

Appendix A

Reentry and Employment Individual Programs

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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 Summary⁶⁶

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	42	---	---
Case Managed	42	24	175%
Mental Health Assessments	18	24	75%
Clients Enrolled in Pre-Release Groups	19	24	79%
Clients Enrolled in Post-Release Groups	25	24	104%
Co-Enrolled with Youth Employment Partnership	0	14	0%

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.

- 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.⁶⁷

	FY 08/09	FY 09/10 as of 3/31/10
Case Managed	53	42
% Received Group/Life Skills	128%	136%
% Referred	58%/66 ⁶⁸ %	0%

- 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

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.

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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

Clients Served (Contracted)	
Measure Y Funds	\$111,000
# of Clients	24
Total Client Hours	3,585
Average Cost Per Client	\$4,625
Average Cost Per Hour	\$31

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.

The Mentoring Center Pre-Test Findings N=25	
Topic	Score
Education Enrollment	4.17
Job Retention	4.15
Workforce Knowledge	3.67
Peer Support	3.32
Stable Housing	3.19
Resiliency	3.11
Community Services	3.06
Conflict Management	2.92
Employment Referral	2.79
Job Readiness	2.75
Employment	1.59
Justice Involvement	---
Risk Activities	---

- 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.*

⁶⁹In 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.

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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 Summary⁷¹

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	127	---	---
Case Managed	127	60	212%
Mental Health Assessments	49	60	82%
Co-enrolled with America Works	16	20	80%

- 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.

Bullets following the table describe findings.

	FY 08/09	FY 09/10 as of 3/31/10
Case Managed	203	127
% Received Group/Life Skills	110%	81%
% Referred	10%	13%

- 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.⁷²

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.

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Clients Served (Contracted)	
Measure Y Funds	\$222,000
# of Clients	60
Total Client Hours	2,679
Average Cost Per Client	\$3,700
Average Cost Per Hour	\$83

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.⁷³

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.

VOA Pre-Test Findings N=44	
Topic	Score
Risk Activities	4.8
Justice Involvement	4.74
Education Enrollment	4.29
Job Retention	4.29
Workforce Knowledge	4.13
Stable Housing	3.5
Peer Support	3.34
Resiliency	3.22
Community Services	3.2
Employment Referral	3.2
Conflict Management	3.03
Job Readiness	2.75
Employment	2.05

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

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III. LEADERSHIP EXCELLENCE

Program: Leadership Excellence

Measure Y Strategy: Reentry and Employment: Employment I

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

Clients Service Data Summary⁷⁴

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	15	20	75%
Clients with 180 Hours Work Experience	4	20	20%
Placed in Employment or Enrolled in Education	4	7	57%

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

Employment Analysis

The following table describes the employment related 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.

Bullets following the table describe findings.

	FY 08/09	FY 09/10 as of 3/31/10
Enrolled	---	15
% Received Employment Training	---	87%
% Received Work Experience	---	80%
% Placed in Employment	---	27%

- 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.

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.⁷⁵

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.

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Clients Served (Contracted)	
Measure Y Funds	\$88,800
# of Clients	20
Total Client Hours	5,200
Average Cost Per Client	\$4,440
Average Cost Per Hour	\$17

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.

Leadership Excellence Pre-Test Findings N=9

Topic	Score
Justice Involvement	4.5
Risk Activities	4.3
Employment	3.67
Job Retention	3.66
Resiliency	3.19
Stable Housing	2.94
Education Enrollment	2.89
Conflict Management	2.67
Peer Support	2.63
Workforce Knowledge	2.611
Community Services	2.4
Employment Referral	2.38
Job Readiness	2.37

In this case, their cost per client is actually higher.

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.

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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 Summary⁷⁷

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	44	38	116%
Placed in Employment	6	18	33%
Clients Retained for 30 Days Employment	0	11	0%
Clients Retained for 90 Days Employment	0	7	0%

- YEP Reentry Employment has exceeded annual client enrollment expectations; however the number of clients meeting employment

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.

benchmarks is lower than anticipated.

Employment Analysis

The following table describes the employment related services provided.

	FY 08/09	FY 09/10 as of 3/31/10
Enrolled	43	44
% Received Employment Training	98%	100%
% Received Work Experience	79%	91%
% Placed in Employment	40%/40% ⁷⁸	14%
% Referred to Placement	77%	---
% Retained Placement for At Least 30 Days	9%	0%

- 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

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

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per hour because of differences in total agency budget, amount of leveraged funds, and type of services provided.⁷⁹

Clients Served (Contracted)	
Measure Y Funds	\$222,000
# of Clients	38
Total Client Hours	12,116
Average Cost Per Client	\$5,842
Average Cost Per Hour	\$18

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.⁸⁰

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.

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

⁷⁹In 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.

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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 Summary⁸¹

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	29	---	---
Clients with 220 Hours Work Experience	21	32	66%
Clients Co-Enrolled with America Works	15	20	75%

- VOA Crew-Based Employment is meeting client enrollment and

⁸¹ 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.

referral benchmarks for the third quarter.

Employment Analysis

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

	FY 08/09	FY 09/10 as of 3/31/10
Enrolled	32	29
% Received Employment Training	100%	100%
% Received Work Experience	88%	90%
% Placed in Employment	66%	24%
% Referred to Placement	31%	52%

- 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

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Clients Served (Contracted)	
Measure Y Funds	\$222,000
# of Clients	32
Total Client Hours	8,976
Average Cost Per Client	\$6,938
Average Cost Per Hour	\$25

budget, amount of leveraged funds, and type of services provided.⁸²

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.⁸³

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

⁸²In 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.

⁸³ 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.

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	
Topic	Score
Job Retention	4.42
Justice Involvement	4.4
Risk Activities	4.33
Stable Housing	3.67
Workforce Knowledge	3.42
Peer Support	3.2
Resiliency	3.1
Employment	3
Community Services	2.97
Employment Referral	2.93
Job Readiness	2.44
Conflict Management	2.4

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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 Summary⁸⁴

	Actual	Annual Goal	% of Annual Achieved
Total Clients served	34	20	170%
Clients with 360 Hours of Paid Work Experience	6	20	30%
Clients Placed in Employment	25	6	417%
Clients Co-Enrolled with America Works	9	10	90%

- Goodwill Industries is exceeding most employment benchmarks,

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.

except for its work experience deliverable.

Employment Analysis

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

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

- 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.

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Clients Served (Contracted)	
Measure Y Funds	\$93,240
# of Clients	20
Total Client Hours	7,420
Average Cost Per Client	\$4,662
Average Cost Per Hour	\$13

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.⁸⁵

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.

Goodwill Pre-Test Findings N=34=	
Topic	Score
Justice Involvement	4.9
Risk Activities	4.78
Job Retention	4.73
Education Enrollment	4.39
Peer Support	4.19
Employment Referral	4.1
Workforce Knowledge	4.075
Stable Housing	3.78
Conflict Management	3.75
Resiliency	3.52
Job Readiness	3.44
Community Services	2.09
Employment	1.91

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.

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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 Summary⁸⁶

	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	185 ⁸⁷	---	---
Placed in Employment	77	85	91%
Clients Retained for 30 Days Employment	77	78	99%
Clients Retained for 90 Days Employment	46	62	74%
Clients Retained for 180 Days Employment	7	50	14%
% of Clients Participating in Employment and Education	0	25%	0%

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

- 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.

	FY 08/09	FY 09/10 as of 3/31/10
# Enrolled	221 ⁸⁸	185 ⁸⁹
% Placed in Employment	47%	40%
% Retained Placement for At Least 30 Days	32%	39%

- 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.

⁸⁸ Number may be artificially high

⁸⁹ Number may be artificially high

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Clients Served (Contracted)	
Measure Y Funds	\$310,800
# of Clients	85
Average Cost Per Client	\$3,656
Average Cost Per Hour ⁹⁰	---

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.

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

America Works Pre-Test Findings N=64	
Topic	Score
Justice Involvement	4.86
Risk Activities	4.81
Job Retention	4.62
Education Enrollment	4.35
Workforce Knowledge	4.09
Peer Support	3.95
Stable Housing	3.9
Resiliency	3.62
Conflict Management	3.57
Community Services	3.3
Job Readiness	2.89
Employment Referrals	2.87
Employment	1.5

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.

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VIII. MAYOR'S REENTRY SPECIALIST

The Mayor's Reentry Employment Specialist, based in the Mayors 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)

Service	Annual Goal	# Served by Third Quarter	% of Goal Reached	% of Year
# of Applications Reviewed	36	0	---	---
# Assisted thru City Employment Process	16	0	---	---
# Placed in City Employment or eligibility list	16	0	---	---
# of intensive outreach clients	220	0	---	---
# of community training event sessions	22	0	---	---
Development of Employer Guide	1	0	---	---
Development of Resource Guide	1	0	---	---
# of networking/collaboration meeting event sessions	1	0	---	---
# NCPC meetings attended	4	0	---	---

- No information was available on the CitySpan Information System on this position.

Appendix B

Juvenile Justice Center/OUSD Wrap Around Services Individual Programs

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Juvenile Justice Center/OUSD Wrap Around Services

I. 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.

- 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.

Client Service Data Summary⁹²

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	27	--	--
Case Managed	27	40	68%
Clients enrolled in groups	13	20	65%
With Supportive Adult Identified	27	40	68%
Referred to MY Employment	7	10	70%
Placed in Educational Setting	27	40	68%

Clients Served (Contracted)	
Measure Y Funds	\$100,000
# of Clients	40
Total Client Hours	1,730
Average Cost Per Client	\$2,500
Average Cost Per Hour	\$58

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.⁹³

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.

CYO Pre-Test Findings N=19	
Topic	Score
Risk of Victimization	4.91
Risk Activities	4.57
Suspensions	4.38
Adult Support	4.11
Community Services	4
Attitude towards Education	3.93
Education Attainment	3.92
Enrollment	3.84
Stable Housing	3.42
Truancy	3.25
Academic Performance	3.22
Peer Support	2.81
Resiliency	2.72
Improved Job Readiness	2.49
Conflict Management	2.14
Justice Involvement	---

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 Summary⁹⁴

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

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.

- 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.

Clients Served (Contracted)	
Measure Y Funds	\$86,136
# of Clients	30
Total Client Hours	1,128
Average Cost Per Client	\$2,871
Average Cost Per Hour	\$76

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.

EBAC Pre-Test Findings N=20	
Topic	Score
Risk of Victimization	4.98
Risk Activities	4.72
Adult Support	4.23
Suspension	4.18
Education Attainment	3.98
Education Enrollment	3.9
Truancy	3.75
Attitude towards Education	3.68
Stable Housing	3.4
Academic Achievement	3.03
Community Services	2.91
Peer Support	2.85
Resiliency	2.73
Conflict Management	2.6
Job Readiness	2.5
Justice Involvement	0

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.

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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 Summary⁹⁶

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	45	--	--
Case Managed	37	85	44%
With Supportive Adult Identified	37	85	44%
Referred to MY Employment	8	20	40%
Placed in Educational Setting	36	85	42%

- 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.⁹⁷

Clients Served (Contracted)	
Measure Y Funds	\$220,000
# of Clients	84
Total Client Hours	3,170
Average Cost Per Client	\$2,619
Average Cost Per Hour	\$69

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.

Appendix B

Juvenile Justice Center/OUSD Wrap Around Services

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.⁹⁸

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 N=29	
Topic	Score
Risk of Victimization	4.8
Suspension	4.59
Risk Activities	4.37
Adult Support	4.33
Justice Involvement	4.33
Education Attainment	4.18
Truancy	4.14
Education Enrollment	4.11
Attitude towards Education	4.04
Stable Housing	3.82
Community Services	3.27
Peer Support	3.27
Academic Performance	3.04
Resiliency	3
Conflict Management	2.4
Job Readiness	2.35

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.

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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 Summary⁹⁹

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	27	--	--
Case Managed	24	40	60%
With Supportive Adult Identified	24	40	60%
Referred to MY Employment	5	6	83%
Placed in Educational Setting	24	40	60%

- 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.

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.¹⁰⁰

Clients Served (Contracted)	
Measure Y Funds	\$125,000
# of Clients	40
Total Client Hours	1,280
Average Cost Per Client	\$3,125
Average Cost Per Hour	\$98

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

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. In this case, their cost per client is actually higher.

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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.¹⁰¹

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 N=8	
Topic	Score
Education Enrollment	4.13
Community Services	3.28
Resiliency	3.14
Conflict Management	3.07
Peer Support	2.79
Stable Housing	2.69
Job Readiness	2.29
Academic Performance	---
Adult Support	---
Attitude towards Education	---
Education Attainment	---
Justice Involvement	---
Risk Activities	---
Risk of Victimization	---
Suspension	---
Truancy	---

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.

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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 Summary¹⁰²

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients Served	62	--	--
Case Managed	61	70	87%
With Supportive Adult Identified	55	70	79%
Referred to MY Employment	15	18	83%
Placed in Educational Setting	55	70	79%

- 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.¹⁰³

Clients Served (Contracted)	
Measure Y Funds	\$175,000
# of Clients	70
Total Client Hours	2,240
Average Cost Per Client	\$2,500
Average Cost Per Hour	\$78

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.

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Juvenile Justice Center/OUSD Wrap Around Services

clients' answers to a series of survey questions as part of a pre/post test.¹⁰⁴

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

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

¹⁰⁴ 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.

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Juvenile Justice Center/OUSD Wrap Around Services

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.

Appendix C

Oakland Street Outreach Individual Programs

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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 Summary¹⁰⁵

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients	156	--	--
Case Managed	46	45	102%
Intensive Outreach	115	120	96%
Placed in Employment	20	14	74%
Placed in Educational Setting	43	60	72%
Street Outreach Events	667	504	132%

- In general, California Youth Outreach met or surpassed all client service deliverables. Each time an

¹⁰⁵ 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.

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.¹⁰⁶

Clients Served (Contracted)	
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,

¹⁰⁶ 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.

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Oakland Street Outreach

post tests are administered. The following table depicts program clients' answers to a series of survey questions as part of a pre/post test.¹⁰⁷

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.

CYO Pre-Test Findings N= 24	
Topic	Score
Justice Involvement	4.13
Education Enrollment	4.07
Risk-Taking Activities	4.07
Adult Support	3.94
Stable Housing	3.63
Resiliency	3.21
Employment Referrals	3.18
Community Services	3.07
Peer Support	2.46

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.

Appendix C

Oakland Street Outreach

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 Summary¹⁰⁸

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients	181	--	--
Case Managed	95	90	106%
Intensive Outreach	130	120	108%
Placed in Employment	21	30	71%
Placed in Educational Setting	20	30	67%
Street Outreach Events	596	504	118%

- 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

Clients Served (Contracted)	
Measure Y Funds	\$272,000
# of Clients	210
Total Client Hours	5,550
Average Cost Per Client	\$1,295
Average Cost Per Hour	\$49

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.

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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.

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

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.

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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 Summary¹¹¹

Clients	Actual	Annual Goal	% of Annual Achieved
Total Clients	58	--	--
Case Managed	58	40	145%
Code 33 Youth	0	80	0%
Code 33 Police Officer	0	80	0%
Referred to Employment	33	20	165%

- 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

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.

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.¹¹²

Clients Served (Contracted)	
Measure Y Funds	\$133,201
# of Clients	40
Total Client Hours	400
Average Cost Per Client	\$3,330
Average Cost Per Hour	\$333

¹¹²In 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

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.

Youth Uprising Pre-Test Findings N=29

Topic	Score
Education Enrollment	4.72
Risk of Victimization	4.68
Suspension	4.66
Education Attainment	4.54
Justice Involvement	4.51
Truancy	4.44
Adult Support	4.37
Attitude towards Education	4.37
Risk-Taking Activities	4.11
Stable Housing	3.69
Community Services	3.57
Peer Support	3.49
Resiliency	3.4
Academic Performance	3.11
Job Readiness	2.93
Conflict Management	2.61

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.

Appendix C

Oakland Street Outreach

IV. STREET OUTREACH COORDINATOR

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

Summary of Deliverables

7/1/09 – 3/31/10 (Quarter 3)

	Actual	Expected	% Achieved
Street outreach event sessions	44	15	293%
General outreach event sessions	8	9	90%
Community training event sessions	24	30	80%
Collaboration meeting sessions	30	30	100%

- 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