85%	0%	15%
I am confident in my ability to <u>keep</u> a job.	83%	0%	17%
School/Education Related Outcomes			
Educational Attainment			
I am aware of the requirements needed to complete school or obtain my GED.	77%	2%	21%
I plan to graduate from high school or get my GED.	92%	0%	8%
I plan to go to college or continue my education.	78%	5%	17%
Attitude Towards School			
I think education is important.	94%	1%	5%

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Appendix D: Pre/Post Tests

In general I like school.	79%	10%	11%
Getting good grades is important.	88%	3%	9%
During the past month I always completed my homework.	69%	10%	21%
Truancy and Disruptive Behavior at School			
During the past two months, I have...			
Been sent home from school for getting in trouble.	87%	2%	11%
Been sent to the office or received detention for getting in trouble.	85%	1%	14%
Skipped or cut classes.	27%	44%	29%
Involvement in the Criminal Justice System			
Compliance with Terms of Probation or Parole			
I am confident in my ability to complete the terms of my probation or parole.	76%	4%	20%
I try to stay away from situations that will compromise the terms of my probation or parole.	78%	4%	18%
Law and Probation/Parole Violations			
During the last two months I have been...			
Arrested or detained	91%	1%	8%
Arrested or detained for a violent offense	95%	0%	5%
Arrested or detained for a probation violation	94%	0%	6%

Comparison Of Pre/Post Mean Scores by Outcome Area 2009-10 & 2010-11

	2009-10			2010-11		
	N	Pre	Post	N	Pre	Post
Employment Outcomes						
Job Preparation and Readiness						
I know what job or career I want to pursue.	70	3.77	4.34	45	4.18	4.31
I am aware of the education and skills required for my desired career.	65	3.8	4.32	45	4.04	4.13
I am aware of the requirements needed to complete school or obtain my GED.	208	4.02	4.29	179	4.23	4.46
I would need a lot of help to conduct a competitive resume.	179	3.63	3.17	129	3.47	3.26
I would need a lot of help to conduct a competitive job search.	187	3.6	3.25	126	3.52	3.19
I have practiced questions on an application or in a job interview.	185	3.57	3.91	128	3.76	4.05

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Appendix D: Pre/Post Tests

Referrals for Job Placement

I have received a job referral(s) for a position I am <u>qualified</u> for.	105	3.44	3.92	127	3.31	3.94
I have received a job referral(s) for a position I am <u>interested</u> in.	108	3.31	3.95	124	3.31	3.84
The referral(s) I received resulted in an interview.	100	3.34	4.01	118	3.07	3.72

Confidence in Ability to Get and Retain Jobs

I am confident in my ability to <u>get</u> a job.	68	4.19	4.47	46	4.35	4.39
I am confident in my ability to <u>dress</u> appropriately for a job.	69	4.25	4.67	47	4.57	4.47
When I am at work I am confident I will act in a way that does not upset or offend anyone.	68	4.51	4.71	46	4.72	4.63
I am confident in my ability to <u>keep</u> a job.	68	4.56	4.72	46	4.63	4.63

School/Education Related Outcomes

Educational Attainment

I am aware of the requirements needed to complete school or obtain my GED.	208	4.02	4.29	179	4.23	4.46
I plan to graduate from high school or get my GED.	123	4.31	4.49	82	4.21	4.57
I plan to go to college or continue my education.	100	3.95	4.23	85	4.02	4.39

Attitude Towards School

I think education is important.	128	4.26	4.43	86	4.27	4.52
In general I like school.	127	3.4	3.87	88	3.65	4.05
Getting good grades is important to me.	122	3.99	4.21	84	4.01	4.4
During the past month I always completed my homework.	98	3.32	3.65	70	3.36	3.91

Truancy and Disruptive Behavior at School

During the past two months I have...

Been sent home from school for getting in trouble.	101	1.45	1.24	67	1.6	1.37
Been sent to the office or received detention for getting in trouble.	102	1.53	1.28	68	1.66	1.47
Skipped or cut classes.	107	2.11	2.07	71	2.04	1.52

Involvement in the Criminal Justice System

Compliance with Terms or Probation or Parole

I am confident in my ability to complete the terms of my probation or parole.	177	4.15	4.14	207	4.24	4.17
I try to stay away from situations that will compromise the terms of my probation or parole.	184	4.18	4.16	207	4.34	4.26

Law and Probation/Parole Violations

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Appendix D: Pre/Post Tests

During the last two months I have been...

Arrested or detained.	227	1.48	1.22	197	1.25	1.19
Arrested or detained for a violent offense.	195	1.16	1.08	184	1.1	1.08
Arrested or detained for a probation violation.	181	1.22	1.12	173	1.11	1.09

Comparison Of Pre/Post Mean Scores by Risk Factor 2009-10 & 2010-11

	2009-10			2010-11		
	N	Pre	Post	N	Pre	Post
Anger Management Skills						
A lot of times I don't really think about the consequences before I react to a situation.	182	3.24	2.8	124	2.85	2.56
When I am upset, it is very difficult for me to relax and calm down.	181	3.18	2.94	130	3.03	2.91
Conflict Resolution Skills						
I know how to get myself out of dangerous situations without violence.	250	3.77	4.12	217	3.96	4.06
In the past 30 days I have used conflict resolution skills.	99	3.48	3.73	86	3.5	3.71
Peer and Social Support						
The people I hang out with get into a lot of trouble.	240	2.88	2.61	207	2.55	2.63
Most of the people I hang out with aren't very responsible about school or their jobs.	236	3.01	2.75	204	2.73	2.69
The people I hang out with help me when I am having a hard time.	252	3.64	3.81	212	3.88	3.63
Relationship with a Caring and Supportive Adult						
In my home there is a parent/guardian or adult figure who expects me to follow the rules.	140	3.91	4.19	91	4.24	4.38
I receive help or support from at least one adult.	198	3.96	4.37	176	3.91	4.31
There is an adult in my life who believes I will be a success.	198	4.11	4.44	178	4.1	4.4
Risk Taking Activities						
In the past 30 days, either I or someone that I hang out with...						
Carried a weapon such as a gun, knife or club.	209	1.4	1.25	179	1.42	1.22
Drank alcohol.	215	1.74	1.59	186	1.65	1.74
Used illegal drugs.	212	1.75	1.55	184	1.66	1.53
Risk for Victimization						
During the past 30 days, I have...						

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Appendix D: Pre/Post Tests

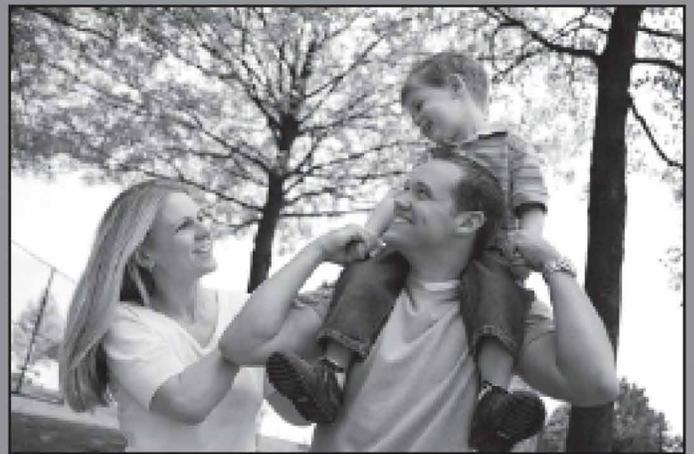
Been threatened or injured with a weapon (gun, knife, etc.).	169	1.16	1.3	75	1.2	1.16
Been pushed, shoved, slapped, hit, or kicked by someone who wasn't just kidding around.	129	1.22	1.15	79	1.3	1.15
Had my property stolen or deliberately damaged, such as my car, clothing, or books.	129	1.25	1.16	78	1.21	1.13
Stable Housing						
I have a stable living situation.	237	3.73	3.86	216	3.75	3.98
I don't always feel safe living in my own home.	218	2.54	2.4	196	2.44	2.4
Resiliency						
I don't always feel optimistic about my future.	245	3.15	2.9	210	2.86	2.69
I am not always able to stay calm when life gets stressful.	250	3.24	2.81	211	3.15	2.98
I am able to walk away when friends and associates are pushing me towards trouble.	247	3.72	4.04	213	3.98	4.12
Awareness of Community Resources						
I know about the services offered in my neighborhood and in Oakland.						
Health	247	3.39	4.17	213	3.97	4.29
Employment	251	3.18	4.09	210	3.81	4.21
Financial	235	2.97	3.92	207	3.52	3.91
Legal	245	2.96	3.98	201	3.57	4.04
Costs prevent me from accessing services, even when I need them.	225	3.31	3.58	193	3.59	3.8

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Appendix E: List of Measure Y Street Outreach Target Offenses

Measure Y Street Outreach Target Offenses

PC187	Murder
PC211	Robbery – With Weapon
PC212.5	Robbery/ATM – With Weapon
PC215	Carjacking
PC245	Assault with Firearm
PC246	Shooting at an Inhabited Vehicle/Dwelling, etc.
PC247(A)	Shooting at an unoccupied Aircraft
PC261	Rape



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