Appendix A

Reentry and Employment: Project Choice

I. THE MENTORING CENTER

Program: The Mentoring Center

Measure Y Strategy: Reentry and Employment: Project Choice

Program Activities: Provides pre-release services, life skills training, and case management for pre-adjudicated young adults 18-25.

Clients Service Data Summary

<table>
<thead>
<tr>
<th>Activity</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>42</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Case Managed</td>
<td>42</td>
<td>24</td>
<td>175%</td>
</tr>
<tr>
<td>Mental Health Assessments</td>
<td>18</td>
<td>24</td>
<td>75%</td>
</tr>
<tr>
<td>Clients Enrolled in Pre-Release Groups</td>
<td>19</td>
<td>24</td>
<td>79%</td>
</tr>
<tr>
<td>Clients Enrolled in Post-Release Groups</td>
<td>25</td>
<td>24</td>
<td>104%</td>
</tr>
<tr>
<td>Co-Enrolled with Youth Employment Partnership</td>
<td>0</td>
<td>14</td>
<td>0%</td>
</tr>
</tbody>
</table>

The Mentoring Center Project Choice met or exceeded all client deliverables for the third quarter.

Employment Analysis

The following table describes the employment related services provided. Bullets following the table describe findings.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Managed</td>
<td>53</td>
<td>42</td>
</tr>
<tr>
<td>% Received Group/Life Skills</td>
<td>128%</td>
<td>136%</td>
</tr>
<tr>
<td>% Referred</td>
<td>58%/66%</td>
<td>0%</td>
</tr>
</tbody>
</table>

- During FY 08/09, 68 in-custody individuals participated in group services.
- As of 3/31/10, 57 incarcerated individuals participated in group services.
- Fifty-eight percent of Case Managed clients received referrals to Youth Employment Partnership’s Reentry Employment program in 2008-09, and 66% were referred to mental health services.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged

---

66 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

67 We have included information on services provided in both 2008-09 and the current fiscal year because this information was not included in the 2008-09 annual report due to questions about how employment data was recorded. These questions have been resolved and the data is presented here.

68 Individuals may have received more than one referral. Numbers may be duplicate.


62
Appendix A

Reentry and Employment: Project Choice

Funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided. 69

<table>
<thead>
<tr>
<th>Measure Y Funds</th>
<th>$111,000</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Clients</td>
<td>24</td>
</tr>
<tr>
<td>Total Client Hours</td>
<td>3,585</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
<td>$4,625</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
<td>$31</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data

The Mentoring Center is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test. 70

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Enrollment</td>
<td>4.17</td>
</tr>
<tr>
<td>Job Retention</td>
<td>4.15</td>
</tr>
<tr>
<td>Workforce Knowledge</td>
<td>3.67</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.32</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.19</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.11</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.06</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.92</td>
</tr>
<tr>
<td>Employment Referral</td>
<td>2.79</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.75</td>
</tr>
<tr>
<td>Employment</td>
<td>1.59</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>---</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>---</td>
</tr>
</tbody>
</table>

- The Mentoring Center clients did not complete survey questions regarding justice involvement and engagement in risk-activities.*

*Note: Pre-Test surveys were completed while clients were incarcerated.

---

69 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.

70 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix A
Reentry and Employment: Project Choice

II. VOLUNTEERS OF AMERICA BAY AREA

Program: Volunteers of America Bay Area (VOABA)

Measure Y Strategy: Reentry and Employment: Project Choice

Program Activities: Provides pre-release services, life skills training, and case management for pre-adjudicated young adults 18-25.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>127</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Case Managed</td>
<td>127</td>
<td>60</td>
<td>212%</td>
</tr>
<tr>
<td>Mental Health Assessments</td>
<td>49</td>
<td>60</td>
<td>82%</td>
</tr>
<tr>
<td>Co-enrolled with America Works</td>
<td>16</td>
<td>20</td>
<td>80%</td>
</tr>
</tbody>
</table>

- Volunteers of America Project Choice met or exceeded all client deliverables for the third quarter.

Employment Analysis

The following table describes the employment related services provided.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Managed</td>
<td>203</td>
<td>127</td>
</tr>
<tr>
<td>% Received Group/Life Skills</td>
<td>110%</td>
<td>81%</td>
</tr>
<tr>
<td>% Referred</td>
<td>10%</td>
<td>13%</td>
</tr>
</tbody>
</table>

- As of 3/31/2010, 13% of all case managed individuals were referred to other Measure Y employment programs.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. The actual number of individuals served by year end may or may not meet contract expectations. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

71 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

72 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
Appendix A
Reentry and Employment: Project Choice

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Total Client Hours</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data
The VOABA Project Choice is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.  

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

73 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.

<table>
<thead>
<tr>
<th>VOA Pre-Test Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>N=44</td>
</tr>
<tr>
<td>Topic</td>
</tr>
<tr>
<td>Risk Activities</td>
</tr>
<tr>
<td>Justice Involvement</td>
</tr>
<tr>
<td>Education Enrollment</td>
</tr>
<tr>
<td>Job Retention</td>
</tr>
<tr>
<td>Workforce Knowledge</td>
</tr>
<tr>
<td>Stable Housing</td>
</tr>
<tr>
<td>Peer Support</td>
</tr>
<tr>
<td>Resiliency</td>
</tr>
<tr>
<td>Community Services</td>
</tr>
<tr>
<td>Employment Referral</td>
</tr>
<tr>
<td>Conflict Management</td>
</tr>
<tr>
<td>Job Readiness</td>
</tr>
<tr>
<td>Employment</td>
</tr>
</tbody>
</table>

*Note: Pre-Test surveys were completed while incarcerated.*
Appendix A

Reentry and Employment

III. LEADERSHIP EXCELLENCE

Program: Leadership Excellence

Measure Y Strategy: Reentry and Employment: Employment

Program Activities: Provides job training and paid internships for young adults on probation and parole age 16-25.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>15</td>
<td>20</td>
<td>75%</td>
</tr>
<tr>
<td>Clients with 180 Hours Work Experience</td>
<td>4</td>
<td>20</td>
<td>20%</td>
</tr>
<tr>
<td>Placed in Employment or Enrolled in Education</td>
<td>4</td>
<td>7</td>
<td>57%</td>
</tr>
</tbody>
</table>

- While Leadership Excellence has met third quarter client enrollment expectations, the number of clients meeting employment benchmarks is lower than anticipated.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. The actual number of individuals served by year end may or may not meet contract expectations. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

74 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

75 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation.

Bullets following the table describe findings.

- Of the 15 individuals enrolled in Leadership Excellence, all were receiving employment training as of 3/31/2010.
- As of 3/31/2010, 12 individuals were participating in sheltered work experience.
Appendix A

Reentry and Employment

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Total Client Hours</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data

Leadership Excellence is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test. 76

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

---

76 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix A
Reentry and Employment

IV. YOUTH EMPLOYMENT PARTNERSHIP

Program: Youth Employment Partnership (YEP)

Measure Y Strategy: Reentry and Employment

Program Activities: Provides intensive job training, leadership development, education and mentoring support to young adults on probation or parole ages 18-24.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>44</td>
<td>38</td>
<td>116%</td>
</tr>
<tr>
<td>Placed in Employment</td>
<td>6</td>
<td>18</td>
<td>33%</td>
</tr>
<tr>
<td>Clients Retained for 30 Days</td>
<td>0</td>
<td>11</td>
<td>0%</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clients Retained for 90 Days</td>
<td>0</td>
<td>7</td>
<td>0%</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- YEP Reentry Employment has exceeded annual client enrollment expectations; however the number of clients meeting employment benchmarks is lower than anticipated.

Employment Analysis
The following table describes the employment related services provided.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled</td>
<td>43</td>
<td>44</td>
</tr>
<tr>
<td>% Received Employment Training</td>
<td>98%</td>
<td>100%</td>
</tr>
<tr>
<td>% Received Work Experience</td>
<td>79%</td>
<td>91%</td>
</tr>
<tr>
<td>% Placed in Employment</td>
<td>40%/40%</td>
<td>14%</td>
</tr>
<tr>
<td>% Referred to Placement</td>
<td>77%</td>
<td>---</td>
</tr>
<tr>
<td>% Retained Placement for At Least 30 Days</td>
<td>9%</td>
<td>0%</td>
</tr>
</tbody>
</table>

- All enrolled clients received employment training and 40 received work experience as of 3/31/2010.
- During FY 08-09, 17 individuals, or 40% of enrolled clients obtained a GED.
- As of 3/31/2010, six individuals were placed in employment.

Cost Analysis of Measure Y Funded Services
The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost

---

77 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

78 Individuals may have achieved more than one benchmark. Numbers may be duplicate.
Appendix A

Reentry and Employment

per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.  

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure Y Funds</strong></td>
</tr>
<tr>
<td>$222,000</td>
</tr>
<tr>
<td><strong># of Clients</strong></td>
</tr>
<tr>
<td>38</td>
</tr>
<tr>
<td><strong>Total Client Hours</strong></td>
</tr>
<tr>
<td>12,116</td>
</tr>
<tr>
<td><strong>Average Cost Per Client</strong></td>
</tr>
<tr>
<td>$5,842</td>
</tr>
<tr>
<td><strong>Average Cost Per Hour</strong></td>
</tr>
<tr>
<td>$18</td>
</tr>
</tbody>
</table>

Pre-Pre-Test Baseline Data

Youth Employment Partnership is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.  

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>YEP Reentry Employment Pre-Test Findings N=25</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topic</strong></td>
</tr>
<tr>
<td><strong>Score</strong></td>
</tr>
<tr>
<td>Risk Activities</td>
</tr>
<tr>
<td>4.68</td>
</tr>
<tr>
<td>Justice Involvement</td>
</tr>
<tr>
<td>4.67</td>
</tr>
<tr>
<td>Job Retention</td>
</tr>
<tr>
<td>4.3</td>
</tr>
<tr>
<td>Workforce Knowledge</td>
</tr>
<tr>
<td>4.04</td>
</tr>
<tr>
<td>Stable Housing</td>
</tr>
<tr>
<td>3.96</td>
</tr>
<tr>
<td>Enrollment</td>
</tr>
<tr>
<td>3.86</td>
</tr>
<tr>
<td>Peer Support</td>
</tr>
<tr>
<td>3.54</td>
</tr>
<tr>
<td>Conflict Management</td>
</tr>
<tr>
<td>3.37</td>
</tr>
<tr>
<td>Resiliency</td>
</tr>
<tr>
<td>3.35</td>
</tr>
<tr>
<td>Service Referrals</td>
</tr>
<tr>
<td>3.28</td>
</tr>
<tr>
<td>Employment Referral</td>
</tr>
<tr>
<td>3.16</td>
</tr>
<tr>
<td>Job Readiness</td>
</tr>
<tr>
<td>3.11</td>
</tr>
<tr>
<td>Employment</td>
</tr>
<tr>
<td>1.79</td>
</tr>
</tbody>
</table>

79 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.

80 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
V. VOLUNTEERS OF AMERICA CREW-BASED EMPLOYMENT

Program: Volunteers of America Bay Area (VOABA): Crew-Based Employment

Measure Y Strategy: Reentry and Employment: Employment II

Program Activities: Provides crew-based transitional jobs, pre-employment education, stress management, and substance abuse and housing services to young adults on probation or parole ages 18-35.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>29</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Clients with 220 Hours Work Experience</td>
<td>21</td>
<td>32</td>
<td>66%</td>
</tr>
<tr>
<td>Clients Co-Enrolled with America Works</td>
<td>15</td>
<td>20</td>
<td>75%</td>
</tr>
</tbody>
</table>

- VOA Crew-Based Employment is meeting client enrollment and referral benchmarks for the third quarter.

Employment Analysis

The following table describes the employment related services provided. Bulletns following the table describe findings.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled</td>
<td>32</td>
<td>29</td>
</tr>
<tr>
<td>% Received Employment Training</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% Received Work Experience</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td>% Placed in Employment</td>
<td>66%</td>
<td>24%</td>
</tr>
<tr>
<td>% Referred to Placement</td>
<td>31%</td>
<td>52%</td>
</tr>
</tbody>
</table>

- As of 3/31/10, 91% of anticipated clients for the year were enrolled in VOA Crew Based Employment.
- As of 3/31/10, 6 individuals were placed in employment.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. The actual number of individuals served by year end may or may not meet contract expectations. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency
Appendix A
Reentry and Employment

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Total Client Hours</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data
The VOABA Crew Based Employment is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

VOABA Re-entry Pre-Test Findings  
N=6  
<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Retention</td>
<td>4.42</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>4.4</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>4.33</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.67</td>
</tr>
<tr>
<td>Workforce Knowledge</td>
<td>3.42</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.2</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.1</td>
</tr>
<tr>
<td>Employment</td>
<td>3</td>
</tr>
<tr>
<td>Community Services</td>
<td>2.97</td>
</tr>
<tr>
<td>Employment Referral</td>
<td>2.93</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.44</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.4</td>
</tr>
</tbody>
</table>

In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.

The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix A
Reentry and Employment

VI. GOODWILL INDUSTRIES OF THE GREATER EAST BAY

Program: Goodwill Industries of the Greater East Bay

Measure Y Strategy: Reentry and Employment: Employment II

Program Activities: Provides transitional, subsidized employment, to young adults on probation or parole ages 18-24. Additionally Goodwill provides case management and referrals to education support services, to life skills groups and to America Works for direct job placement.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients served</td>
<td>34</td>
<td>20</td>
<td>170%</td>
</tr>
<tr>
<td>Clients with 360 Hours of Paid Work Experience</td>
<td>6</td>
<td>20</td>
<td>30%</td>
</tr>
<tr>
<td>Clients Placed in Employment</td>
<td>25</td>
<td>6</td>
<td>417%</td>
</tr>
<tr>
<td>Clients Co-Enrolled with America Works</td>
<td>9</td>
<td>10</td>
<td>90%</td>
</tr>
</tbody>
</table>

- Goodwill Industries is exceeding most employment benchmarks, except for its work experience deliverable.

Employment Analysis
The following table describes the employment related services provided. Bullets following the table describe findings.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td># Enrolled</td>
<td>51</td>
<td>34</td>
</tr>
<tr>
<td>% Received Employment Training</td>
<td>0%</td>
<td>94%</td>
</tr>
<tr>
<td>% Received Work Experience</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>% Placed in Employment</td>
<td>71%</td>
<td>74%</td>
</tr>
<tr>
<td>% Referred to Placement</td>
<td>---</td>
<td>26%</td>
</tr>
<tr>
<td>% Retained Placement for At Least 30 Days</td>
<td>71%</td>
<td>62%</td>
</tr>
</tbody>
</table>

- A total of 21 individuals or 62% of those originally enrolled, retained a job for at least 30 days as of 3/31/10.

Cost Analysis of Measure Y Funded Services
The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

---

84 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.
Appendix A

Reentry and Employment

Pre-Test Baseline Data
Goodwill Industries is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

---

85 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix A

Reentry and Employment

VII. WORKFIRST FOUNDATION (AMERICA WORKS)

Program: Workfirst Foundation (America Works)

Measure Y Strategy: Reentry and Employment

Program Activities: Provides direct job placement to young adults on parole or probation up to age 35.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>185</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Placed in Employment</td>
<td>77</td>
<td>85</td>
<td>91%</td>
</tr>
<tr>
<td>Clients Retained for 30 Days</td>
<td>77</td>
<td>78</td>
<td>99%</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clients Retained for 90 Days</td>
<td>46</td>
<td>62</td>
<td>74%</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clients Retained for 180 Days</td>
<td>7</td>
<td>50</td>
<td>14%</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Clients Participating in</td>
<td>0</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Employment and Education</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Overall, Workfirst Foundation is meeting or exceeding employment benchmarks.

Employment Analysis

The following table describes the employment related services provided. Bullets following the table describe findings.

<table>
<thead>
<tr>
<th></th>
<th>FY 08/09</th>
<th>FY 09/10 as of 3/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td># Enrolled</td>
<td>221&lt;sup&gt;88&lt;/sup&gt;</td>
<td>185&lt;sup&gt;89&lt;/sup&gt;</td>
</tr>
<tr>
<td>% Placed in Employment</td>
<td>47%</td>
<td>40%</td>
</tr>
<tr>
<td>% Retained Placement for At Least 30 Days</td>
<td>32%</td>
<td>39%</td>
</tr>
</tbody>
</table>

- As of 3/31/10, 74 individuals found work through America Works.
- During the first three quarters of FY 09/10, 73 individuals retained their job for at least 30 days.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

---

86 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

87 Number may be artificially high

88 Number may be artificially high

89 Number may be artificially high


74
Appendix A
Reentry and Employment

Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour⁹⁰</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data
America Works is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.⁹¹

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings.

<table>
<thead>
<tr>
<th>America Works Pre-Test Findings N=64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
</tr>
<tr>
<td>Justice Involvement</td>
</tr>
<tr>
<td>Risk Activities</td>
</tr>
<tr>
<td>Job Retention</td>
</tr>
<tr>
<td>Education Enrollment</td>
</tr>
<tr>
<td>Workforce Knowledge</td>
</tr>
<tr>
<td>Peer Support</td>
</tr>
<tr>
<td>Stable Housing</td>
</tr>
<tr>
<td>Resiliency</td>
</tr>
<tr>
<td>Conflict Management</td>
</tr>
<tr>
<td>Community Services</td>
</tr>
<tr>
<td>Job Readiness</td>
</tr>
<tr>
<td>Employment Referrals</td>
</tr>
<tr>
<td>Employment</td>
</tr>
</tbody>
</table>

⁹⁰ America Works deliverables are related to employment placement, not hours of service. Cost per hour was not available.
⁹¹ The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix A
Reentry and Employment

VIII. MAYOR’S REENTRY SPECIALIST

The Mayor’s Reentry Employment Specialist, based in the Mayor’s Office, assists formerly incarcerated Oakland residents through the City employment process and provides employment support to formerly incarcerated residents.

Summary of Deliverables
Numbers Served 7/1/09 – 3/31/10 (Quarter 3)

<table>
<thead>
<tr>
<th>Service</th>
<th>Annual Goal</th>
<th># Served by Third Quarter</th>
<th>% of Goal Reached</th>
<th>% of Year</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Applications Reviewed</td>
<td>36</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># Assisted thru City Employment Process</td>
<td>16</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># Placed in City Employment or eligibility list</td>
<td>16</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># of intensive outreach clients</td>
<td>220</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># of community training event sessions</td>
<td>220</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Development of Employer Guide</td>
<td>1</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Development of Resource Guide</td>
<td>1</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># of networking/collaboration meeting event sessions</td>
<td>1</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td># NCPC meetings attended</td>
<td>4</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>

- No information was available on the CitySpan Information System on this position.
Appendix B
Juvenile Justice Center/OUSD Wrap Around Services
Individual Programs

This page has been intentionally left blank
Appendix B

Juvenile Justice Center/OUSD Wrap Around Services

1. CALIFORNIA YOUTH OUTREACH

Program: California Youth Outreach

Measure Y Strategy: Juvenile Justice Center/OUSD Wrap Around Services

Program Activities: Provides a multi-disciplinary team approach to promoting school attendance and achievement in youth involved in the juvenile justice system. Services include case management, assessments and individual development plans.

Client Service Data Summary

<table>
<thead>
<tr>
<th>Clients Served</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>27</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>27</td>
<td>40</td>
<td>68%</td>
</tr>
<tr>
<td>Clients enrolled in groups</td>
<td>13</td>
<td>20</td>
<td>65%</td>
</tr>
<tr>
<td>With Supportive Adult Identified</td>
<td>27</td>
<td>40</td>
<td>68%</td>
</tr>
<tr>
<td>Referred to MY Employment</td>
<td>7</td>
<td>10</td>
<td>70%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>27</td>
<td>40</td>
<td>68%</td>
</tr>
</tbody>
</table>

• California Youth Outreach achieved between 65 - 70% of all deliverables.
• In general, JJC/OUSD Wrap Around Services Programs have received a modification to their deliverables due to unforeseen barriers that have since been resolved (See Appendix A). DHS anticipates that they will meet their annual deliverables.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Total Client Hours</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
</tr>
</tbody>
</table>

92 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.
Appendix B
Juvenile Justice Center/OUSD Wrap Around Services

Pre-Test Baseline Data
California Youth Outreach is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients' answers to a series of survey questions as part of a pre/post test.  

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of Victimization</td>
<td>4.91</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>4.57</td>
</tr>
<tr>
<td>Suspensions</td>
<td>4.38</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.11</td>
</tr>
<tr>
<td>Community Services</td>
<td>4</td>
</tr>
<tr>
<td>Attitude towards Education</td>
<td>3.93</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>3.92</td>
</tr>
<tr>
<td>Enrollment</td>
<td>3.84</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.42</td>
</tr>
<tr>
<td>Truancy</td>
<td>3.25</td>
</tr>
<tr>
<td>Academic Performance</td>
<td>3.22</td>
</tr>
<tr>
<td>Peer Support</td>
<td>2.81</td>
</tr>
<tr>
<td>Resiliency</td>
<td>2.72</td>
</tr>
<tr>
<td>Improved Job Readiness</td>
<td>2.49</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.14</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>---</td>
</tr>
</tbody>
</table>

93 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix B
Juvenile Justice Center/OUSD Wrap Around Services

II. EAST BAY AGENCY FOR CHILDREN

Program: East Bay Agency for Children
Measure Y Strategy: Juvenile Justice Center/OUSD Wrap Around Services
Program Activities: Provides a multi-disciplinary team approach to promoting school attendance and achievement in youth involved in the juvenile justice system. Services include case management, assessments and individual development plans.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>28</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>24</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>With Supportive Adult Identified</td>
<td>24</td>
<td>30</td>
<td>80%</td>
</tr>
<tr>
<td>Referred to MY Employment</td>
<td>4</td>
<td>5</td>
<td>80%</td>
</tr>
<tr>
<td>Mental Health Services</td>
<td>13</td>
<td>14</td>
<td>93%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>18</td>
<td>30</td>
<td>60%</td>
</tr>
</tbody>
</table>

- Most of EBAC’s client deliverables for the third quarter were met or exceeded.
- In general, JJC/OUSD Wrap Around Services Programs have received a modification to their deliverables due to unforeseen barriers that have since been resolved (See Appendix A). DHS anticipates that they will meet their annual deliverables.

Cost Analysis of Measure Y Funded Services
The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
<td>$86,136</td>
</tr>
<tr>
<td># of Clients</td>
<td>30</td>
</tr>
<tr>
<td>Total Client Hours</td>
<td>1,128</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
<td>$2,871</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
<td>$76</td>
</tr>
</tbody>
</table>

94 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.
Appendix B

Juvenile Justice Center/OUSD Wrap Around Services

Pre-Test Baseline Data
East Bay Agency for Children is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test. 95

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of Victimization</td>
<td>4.98</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>4.72</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.23</td>
</tr>
<tr>
<td>Suspension</td>
<td>4.18</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>3.98</td>
</tr>
<tr>
<td>Education Enrollment</td>
<td>3.9</td>
</tr>
<tr>
<td>Truancy</td>
<td>3.75</td>
</tr>
<tr>
<td>Attitude towards Education</td>
<td>3.68</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.4</td>
</tr>
<tr>
<td>Academic Achievement</td>
<td>3.03</td>
</tr>
<tr>
<td>Community Services</td>
<td>2.91</td>
</tr>
<tr>
<td>Peer Support</td>
<td>2.85</td>
</tr>
<tr>
<td>Resiliency</td>
<td>2.73</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.6</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.5</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>0</td>
</tr>
</tbody>
</table>

95 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix B
Juvenile Justice Center/OUSD Wrap Around Services

III. EAST BAY ASIAN YOUTH CENTER

Program: East Bay Asian Youth Center

Measure Y Strategy: Juvenile Justice Center/OUSD Wrap Around Services

Program Activities: Provides a multi-disciplinary team approach to promoting school attendance and achievement in youth involved in the juvenile justice system. Services include case management, assessments and individual development plans.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>45</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>37</td>
<td>85</td>
<td>44%</td>
</tr>
<tr>
<td>With Supportive Adult Identified</td>
<td>37</td>
<td>85</td>
<td>44%</td>
</tr>
<tr>
<td>Referred to MY Employment</td>
<td>8</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>36</td>
<td>85</td>
<td>42%</td>
</tr>
</tbody>
</table>

- The East Bay Asian Youth Center achieved less than half of its client benchmarks for the year.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

<table>
<thead>
<tr>
<th>Client Served (Contracted)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
<td>$220,000</td>
</tr>
<tr>
<td># of Clients</td>
<td>84</td>
</tr>
<tr>
<td>Total Client Hours</td>
<td>3,170</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
<td>$2,619</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
<td>$69</td>
</tr>
</tbody>
</table>

96 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

97 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
Pre-Test Baseline Data
East Bay Asian Youth Center is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.  

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

**EBAYC Pre-Test Findings**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of Victimization</td>
<td>4.8</td>
</tr>
<tr>
<td>Suspension</td>
<td>4.59</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>4.37</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.33</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>4.33</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>4.18</td>
</tr>
<tr>
<td>Truancy</td>
<td>4.14</td>
</tr>
<tr>
<td>Education Enrollment</td>
<td>4.11</td>
</tr>
<tr>
<td>Attitude towards Education</td>
<td>4.04</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.82</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.27</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.27</td>
</tr>
<tr>
<td>Academic Performance</td>
<td>3.04</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.4</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.35</td>
</tr>
</tbody>
</table>

98 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix B
Juvenile Justice Center/OUSD Wrap Around Services

IV. THE MENTORING CENTER

Program: The Mentoring Center

Measure Y Strategy: Juvenile Justice Center/OUSD Wrap Around Services

Program Activities: Provides a multi-disciplinary team approach to promoting school attendance and achievement in out-of-school youth involved in the juvenile justice system. Services include case management, assessments and individual development plans.

Clients Service Data Summary

<table>
<thead>
<tr>
<th>Measure</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>27</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>24</td>
<td>40</td>
<td>60%</td>
</tr>
<tr>
<td>With Supportive Adult Identified</td>
<td>24</td>
<td>40</td>
<td>60%</td>
</tr>
<tr>
<td>Referred to MY Employment</td>
<td>5</td>
<td>6</td>
<td>83%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>24</td>
<td>40</td>
<td>60%</td>
</tr>
</tbody>
</table>

- The Mentoring Center has met its benchmark for referrals to

---

99 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

---

100 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation.

Measure Y employment programs.

- In general, JJC/OUSD Wrap Around Services Programs have received a modification to their deliverables due to unforeseen barriers that have since been resolved (See Appendix A). DHS anticipates that they will meet their annual deliverables.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
<td>$125,000</td>
</tr>
<tr>
<td># of Clients</td>
<td>40</td>
</tr>
<tr>
<td>Total Client Hours</td>
<td>1,280</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
<td>$3,125</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
<td>$98</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data

The Mentoring Center is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking.

Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

Appendix B

Juvenile Justice Center/OUSD Wrap Around Services

behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

The Mentoring Center Pre-Test Findings

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Enrollment</td>
<td>4.13</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.28</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.14</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>3.07</td>
</tr>
<tr>
<td>Peer Support</td>
<td>2.79</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>2.69</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.29</td>
</tr>
<tr>
<td>Academic Performance</td>
<td>---</td>
</tr>
<tr>
<td>Adult Support</td>
<td>---</td>
</tr>
<tr>
<td>Attitude towards Education</td>
<td>---</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>---</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>---</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>---</td>
</tr>
<tr>
<td>Risk of Victimization</td>
<td>---</td>
</tr>
<tr>
<td>Suspension</td>
<td>---</td>
</tr>
<tr>
<td>Truancy</td>
<td>---</td>
</tr>
</tbody>
</table>

Mentoring Center clients completed the Young Adult and Reentry Survey instead of the Youth Comprehensive Survey. Therefore, most of the themes included in the analysis for other JJC programs, are not available for The Mentoring Center’s analysis. Conversations have been initiated to ensure that each of the mentoring Center’s Measure Y funded programs have distributed the correct pre/post surveys to their program participants.

---

101 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix B

Juvenile Justice Center/OUSD Wrap Around Services

V. YOUTH UPRISING

Program: Youth Uprising

Measure Y Strategy: Juvenile Justice Center/OUSD Wrap Around Services

Program Activities: Provides a multi-disciplinary team approach to promoting school attendance and achievement in youth involved in the juvenile justice system. Services include case management, assessments and individual development plans. YU also runs Man Up and Women’s Circle.

Clients Service Data Summary

<table>
<thead>
<tr>
<th></th>
<th>Clients Served</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served</td>
<td>62</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>61</td>
<td>70</td>
<td>87%</td>
</tr>
<tr>
<td>With Supportive Adult Identified</td>
<td>55</td>
<td>70</td>
<td>79%</td>
</tr>
<tr>
<td>Referred to MY Employment</td>
<td>15</td>
<td>18</td>
<td>83%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>55</td>
<td>70</td>
<td>79%</td>
</tr>
</tbody>
</table>

- Youth Uprising met or surpassed its benchmarks for all client services.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.

Pre-Test Baseline Data

Youth Uprising is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program

---

102 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

103 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

Youth Uprising Pre-Test Findings
N=28

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of Victimization</td>
<td>4.86</td>
</tr>
<tr>
<td>Suspension</td>
<td>4.48</td>
</tr>
<tr>
<td>Risk Activities</td>
<td>4.4</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>4.27</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.04</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>3.91</td>
</tr>
<tr>
<td>Education Enrollment</td>
<td>3.86</td>
</tr>
<tr>
<td>Truancy</td>
<td>3.83</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.44</td>
</tr>
<tr>
<td>Attitude Towards Education</td>
<td>3.36</td>
</tr>
<tr>
<td>Grades</td>
<td>3.14</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.04</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.03</td>
</tr>
<tr>
<td>Resiliency</td>
<td>2.93</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.61</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.19</td>
</tr>
</tbody>
</table>

The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
VI. OUSD ENROLLMENT SPECIALIST

The OUSD Enrollment Specialist assists all youth exiting the juvenile detention center to re-enroll in school. The Enrollment Specialist also conducts a screening on all youth to determine which youth are eligible for referral to a Measure Y program and helps facilitate the referral with the five JJC program partners.

**Key Accomplishments**

Of the 628 youth who were released to Oakland from the Alameda County Juvenile Justice Center between July 1, 2009 and February 28, 2010:

- 184 juveniles referred to Measure Y case management
- 334 youth enrolled in OUSD schools.
This page has been intentionally left blank
Appendix C

Oakland Street Outreach

I. CALIFORNIA YOUTH OUTREACH

Program: California Youth Outreach

Measure Y Strategy: Oakland Street Outreach

Program Activities: Provides incident and Latino-specific gang outreach, builds relationships with high-risk youth and connect them to needed services, and also provides individual and group mediation, emergency/crisis intervention and case management.

Clients Service Data Summary

<table>
<thead>
<tr>
<th>Measure</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients</td>
<td>156</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>46</td>
<td>45</td>
<td>102%</td>
</tr>
<tr>
<td>Intensive Outreach</td>
<td>115</td>
<td>120</td>
<td>96%</td>
</tr>
<tr>
<td>Placed in Employment</td>
<td>20</td>
<td>14</td>
<td>74%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>43</td>
<td>60</td>
<td>72%</td>
</tr>
<tr>
<td>Street Outreach Events</td>
<td>667</td>
<td>504</td>
<td>132%</td>
</tr>
</tbody>
</table>

- In general, California Youth Outreach met or surpassed all client service deliverables. Each time an outreach team is deployed to a hotspot constitutes an event.
- California Youth Outreach placed 20 clients in employment or employment-related programs.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.  

| Measure Y Funds       | $288,600  |
| # of Clients          | 120       |
| Total Client Hours    | 4,200     |
| Average Cost Per Client| $2,405   |
| Average Cost Per Hour | $69       |

Pre-Test Baseline Data

California Youth Outreach is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period,

---

Source: CitySpan Management System, Department of Human Services. All service hours and deliverables are pulled from Progress Reports and stats. They include services and benchmarks for programs through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the expected clients or hours for each deliverable.

In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.  

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice Involvement</td>
<td>4.13</td>
</tr>
<tr>
<td>Education Enrollment</td>
<td>4.07</td>
</tr>
<tr>
<td>Risk-Taking Activities</td>
<td>4.07</td>
</tr>
<tr>
<td>Adult Support</td>
<td>3.94</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.63</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.21</td>
</tr>
<tr>
<td>Employment Referrals</td>
<td>3.18</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.07</td>
</tr>
<tr>
<td>Peer Support</td>
<td>2.46</td>
</tr>
</tbody>
</table>

107 The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
II. HEALTHY OAKLAND

Program: Healthy Oakland

Measure Y Strategy: Oakland Street Outreach

Program Activities: Provides incident and “hot spot” specific outreach in collaboration with faith-based partners, builds relationships with high-risk youth, provides case management, group mediation and intensive outreach

Clients Service Data Summary 108

<table>
<thead>
<tr>
<th>Clients</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients</td>
<td>181</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>95</td>
<td>90</td>
<td>106%</td>
</tr>
<tr>
<td>Intensive Outreach</td>
<td>130</td>
<td>120</td>
<td>108%</td>
</tr>
<tr>
<td>Placed in Employment</td>
<td>21</td>
<td>30</td>
<td>71%</td>
</tr>
<tr>
<td>Placed in Educational Setting</td>
<td>20</td>
<td>30</td>
<td>67%</td>
</tr>
<tr>
<td>Street Outreach Events</td>
<td>596</td>
<td>504</td>
<td>118%</td>
</tr>
</tbody>
</table>

- Healthy Oakland met or exceeded its deliverables for intensive outreach clients and street outreach event sessions. Each time an outreach team is deployed to a hot spot constitutes an event.
- Healthy Oakland placed 21 clients in employment or employment-related programs.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided. 109

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
<td>$272,000</td>
</tr>
<tr>
<td># of Clients</td>
<td>210</td>
</tr>
<tr>
<td>Total Client Hours</td>
<td>5,550</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
<td>$1,295</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
<td>$49</td>
</tr>
</tbody>
</table>

Pre-Test Baseline Data

Healthy Oakland is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The

108 Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

109 In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
Appendix C

Oakland Street Outreach

Following table depicts program clients’ answers to a series of survey questions as part of a pre/post test. ¹¹⁰

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

<table>
<thead>
<tr>
<th>Healthy Oakland Pre-Test Findings</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>N=17</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td></td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>4.71</td>
</tr>
<tr>
<td>Risk-Taking Activities</td>
<td>4.71</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.41</td>
</tr>
<tr>
<td>Education Enrollment</td>
<td>4.31</td>
</tr>
<tr>
<td>Employment Referrals</td>
<td>3.62</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.6</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.22</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.17</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.03</td>
</tr>
</tbody>
</table>

¹¹⁰ The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.
Appendix C

Oakland Street Outreach

III. YOUTH UPRISING

Program: Youth Uprising

Measure Y Strategy: Oakland Street Outreach

Program Activities: Provides conflict mediation and special community events related to violence prevention

Clients Service Data Summary

<table>
<thead>
<tr>
<th>Clients</th>
<th>Actual</th>
<th>Annual Goal</th>
<th>% of Annual Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients</td>
<td>58</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Case Managed</td>
<td>58</td>
<td>40</td>
<td>145%</td>
</tr>
<tr>
<td>Code 33 Youth</td>
<td>0</td>
<td>80</td>
<td>0%</td>
</tr>
<tr>
<td>Code 33 Police Officer</td>
<td>0</td>
<td>80</td>
<td>0%</td>
</tr>
<tr>
<td>Referred to Employment</td>
<td>33</td>
<td>20</td>
<td>165%</td>
</tr>
</tbody>
</table>

- Youth Uprising exceeded its case managed client and employment referral deliverables.
- Code 33 deliverables will be met during the 4th quarter.
- Youth Uprising referred 33 clients to employment programs.

Cost Analysis of Measure Y Funded Services

The following analysis is based on the total number of clients and hours of service that are expected to be provided in FY 2009-10. The actual number of individuals served by year end may or may not meet contract expectations. Match and leveraged funds are not included in this analysis because Measure Y does not require a match. We would caution against comparing programs in terms of cost per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.²

<table>
<thead>
<tr>
<th>Clients Served (Contracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Y Funds</td>
</tr>
<tr>
<td># of Clients</td>
</tr>
<tr>
<td>Total Client Hours</td>
</tr>
<tr>
<td>Average Cost Per Client</td>
</tr>
<tr>
<td>Average Cost Per Hour</td>
</tr>
</tbody>
</table>

¹¹¹ Source: CitySpan Management System, Department of Human Services. All deliverables are pulled from Progress Reports, Stats Reports, and DHS reports. They include services provided through the third quarter, from 7/1/09 through 3/31/10. The “percent of deliverable achieved” is calculated as the actual divided by the annual goal for each deliverable. In general, programs should have achieved 75% of deliverables.

¹¹² In some cases, programs are serving a much greater numbers of clients because they have leveraged Measure Y funds; in this case, their cost per client is actually lower. In other cases, programs are only serving Measure Y clients and their match was not included in the calculation. In this case, their cost per client is actually higher.
Pre-Test Baseline Findings
Youth Uprising is administering pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre-test surveys are administered to clients upon enrollment. After clients have received services for a minimum time period, post tests are administered. The following table depicts program clients’ answers to a series of survey questions as part of a pre/post test.  \(^{113}\)

In general, the closer the score is to 5, the more positive the answer, and thus the more likely the respondents reported that they positively experience the attribute under question. For example, a score of 1.5 on resiliency would show that the clients are not resilient in their outlook on life. The findings reported here are pre-test findings. Programs are currently administering post tests, which will be reported in the 2009-10 Annual Report.

As the majority of Youth Uprising clients were not referred from Street Outreach programs, they completed the Youth Comprehensive Services survey.

---

\(^{113}\) The variables listed for the following program are composite variables, meaning they are an accumulation of questions that paint a picture of the clients’ behavior and attitude regarding a specific theme. For further explanation, see the Pre-Test Analysis Methodology included in Appendix B.

### Youth Uprising Pre-Test Findings

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Enrollment</td>
<td>4.72</td>
</tr>
<tr>
<td>Risk of Victimization</td>
<td>4.68</td>
</tr>
<tr>
<td>Suspension</td>
<td>4.66</td>
</tr>
<tr>
<td>Education Attainment</td>
<td>4.54</td>
</tr>
<tr>
<td>Justice Involvement</td>
<td>4.51</td>
</tr>
<tr>
<td>Truancy</td>
<td>4.44</td>
</tr>
<tr>
<td>Adult Support</td>
<td>4.37</td>
</tr>
<tr>
<td>Attitude towards Education</td>
<td>4.37</td>
</tr>
<tr>
<td>Risk-Taking Activities</td>
<td>4.11</td>
</tr>
<tr>
<td>Stable Housing</td>
<td>3.69</td>
</tr>
<tr>
<td>Community Services</td>
<td>3.57</td>
</tr>
<tr>
<td>Peer Support</td>
<td>3.49</td>
</tr>
<tr>
<td>Resiliency</td>
<td>3.4</td>
</tr>
<tr>
<td>Academic Performance</td>
<td>3.11</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>2.93</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>2.61</td>
</tr>
</tbody>
</table>
IV. STREET OUTREACH COORDINATOR

The Street Outreach Coordinator is contracted to coordinate street outreach services and provide technical assistance to programs implementing services.

<table>
<thead>
<tr>
<th>Summary of Deliverables</th>
<th>7/1/09 – 3/31/10 (Quarter 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Expected</td>
</tr>
<tr>
<td>Street outreach event sessions</td>
<td>44</td>
</tr>
<tr>
<td>General outreach event sessions</td>
<td>8</td>
</tr>
<tr>
<td>Community training event sessions</td>
<td>24</td>
</tr>
<tr>
<td>Collaboration meeting sessions</td>
<td>30</td>
</tr>
</tbody>
</table>

- The street outreach specialist has achieved or surpassed deliverables for street outreach event sessions and collaboration meeting sessions.
- The street outreach specialist has achieved 80% -90% of deliverables for community training and general street outreach.
INTEROFFICE MEMORANDUM

TO: KACEY RANE
FROM: MARK HENDERSON
SUBJECT: DELIVERABLES FOR JJC AND YEP AFTER SCHOOL JOBS SERVICE PROVIDERS
DATE: 5/10/2010
CC: PRIYA JAGANNATHAN, SARA BEDFORD

As program evaluations continue of current Measure Y Service Providers, it is important to note significant changes to original scopes of all service providers serving in the Juvenile Justice Strategy and agencies serving After-School Jobs, specifically The Youth Employment Partnership Inc.

For the following agencies The Mentoring Center, East Bay Asian Youth Center, East Bay Agency for Children, Youth Uprising, California Youth Outreach all serving in the Juvenile Justice Strategy deliverables had to be revised/adjusted due to an unforeseen slow start for the agency receiving referrals from the Juvenile Justice Center. Another reason for the prolonged start up was the prolonged background check that had to be completed before Case Managers could have access to youth at the Juvenile Justice Center. Both factors have since been addressed and we currently have adequate procedures in place to deal with both obstacles. The last revision that was made, addressed the issue of the time Service Providers were spending trying to track down youth participants to complete intakes forms (the process of enrolling participants) prior to case management hours beginning. An intensive outreach deliverable has been added to all the above mentioned agencies deliverables to capture outreach efforts. The following are changes made to JJC Service Providers Deliverables

# of case management hours (revised/reduced hours)

# of intensive outreach hours (newly added deliverable, took a percentage of case management hours and moved to outreach hours)

The Youth Employment Partnership Inc, (YEP) has been granted an extension in time to meet the original contracted deliverables for their After School contract. The revised contract period will be July 1 to Sep. 30th. This extension is primarily due to the lack of referrals provided by case management agencies in the Juvenile Justice strategy. Initially more than half of the participants to be served by YEP were to come from the service providers mentioned above during the school year. However due to the delay in referrals and the fact many current clients are not yet ready for employment these deliverables needed to be amended. As of February 2010 while JJC clients will continue to receive priority for these slots, YEP will be allowed to take referrals directly from Probation for