

# Catholic Charities of the East Bay

## Crisis Response and Support Network

### I. INTRODUCTION

The Crisis Response and Support Network (CRSN) program offered by the Catholic Charities of the East Bay delivers immediate and sustained support to the family and friends of homicide victims in Oakland. Program services include three components: 1) intensive outreach which consists of first responder crisis intervention and intensive crisis counseling, 2) mental health/clinical case management and 3) emergency financial assistance. Through Measure Y funding, the program ensures that families, friends, classmates and other individuals affected by homicides in Oakland receive intensive support after an incident has occurred; the program aims to reach 260 clients with intensive outreach and case management services per year, in addition to 350 event participants.

### II. SERVICES PROVIDED

As shown in the following table, CRSN staff primarily provides intensive outreach, mental health services and case management. During the 18-month reporting period CRSN served 629 clients. The majority were female (65%) and over the age of 18 years old (72%). A large majority were African or African American (74%) and 24% were Latino.<sup>1</sup> On average, clients received 21.5 hours of individual service and 10 hours of group service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	433	5569	21.5
Intensive Outreach	379	2327	6
Mental Health Services	142	2848	20
Case Management	95	395	4
Group	189	1937.5	10

CRSN hosted 76 group sessions during 2009-10 on topics such as peer support, mental health, family involvement and anger management/conflict resolution.

2009-10 Group Activities	# of Clients	# of Sessions	# of Session hours
1000 Mothers Support Group	25	11	22
Group Counseling	18	29	54
Roosevelt Saturday School Circle of Support	18	12	35.5
Gang History & Dynamics	16	1	2
Juvenile Hall Grief & Healing Peacemaking Circles	15	5	20
Peace Academy, Summer 09	13	5	32
CRSN Team Training	11	5	33
Grief Circle	7	1	2
Support Group	7	6	17.5
Cambridge Middle School Grief and Healing Circle	1	1	2
<b>Total</b>	<b>131</b>	<b>76</b>	<b>220</b>

<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

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In addition, CRSN spent over 60 hours participating in twenty-eight events between mid-2009 and 2011, including NCPD meetings, holiday meal services, school visits, Silence the Violence, and Kids First events.

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. CRSN clients received services for an average of 2.6 months. Compared to other programs in the Violence Incident and Crisis Response Services strategy, CRSN provided a comparable amount of service per client and per client per month.

Average per Client	Catholic Charities of the East Bay	Violence Incident & Crisis Response
Months of Client Engagement	2.6	2.6
Service Hours per Client	13.2	13
Service Hours per Client per Month	6.3	6.8

### Deliverables

CRSN met and exceeded nearly all deliverables for 2009-10 and for 2010-11 thus far. They did not meet expected deliverables in relation to the number of intensive outreach clients. This was likely due to the program's intensified focus on providing mental health services – both the number of clients and number of hours for mental health services were in excess of contractual deliverables. CRSN was also one of a handful of agencies that met its deliverable for attending NCPD meetings. And, while it is not an explicit deliverable, the CRSN was able to provide services to the loved ones of a large majority of Oakland's homicide victims. In calendar year 2009 CCEB served the survivors of 79% (86) of Oakland homicides, and in calendar

year 2010 they served 82% (78).

### Efficiency of Service

The table below outlines the average cost per client and per hour for CRSN and provides a comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Catholic Charities of the East Bay	\$ 1,186	\$ 85
Violent Incident & Crisis Response	\$ 1,377	\$ 97

Relative to other programs in the Violent Incident and Crisis Response strategy the average cost per client and per hour for CRSN were lower than the average for this strategy area. This was likely due to CCEB's efforts to provide cost-effective professional clinical and case management services, and their ability to leverage Victims of Crime dollars. CCEB services are valued at \$90 an hour by VOC, so \$85 an hour represents cost-effective service delivery.

## III. IMPACT OF SERVICE

Clients who received services in FY 09-10 were reached through a follow-up telephone survey conducted by CCEB volunteers. Clients were asked about the crisis services they received from both CCEB personnel and from CCEB sub-contractor, The Khadafy Foundation. There were 57 clients that completed the telephone follow-up survey, although not all questions show responses from all or even a majority of clients contacted. Because CRSN clients are all, by definition, mourning the loss of a

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

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loved one to homicide, survey administrators were instructed to approach clients with sensitivity and inform them of their right not to answer questions. Also, many questions pertain to service areas that may not have been required by all clients (e.g., some clients lost a contributor to household expenses and therefore need assistance with housing and income, while others do not).

96% of CRSN client respondent were talked to in their preferred language (13 skipped the question).

87% of CRSN client respondents who were eligible for Victims of Crime benefits for funeral arrangements reported that they had been helped to apply for these (11% indicated that they were not the person who would have been able to claim such benefits).

86% of CRSN client respondents were satisfied with the crisis counselor who first contacted them with 81% expressing that they were “very satisfied” (14 skipped the question).

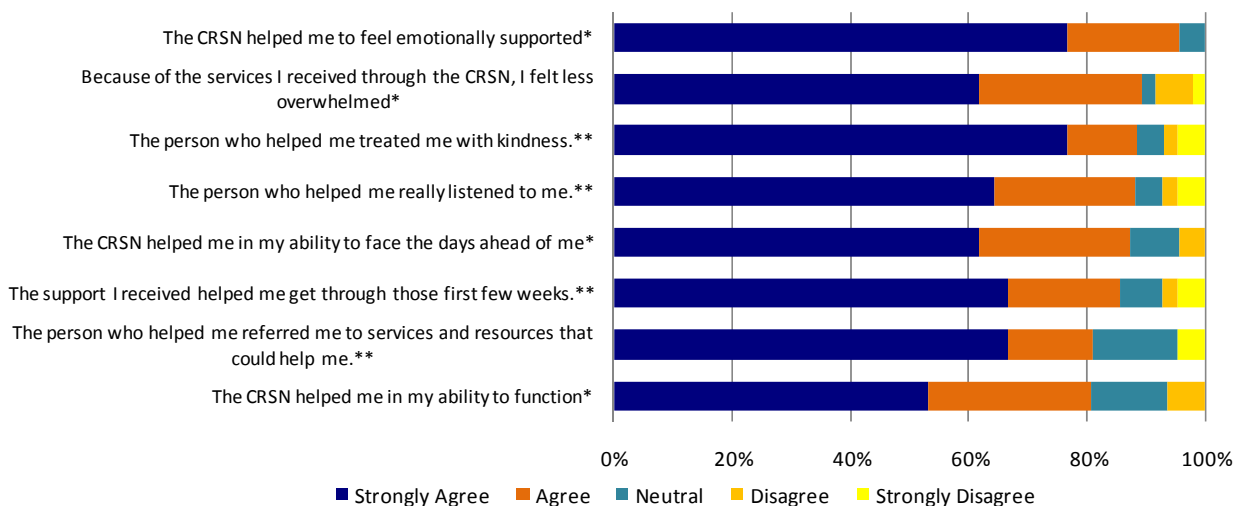
72% of CRSN client respondents were contacted within 48 hours of being notified of their loved one’s death (14 skipped the question). See details below.

### How soon after you became aware of the tragedy were you contacted by a crisis counselor?

Answer Options	Count	Percent
Within 24 hours	23	53%
Within 48 hours	8	19%
More than two days	2	5%
I contacted them	3	7%
Don't recall	7	16%
<b>Total</b>	<b>43</b>	<b>100%</b>

CRSN client respondents generally reported high levels of satisfaction with the services they received, including emotional support and kindness, with large majorities agreeing that CRSN helped them to function, cope, and identify services they needed.<sup>4</sup>

### Client Perception of CRSN Impact



<sup>4</sup> \*Based on 47 responses, \*\*Based on 42 responses

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CSRN provided clients with services according to their individual needs. Some of the common areas of need and services received were Victims of Crime benefits application, increasing safety, assisting with parenting, and income stabilization. The following chart details areas of assistance.

CRSN Services	
Did CRSN help you with...	# of Responses
Apply for passport	1
Apply for food stamps	2
Apply for Social Security survivor benefits	2
Get on top of bills	2
Apply for TANF	4
Petition for guardianship of a minor	5
Access Legal Aid	7
Work with the school or school district	9
Relocate	12
Work with police or the Police Department	14
Find or hold onto a place to live	17
Stabilize their income	21
Increase their safety	22
Address their parenting concerns	23
Apply for VOC benefits (other than funeral expenses)	34

Clients expressed appreciation for the timeliness and compassion of these services, demonstrating that they served a need that would otherwise not have been met:

*“The service was very much needed at the time I needed it. I wish they would be always there; you need people like that who know what to do, what to say, and when to say it. I never thought I'd need it, but you need someone who knows how to deal with it.”*

*“In our time of need, the person was compassionate on the phone; listened to us and asked if there was any additional help*

*she could give us. We were disoriented and she gave us information of things we might need to know because we were not thinking.”*

*“She went over and beyond; thoroughly explained everything. She was by our side the whole time. She was patient with us and didn't pressure us.”*

Clients also pointed out the value of the consistency and persistence that CRSN staff demonstrated:

*“Not only did [Name of CRSN Caseworker] help me with my sister but contacted me when I lost another family member a couple months ago.”*

*“They offered me to come to counseling, but it's been hard to do. They don't help you and leave you, they continue to reach out to you and I really appreciate that even if I don't want the services yet.”*

Many clients could not imagine how they would have gotten through their ordeal without CRSN services.

*“If it wasn't for them I wouldn't have been able to bury my son. They really knew what I needed before I did.”*

*“CCEB took away the burden of burying my son. The services and everything that was done for me and my family during this crisis is so much appreciated. I've never been through anything like this before. I did not know it even existed. I am truly grateful that people who I didn't know were at my side and gave me their phone numbers. If I needed them, they said call anytime you feel like it. I am truly thankful for that.”*

*“All were a great help to me. If I had to walk through this by myself I could not have done it.”*

*“...thanks to [Catholic] Charities I didn't kill myself.”*

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Among those who expressed dissatisfaction, few indicated specific reasons, but the following comments were offered:

*“Counselor talked too fast sometimes and I got confused by that. She sometimes didn't explain things and just had me doing things or she did them.”*

*“We fell through the cracks, they didn't contact us when they said they would. In the beginning they were perfect, but when I needed them they didn't contact us.”*

# Highland Hospital

## Youth ALIVE!

### I. INTRODUCTION

Youth ALIVE!'s program, Caught in the Crossfire, provides intensive case management to youth who are hospitalized at Highland Hospital due to violent injuries. Caught in the Crossfire intends to reduce retaliation, re-injury, and arrest, and promote positive alternatives to violence by closely working with the Crisis Response Support Network and Mayor's Street Outreach. Additionally, the program includes linkages to community services, mentoring, home visits, and follow-up assistance for youth who have been violently injured. Measure Y funds will ensure that 40 youth and young adults receive these services each year.

### II. SERVICES PROVIDED

As shown in the following table, Youth ALIVE! staff primarily provide case management and intensive outreach. During the 18-month reporting period, Youth ALIVE! served 115 clients. The majority were male (94%), and over the age of 18 years old. Almost all clients identified as African American (49%) and Latino (47%).<sup>1</sup> On average, clients received 11 hours of individual service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average Hours per client
Individual	115	1295	11
Case Management	64	1052	16
Intensive Outreach	100	243	2

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. The figures below include only Youth ALIVE! clients with whom the program has established an ongoing relationship through case management. Youth ALIVE! clients received services for an average of 2.3 months. Compared to other programs in the Violence Incident and Crisis Response strategy, Youth ALIVE! provided fewer service hours per client per month, and clients were engaged in the program for a slightly shorter period of time.

Average per Client	Youth ALIVE!	Violence Incident and Crisis Response
Months of Client Engagement	2.3	2.6
Service Hours	11.25	13
Service Hours per client per Month	4.8	6.8

### Deliverables

Youth ALIVE! exceeded all program goals related to the number of intensive outreach hours spent building relationships with clients, the number of clients engaged in case management, and the number of case management hours provided to each client.

### Efficiency of Service

The table below outlines the average cost per client for Youth ALIVE! and provides a

<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

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# Highland Hospital

## Youth ALIVE!

comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Youth ALIVE! Highland Hospital	\$1,574	\$ 113
Violent Incident and Crisis Response	\$ 1,377	\$ 97

Relative to other programs in the Violent Incident and Crisis Response strategy the average cost per client and cost per hour for Youth ALIVE! were slightly higher than average for this strategy area. This was due to the design of the program which requires case managers to be out in the field, meeting clients where they are rather than expecting them to come to an office for services. This design entails additional expenditures such as mileage and cell-phone costs. In addition, Caught in the Crossfire provides clients with emergency funds to pay for clothing (often to replace clothing destroyed by the violent incident), food for the house, school enrollment fees, drivers license fees, hospital and medication co-pays, magazines (for relationship building at the hospital bedside), and the like.

### III. IMPACT OF SERVICE

The pre/post survey data show improvements on a number of indicators of protective factors, including having a supportive adult in one's life and knowing more about resources available. Clients also indicate improved ability to manage potentially violent responses to provocative situations. Risk for victimization and juvenile justice system involvement also

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database during 2009-10, regardless of whether or not they are a program deliverable. Evaluation calculations may not align with DHS figures.

declined sharply for clients for whom there were pre and post tests available for analysis. Pre/post test surveys were analyzed for 22 Youth ALIVE! clients. For negative items (i.e. the people I hang out with get into a lot of trouble), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change.

### Pre/Post Test Criminal Justice Outcomes

Youth ALIVE! clients reported high levels of change in their confidence to complete terms of parole and probation, as well as avoidance of situations which would compromise their parole/probation terms.

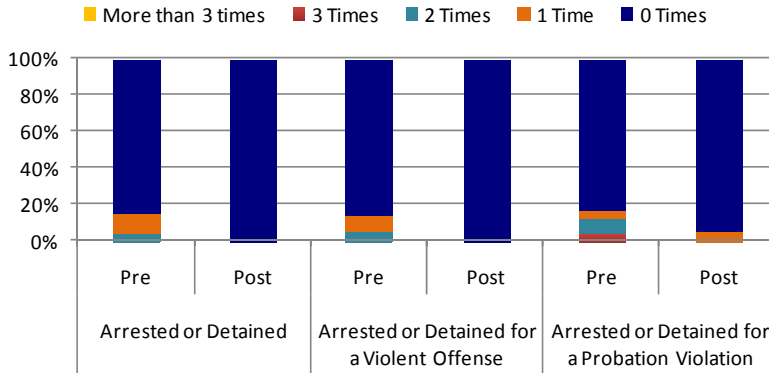
INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM			
Youth ALIVE! Highland Hospital			
	Pre	Post	% Change
Compliance with Terms of Probation or Parole			
I am confident in my ability to complete the terms of my parole/probation.	3.1	3.8	22%↑
I try to stay away from situations that will compromise the terms of my parole/probation.	3.1	3.8	22%↑

The following chart depicts Youth ALIVE! client's self reported number of arrests before and after receiving services. Respondents reported fewer arrests for violent offenses, fewer arrests for probation violations and fewer arrests overall post program participation.

# Highland Hospital

## Youth ALIVE!

**Law and Probation Violations**  
During the last two months I have been...



The following chart depicts client victimization before and after program participation. Youth ALIVE! clients reported fewer incidents of being threatened by a weapon and being pushed or shoved.

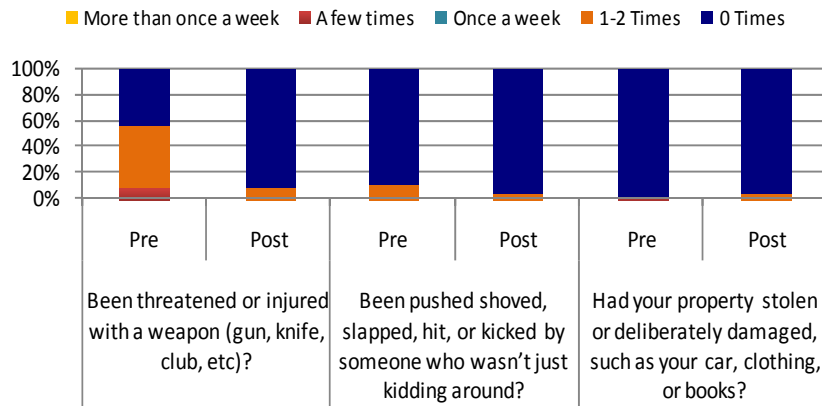
### Pre/Post Test Resiliency and Protective Factors

#### Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

### Risk for Victimization

During the past 30 days, how many times have you...?



The table on the following page shows the changes in resiliency reported by clients after participation in the Youth ALIVE! program. The program strengthened clients' ability to manage their anger and resolve conflicts, their feelings of support from adults and their peers, and their awareness of community resources.



# Highland Hospital

## Youth ALIVE!

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Youth ALIVE! Highland Hospital			
	Pre	Post	% Change
<b>Anger Management Skills</b>			
When I experience a dangerous or threatening situation I know who to talk to, where to go or what to do to make sure things don't get violent.	2.8	4.5	61%↑
When actions of others make me angry or scared, I might sometimes resort to violence.	3.8	2.5	-35%↑
<b>Conflict Resolution Skills</b>			
I know how to get myself out of dangerous situations without violence.	3.3	4.0	31%↑
<b>Peer and Social Support</b>			
The people I hang out with get into a lot of trouble.	3.1	2.1	-34%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	2.9	2.1	-30%↑
The people I hang out with help me when I'm having a hard time.	3.5	3.7	6%↑
<b>Relationship with a Caring and Supportive Adult</b>			
I receive help or support from at least one adult.	3.3	4.6	37%↑
There is an adult in my life who believes I will be a success.	2.8	4.5	58%↑
In my home there is a parent/guardian or other adult figure who expects me to follow the rules.	2.3	3.5	49%↑
<b>Resiliency</b>			
I don't always feel optimistic about my future.	3.0	2.6	-13%↑
I'm not always able to stay calm when life gets stressful.	3.1	2.0	-36%↑
I am able to walk away when friends or associates are pushing me towards trouble.	3.4	4.7	39%↑
<b>Awareness of Community Resources</b>			
I know about the services that are offered in my neighborhood and in Oakland:			
Health	2.7	4.1	50%↑
Employment	2.4	3.9	60%↑
Financial	2.3	3.4	43%↑
Legal	2.4	4.1	67%↑
Costs prevent me from accessing these services, even when I need them.	2.9	2.3	-19%↑

# Goodwill Industries

## Reentry Employment

### I. INTRODUCTION

Goodwill Industries of the Greater East Bay provides workforce development services, including transitional employment, job readiness training, and placement services to people facing barriers to employment in Alameda, Contra Costa, and Solano Counties. The Goodwill Industries' Reentry Employment Transitional Jobs program funded through Measure Y aims to improve the employability of the re-entry population by providing transitional, subsidized employment experience to 18 to 35 year olds, who are on parole or probation. Program participants receive pre-employment services such as case management, referrals to high school/GED programs, peer support, life skills groups, and job readiness. They are then placed in a transitional job at the Goodwill, where they receive up to 300 hours of paid work experience. Upon completion of the program, participants are referred to other Measure Y programs, as well as private and public sector employers in the competitive job market. With Measure Y funding, the program serves 20 young adults annually.

### II. SERVICES PROVIDED

Goodwill's Transitional Jobs program aims to provide the re-entry population with work experience and job readiness training so that they are better equipped to secure a job in the competitive job market of public and private sector employers. During the 18-month reporting period, the Transitional Jobs program served 56 individuals. All clients were adult males, the majority were African American (84%) and 11% were Latino.<sup>1</sup> While work experience comprised

the bulk of service hours, most clients received case management, mental health, and job and life skill training as well. On average, clients received 224 hours of individual services and 20 hours of group services.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	53	11853	224
Case Management	53	208	4
Mental Health	49	980	20
Work Experience	40	10655	266
Intensive Outreach	6	11	2
Group Services	47	962	20

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services on average. Clients were enrolled in the program an average of four months, which is appropriate given the Transitional Jobs program provides clients with 300 hours or 3 months of work experience before they are referred to other services or placed in long term employment. Compared to other programs in the Young Adult Reentry & Employment strategy area, Transitional Jobs clients received significantly more hours of service per client and per month. This is likely due to the work experience component of the program.

<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*,

also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

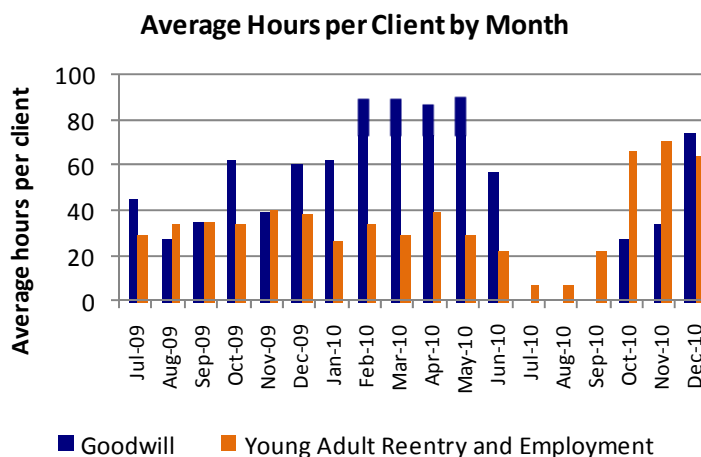
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Goodwill Industries

## Reentry Employment

Average per Client	Goodwill	YAR
Months of Engagement	3.9	3.4
Service Hours	251.2	141.5
Service Hours per Month per Client	49.3	35.6

The chart below depicts the average number of hours per client by month. Services peaked in the spring of 2010. The lack of program entries in the summer of 2010 were due to the key staff position vacancy. Since that position was filled in October, service hours have begun to increase.



The following table provides the reasons for client exit. Clients in the Transitional Jobs program had higher rates of program completion compared to other programs in the Young Adult Reentry & Employment strategy area. Almost a fifth were exited because of program inactivity or program expulsion.

Reason for Exit	Program (n=34)	YAR (n=260)
Successful completion of program	53%	34%
Other	21%	15%
Program Inactivity	9%	28%
Program Expulsion	9%	3%

### Deliverables

The Transitional Jobs program experienced a staffing vacancy that lasted four months, which impacted their ability to meet programmatic deliverables during the period evaluated in this report. The position was re-filled in October 2010.

While the program met many of their deliverables during 2009-10, they did not reach their deliverable in regards to the number of clients with 360 hours of paid work experience. For 2010-11, they have not yet met their deliverables in relation to number of clients placed and retained in employment and work experience hours. The program has expressed a commitment to meeting their deliverables by the end of the fiscal year and

has implemented new efforts to strengthen job placement, such as bringing employers to meet prospective employees and assist clients with the application process.

### Efficiency of Service

The following table outlines the average cost per client for Goodwill Industries Transitional Job program and provides a comparison to average costs for programs in this strategy area.<sup>3</sup> Relative to other

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless

# Goodwill Industries

## Reentry Employment

programs in the Young Adult Reentry & Employment strategy, the average cost per client and cost per hour for Goodwill Industries were lower than the average for this strategy area.

	Average Cost per Client	Average Cost per Hour
Goodwill	\$2,520	\$12
YAR	\$3,751	\$22

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>4</sup>, a matched data analysis between client service data and Adult Probation data, and pre/post test survey results. Pre/post test surveys were analyzed for 20 Goodwill Industries clients, 20% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

#### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Compared to participants in other Young Adult Reentry & Employment programs, Transitional Jobs clients were

of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.  
<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

more likely to access supportive services, avoid re-arrest, access stable housing, get a job, and complete the terms of probation/parole. Reported challenges experienced by participants while in the program included being fired from their job (6%), some other type of life challenge (6%) and violating the terms of their probation (3%).

Milestones While in Program*	Program (n=34)	YAR (n=260)
Accessed external/internal supportive services	74%	23%
No re-arrests	74%	36%
Got a job	56%	23%
Stable housing placement	26%	8%
Completed terms of probation/parole	12%	7%

\*Only milestones with at least a 10% achievement rate are included in the table

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through the Transitional Jobs program. Data reported by each program in the CitySpan service summaries was analyzed for employment outcomes. As noted in the limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described above.

The following table depicts the employment outcomes achieved by the program. Of the 52 clients enrolled in the program, 47 received employment training and 39 participated in work experience. While the primary focus of the Transitional Jobs program is on preparing clients for jobs in the competitive job market through job readiness training and subsidized work

# Goodwill Industries

## Reentry Employment

experience, the program achieved notable success with job placement. About half of all clients (28) were placed in employment, with a third of them retaining a job for at least 90 days.

Goodwill Industries	# of Clients
Enrolled in Reentry and Employment	52
Receiving Employment Training	47
Receiving Work Experience	39
Referred for Work Placement	19*
Placed in Employment	28
Employed for 30 Days	20
Employed for 90 Days	10

\*No longer a deliverable in 2010-11, this number only represents clients receiving referrals in 2009-10

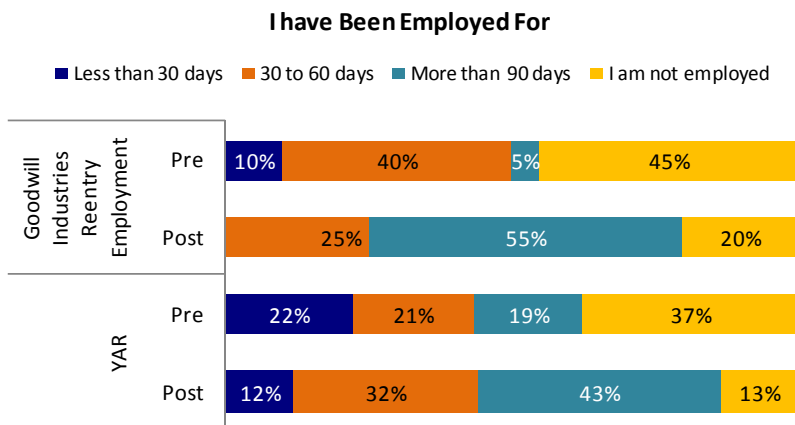
The proportion of clients who had been employed increased significantly, as did the proportion who had retained employment for more than 90 days (55%).

The table on page 5 shows the employment outcomes achieved by the Transitional Jobs program. The program appears to be strengthening job readiness and providing clients with opportunities to build their resumes through subsidized work experience. For negative items, such as needing a lot of assistance in preparing a resume, a lower score is an indication of client strength. On these items, Goodwill Industries clients experienced an improvement after program participation.

### Pre/Post Employment Outcomes

Employment-related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation.

The following chart depicts clients' employment status before and after program participation.



# Goodwill Industries

## Reentry Employment

EMPLOYMENT						
Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	3.95	4.45	13%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	3.95	4.37	11%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.18	4.2	0%→	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume	2.75	1.75	-36%↑	3.32	2.77	-17%↑
I would need a lot of help to conduct a job search.	2.4	1.65	-31%↑	3.21	2.96	-8%↑
I have practiced questions on an application or in a job interview.	4.05	4.32	7%↑	3.81	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	4.2	4.3	2%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	3.8	4.25	12%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	4.05	4.55	12%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job.	4.55	4.6	1%↑	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.7	4.8	2%↑	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.8	4.85	1%↑	4.6	4.6	0%→
I am confident in my ability to keep a job.	4.8	4.85	1%↑	4.64	4.71	2%↑

### Criminal Justice Outcomes

Alameda County Adult Probation data was analyzed to determine whether clients experienced decreases in violation after program participation.<sup>5</sup> Evaluators compared the number of offenses at the beginning of programming, using the average start date of December 2009, with the average after six months of service. The analysis found that participation in the Transitional Jobs program was associated with a decrease in felony violations at a 95% confidence level. *Goodwill Industries Transitional Jobs program appears to have a short term impact on reducing the number of felony violations among adult probationers.*<sup>6</sup>

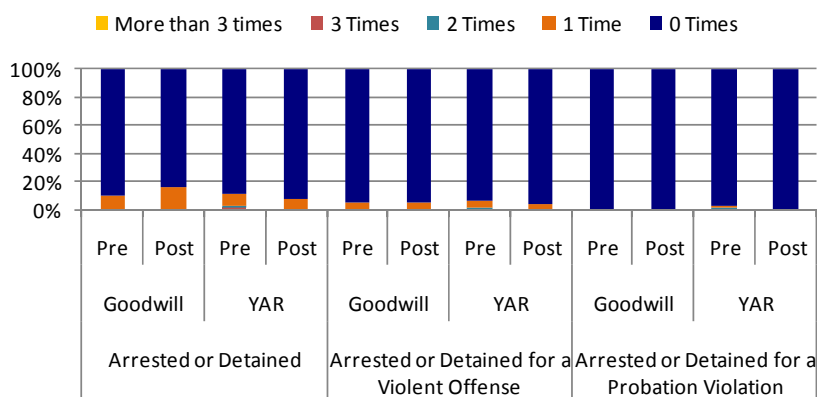
### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided. Consistent with criminal justice agency data, Transitional Jobs clients reported decreased involvement with the criminal justice system and greater confidence in their ability to comply with the terms of their probation or parole after program participation. While clients' recent involvement in the criminal justice system was low on the scale at the

time of enrollment, the pre/post tests found (see page 8) that it decreased after services were provided.

The chart below summarizes Transitional Jobs clients' criminal justice involvement before and after program participation. While the majority of clients reported few detentions or interactions with law enforcement during the two months preceding enrollment, this was likely due to the fact that Goodwill Industries serves the re-entry population. Many clients were incarcerated or under close criminal justice agency supervision prior to program enrollment. After program participation, the proportion of clients who reported they had been arrested or detained increased. However, no clients reported being arrested or detained for a probation violation.

**Law and Probation Violations**  
During the last two months I have been...



### Resiliency and Protective Factors Pre/Post Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking

<sup>5</sup> CDCR data on parolees were not available for 2009-10. No analysis of parolee outcomes was possible.

<sup>6</sup> The sample size for this analysis was 39.

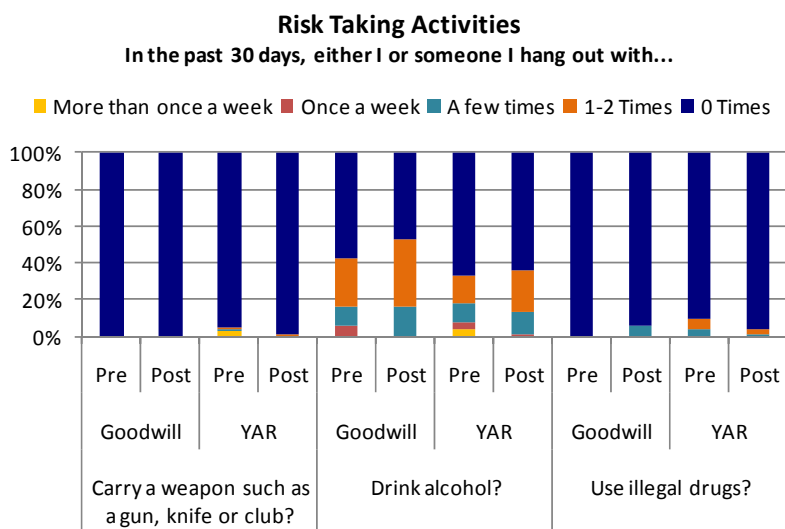
# Goodwill Industries

## Reentry Employment

behavior can prevent, protect, and reduce the harm associated with violence.

Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people’s resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming. The following table shows the changes in resiliency reported by clients after participation in the Transitional Jobs program. The program strengthened clients’ resiliency in their ability to manage anger and conflict resolution, establish supportive relationships with peers, and be aware of community resources (see page 7).

The chart below depicts clients’ risk taking behavior before and after program participation. Compared to other programs in the Young Adult & Reentry Employment strategy area, Goodwill Industries Transitional Jobs clients were less likely to carry a weapon, but reported higher levels of substance use before and after program participation.





# Goodwill Industries

## Reentry Employment

### INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM

Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation or Parole						
I am confident in my ability to complete the terms of my probation/parole.	4.50	4.55	1%↑	4.41	4.56	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	4.67	4.65	0%→	4.51	4.61	2%↑

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Anger Management						
A lot of times I don't think about the consequences before I react to a situation.	1.85	1.65	-11%↑	2.51	2.51	0%→
When I am upset, it is very difficult for me to relax and calm myself down.	2.6	1.84	-29%↑	2.64	2.59	-2%↑
Conflict Resolution Skills						
I know how to get myself out of dangerous situations without violence.	4.45	4.13	-7%↓	4.12	4.09	-1%↓
In the past 30 days I have used conflict resolution skills.	3.75	3.58	-5%↓	3.59	3.73	4%↑
Peer and Social Support						
The people I hang out with get into a lot of trouble.	1.58	1.64	4%↓	2.49	2.25	-10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	1.74	1.64	-6%↑	2.47	2.43	-2%↑
The people I hang out with help me when I'm having a hard time.	4.35	4.45	2%↑	3.94	3.97	1%↑
Stabling Housing						
I have a stable living situation.	3.85	3.4	-12%↓	3.65	3.44	-6%↓
I don't always feel safe living in my own home.	1.95	2.15	10%↓	2.11	2.36	12%↓
Resiliency						
I don't always feel optimistic about my future.	2.85	2.35	-18%↑	2.69	2.74	2%↓
I'm not always able to stay calm when life gets stressful.	2.7	2.42	-10%↑	2.94	2.7	-8%↑

# Goodwill Industries

## Reentry Employment

I am able to walk away when friends or associates are pushing me towards trouble.	3.89	3.93	1%↑	4.11	4.14	1%↑
Awareness of Community Resources						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3	4.25	42%↑	3.38	4	18%↑
Employment	2.45	4.1	67%↑	3.35	3.97	19%↑
Financial	1.79	4.05	126%↑	2.81	3.84	37%↑
Legal	1.58	4.15	163%↑	2.87	3.74	30%↑
Costs prevent me from accessing these services, even when I need them.	4.25	4.8	13%↑	3.57	3.87	8%↑

# Leadership Excellence

## Reentry Employment

### I. INTRODUCTION

Leadership Excellence is a community-based organization that strives to educate African-American youth for personal and social change. Leadership Excellence provides job readiness training to 16-25 year old youth and young adults, who are on parole or probation. Participants who complete the intensive job readiness preparation are placed into paid internships with local community-based organizations. Upon completion of the training and internship, participants are referred to other Measure Y funded programs for direct placement into unsubsidized employment. As a provision of Measure Y funding, Leadership Excellence provides pre-employment training and sheltered placement services to 16 youth and young adults per year.

### II. SERVICES PROVIDED

Leadership Excellence aims to support successful community re-entry for African American young people through job readiness, work experience, and case management. Of the 22 clients served by Leadership Excellence, all were African American (100%), 91% were male, and the majority were over the age of 18 (68%).<sup>1</sup> Each client was expected to complete 40 hours of pre-employment training, 180 hours of work experience, and 20 hours of career development / unsheltered job search support. The chart below provides information on the service hours provided to clients. Clients received an average of 136 hours of work experience, 39 hours of pre-employment services and 16 hours of

case management during the 18-month reporting period.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	21	2231	106
Case Management	21	331	16
Work Experience	14	1900	136
Group	16	631	39

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services on average. Clients were enrolled in the program an average of four months, which is appropriate given the program aimed to provide clients with about 3 months of subsidized employment before they were referred to other services or placed in long-term employment. Compared to other programs in the Young Adult Reentry & Employment strategy area, Leadership Excellence clients received about the same amount of service hours.

Average per Client	Leadership Excellence	Young Adult Reentry and Employment
Months of Engagement	4	3.4
Service Hours	136.3	141.5
Service Hours per Client per Month	42.9	35.6

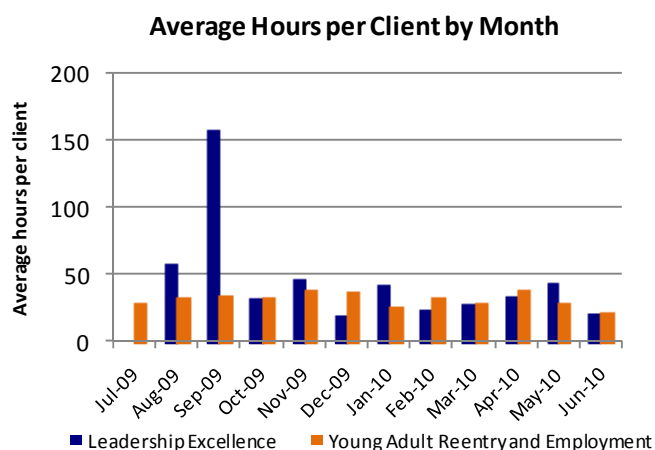
<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Leadership Excellence

## Reentry Employment

The chart below depicts the average number of client hours per month and provides a comparison to other Young Adult Reentry & Employment programs. Service hours peaked in the spring of 2010 and were significantly higher than comparable programs.



### Efficiency of Service

The table below outlines the average cost per client and per hour for Leadership Excellence and provides a comparison to average costs for programs in this strategy area.<sup>3</sup> Relative to other programs in the Young Adult Reentry & Employment strategy, the average cost per client and cost per hour for Leadership Excellence were lower than the average for this strategy area.

	Average Cost per Client	Average Cost per Hour
Leadership Excellence	\$2,924	\$18
Young Adult Reentry and Employment	\$3,751	\$22

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

### Deliverables

CitySpan service data were analyzed to determine whether the program met their service deliverables. Leadership Excellence did not meet all of their deliverables for 2009-10. They did not meet expected deliverables in relation to number of clients, number of clients with 180 days of paid work experience, work experience hours, case management hours, life skills and pre-employment skills hours and client surveys completed.

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and pre/post test survey results.

Because only five Leadership Excellence clients completed both pre and post test surveys, an analysis of survey data was not feasible. An insufficient sample size meant that an analysis of probation violations was not possible for this program. Results are reported by outcome area. Leadership Excellence did not enter any participant milestones or reasons for exiting the program.<sup>4</sup>

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through Leadership Excellence. As noted in the limitations section, these figures only

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# Leadership Excellence

## Reentry Employment

reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher.

The following table depicts the employment outcomes achieved by the program. Of the 21 clients receiving services, 16 received employment training and 14 participated in work experience. Seven clients were placed in employment.

Leadership Excellence	# of Clients
Enrolled in Reentry and Employment	17
Receiving Employment Training	16
Receiving Work Experience	14
Placed in Employment	7

# The Mentoring Center

## Project Choice

### I. INTRODUCTION

The Mentoring Center’s (TMC) mission is to improve the quality and effectiveness of mentoring programs and to transform the lives of the most at-risk youth through direct service mentoring. The Mentoring Center’s Project Choice works with incarcerated and formerly incarcerated youth and young adults, providing group and one-on-one case management services for six months to a year. Services begin while clients are incarcerated and continue as they make their re-entry into the community. Each youth participant is paired with a case manager that acts as both a mentor and supervisor through their transition back into the community, with the goal of developing clients self-sufficiency. Measure Y funds are used to administer pre- and post-release reentry services to a minimum of 24 youth and young adults annually.

### II. SERVICES PROVIDED

The Mentoring Center’s Project Choice program is built on the understanding that the transition from prison back to the community is a highly vulnerable time for former offenders in terms of their risk of recidivism. This risk can be mitigated through intensive support, wrap around services, and case management beginning before clients leave prison and continuing as they re-enter the community. TMC Project Choice enrolled 104 individuals during the 18-month period examined by this evaluation. Project Choice enrolls clients pre-release who may not remain with the program post-release because they return to other cities and counties, which accounts in part for a higher than expected number of clients enrolled. Determinations about where clients will be released take

place shortly before client release. Ninety-nine percent were male, 80% were over the age of 18, 88% were African or African American and 10% were Latino.<sup>1</sup>

	# of Clients <sup>2</sup>	# of Hours	Average hours per client
<i>Individual</i>	48	1652	34
Case Management	48	1641	34
<i>Group Services</i>	77	2735.5	35.5

### Client Engagement

The chart on the next page shows the average months of client engagement and service hours for The Mentoring Center and provides a comparison to other programs in the strategy area. TMC clients were engaged for almost six months; the increased length of engagement is part of TMC’s service model, where the program begins working with clients while they are incarcerated and continues upon community reentry. The program had fewer hours compared to other programs because other programs include work experience, which significantly increases their total service hours.

<sup>1</sup> Evaluation covers 7/1/09 through 12/31/10. Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland’s *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

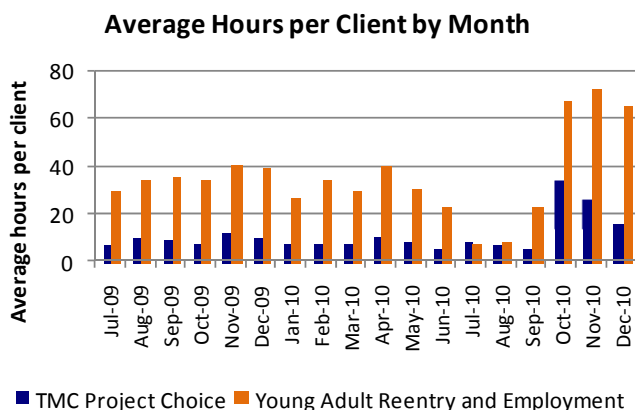
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# The Mentoring Center

## Project Choice

Average per Client	TMC Project Choice	Young Adult Reentry and Employment
Months of Engagement	5.9	3.4
Service Hours	53.3	141.5
Service Hours per Client per Month	10.9	35.6

The chart below depicts the average hours per client by month for TMC. Consistent with other Young Adult Reentry and Employment programs, TMC experienced a dip in service hours during the summer and a peak in the fall. The program reported that clients tend to attend the program less regularly during the summer months and pick up their attendance during the fall.



### Deliverables

The program met or exceeded all of their deliverables for 2009-10. The program met all of their deliverables for 2010-11 thus far. The program experienced a loss of a case manager position, due to budget cuts, which was cited as a challenge in providing an intensive level of services to clients. As a result, the program decreased the number of clients served compared to previous years.

### Efficiency of Service

The following chart provides information on

the average costs per client and per hour for TMC participants and compares those costs to other programs within the Young Adult Reentry & Employment strategy.<sup>3</sup> Program costs were slightly higher than comparable programs.

	Average Cost per Client	Average Cost per Hour
The Mentoring Center Project Choice	\$4,625	\$32
Young Adult Reentry and Employment	\$3,751	\$22

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data, and client milestones<sup>4</sup>. The program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. A majority of TMC Project Choice clients are on parole, with a smaller number on probation. However, current parolee data on violations was not available; an insufficient sample size meant that an analysis of probation violations was not possible for this program. Available results are reported on the following page.

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# The Mentoring Center

## Project Choice

### **CitySpan Client Milestones**

A total of 12 TMC clients had exit dates entered in CitySpan. However, no exit reasons were recorded. Of the twelve participants who had milestones entered into the CitySpan data system, 17% reportedly reenrolled in school, advanced to the next grade level, and achieved a stable housing placement.

While the program reported many successes placing clients in employment, this information was not tracked in the CitySpan database.



# Volunteers of America Bay Area

## Project Choice

### I. INTRODUCTION

Volunteers of America Bay Area (VOABA) provides reentry support, wrap-around services, and employment services to young adults between the ages of 18-35 who are on parole. Project Choice services begin while clients are incarcerated and continue as clients make their transition back into the community. Clients participate in cognitive behavioral therapy group services (pre and post release), reentry planning and ongoing case-management to support successful reentry. Supportive/wraparound services include pre-employment education/training, housing, substance abuse services, stress management and life skills training. Upon completion of the program participants are referred to other Measure Y funded programs for direct job placement into unsubsidized employment or placed in employment in the competitive job market. Measure Y funding ensures that Project Choice recruits at least 60 young adults to receive services each year.

### II. SERVICES PROVIDED

Volunteers of America Bay Area (VOABA) Project Choice aims to support successful reentry among ex-offenders who return to Oakland. During the 18-month period examined by this evaluation (7/1/09 through 12/31/10), the program served 176 clients, the majority of whom were African American (86%) men (99%).<sup>1</sup> Of those, 20 clients were enrolled in both Project Choice and Crew-Based Reentry Employment. The chart below provides information on the services Project Choice clients received.

<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours
<b>Individual</b>		
Case Management	176	4391
Work Experience	9	2905
<b>Group</b>	<b>106</b>	<b>13627</b>

### Client Engagement

The chart below provides information on the number of hours per client by service type. On average, the program engaged clients for five and a half months, which is appropriate given the fact that they work with clients both pre and post release. The program had fewer hours compared to other programs in the strategy area because other programs include work experience, which significantly increases their total service hours.

Average per Client	VOA Project Choice <sup>3</sup>	Young Adult and Reentry Services
Months of Client Engagement	5.5	3.4
Service Hours	57	141.5
Service Hours per Client per Month	20.7	35.6

### Deliverables

VOABA Project Choice met or exceeded most of their required deliverables during 2009-10. They did not meet the deliverable related to completed client surveys. The program was able to meet expectations regarding administering pre-tests, but client recidivism and mobility prevented successful administration of post-tests to many clients during the 18 month

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Calculations are based on data available from CitySpan. Due to conflation of client information between two VOA programs, data may not accurately reflect service trends for Project Choice clients.

# Volunteers of America Bay Area

## Project Choice

evaluation period. Clients that successfully re-enter the community may find a job, move out of the area, or drop out of the program before the program has a chance to administer the post-test. The program is working with DHS and the evaluator to develop an appropriate schedule for administering the post-tests going forward, given the realities of serving a transitional client population.

### Efficiency of Service

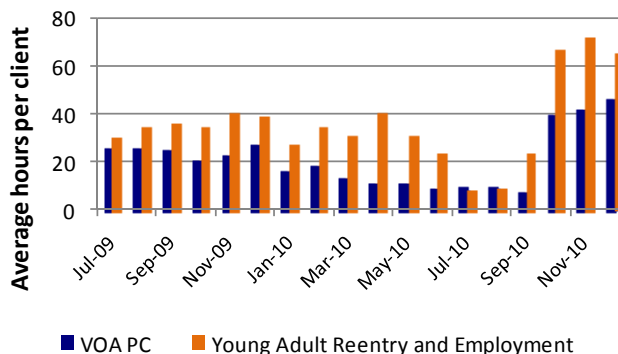
The chart below provides information on the average costs per client and per hour for VOABA Project Choice participants and compares those costs to other programs within the Young Adult Reentry and Employment strategy.<sup>4</sup> Program costs were slightly lower than comparable programs. This is likely due to the fact that other programs offer work experience, which increases their overall costs.

	Average Cost per Client	Average Cost per Hour
Volunteers of America Bay Area Project Choice	\$1,405	\$44
Young Adult Reentry and Employment	\$3,751	\$22

The following chart depicts the average hours per client by month for VOABA Project Choice. Consistent with other Young Adult Reentry and Employment programs, Project Choice experienced a dip in service hours during the summer and a peak in the fall. The program reported that

clients tend to attend the program less regularly during the summer months and pick up their attendance during the fall.

Average Hours per Client by Month



The chart below depicts the reason for client exit. About a fifth or 22% successfully completed the program. A large proportion of clients (43%) were exited because of inactivity. The program reported that the program inactivity category includes individuals who recidivated, dropped out of program, achieved full time employment or relocated to another area. Project Choice targets a re-entry population with a high level of mobility and transiency, which impacts their completion rate.

Reason for Exit	VOABA Project Choice (n=139)	YAR (n=260)
Successful completion of program	22%	34%
Program Inactivity	43%	28%
Program Expulsion	2%	3%
Other	14%	15%
Missing	19%	20%

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data and pre/post test survey results. Pre/post

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Volunteers of America Bay Area

## Project Choice

test surveys were analyzed for 28 VOABA Project Choice clients, 28% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Information entered into the Exit Criteria/Milestones tab on the CitySpan database was also analyzed to understand what milestones and challenges clients experienced while enrolled in the program.<sup>5</sup> School related outcomes were not relevant to the interventions provided by Project Choice. In addition, criminal justice involvement reported on the pre/post tests were not deemed to be representative of the overall client population because those that recidivated did not complete a post test. All VOABA Project Choice clients are on parole, with a smaller number on probation and parole. Current parolee data on violations was not available.<sup>6</sup> Results are reported by outcome area.

### CitySpan Client Milestones

A total of 139 VOABA Project Choice clients had milestones and exit dates entered in CitySpan, which indicates that the program is regularly using the database to track client progress and program completion. Only 22% of clients reportedly had no re-arrests

while participating in the program, which is consistent with program reports that a high number of clients recidivate. About a fifth got a job (18%) and about 14% accessed other supportive services.

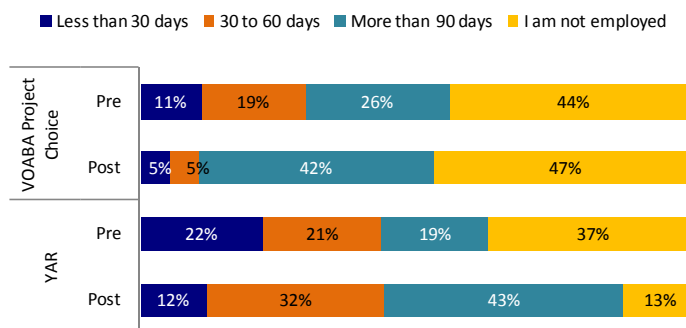
Milestones While in Program*	Program (n=139)	YAR (n=260)
No re-arrests	22%	36%
Got a job	18%	23%
Accessed external/internal supportive services	14%	23%

\*Only milestones with at least a 10% achievement rate are included in the table

### Pre/Post Employment Outcomes

Employment-related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation. The chart below depicts clients' employment status before and after program participation.

#### I have Been Employed For



According to the pre/post tests, the proportion of clients who had been employed decreased slightly. However, the proportion of clients who had retained employment for more than 90 days increased. Program staff reported that they had successfully placed many clients in employment, but were not tracking

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

<sup>6</sup> CDCR data were not available for 2009-10, which meant that a matched data analysis was not possible for VOABA Project Choice clients on parole.

# Volunteers of America Bay Area

## Project Choice

employment outcomes on the CitySpan database because it was not a program deliverable. The following chart shows the employment outcomes achieved by VOABA in comparison to all Young Adult Reentry and Employment programs. VOABA clients reported more awareness of the requirements needed to complete school or

obtain a job than the average Young Adult Reentry and Employment client post program participation. For the negative items on the pre/post tests, such as needing a lot of help to prepare a resume, a lower score is a sign of client strength. On these items, VOABA clients showed slight or no improvement after program participation.

EMPLOYMENT						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	3.96	4.1	4%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	3.93	4.39	12%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.33	4.5	4%↑	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume	3.75	3.59	-4%↑	3.32	2.77	-17%↑
I would need a lot of help to conduct a job search.	3.44	3.95	15%↓	3.21	2.96	-8%↑
I have practiced questions on an application or in a job interview.	3.6	3.8	6%↑	3.81	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	3.27	3.35	2%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	3.23	3.44	7%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	3.24	3.47	7%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job.	4.15	4.35	5%↑	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.25	4.57	8%↑	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.58	4.76	4%↑	4.6	4.6	0%→
I am confident in my ability to keep a job.	4.63	4.85	5%↑	4.64	4.71	2%↑

# Volunteers of America Bay Area

## Project Choice

### Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The table on the right shows a comparison of criminal justice related outcomes between VOABA and all Young Adult Reentry and Employment participants. After receiving services, VOABA participants reported slightly greater increases in their confidence related to completing the terms of their parole or probation than average for participants in the strategy area. Pre/Post Test Resiliency and Protective Factors Outcomes.

### Pre/Post Resiliency and Protective Factor Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. The table on the following page shows the changes in resiliency reported by clients after participation in the VOABA program. On average, VOABA clients reported slightly greater positive changes in resiliency than Young Adult Reentry and Employment clients on the whole.

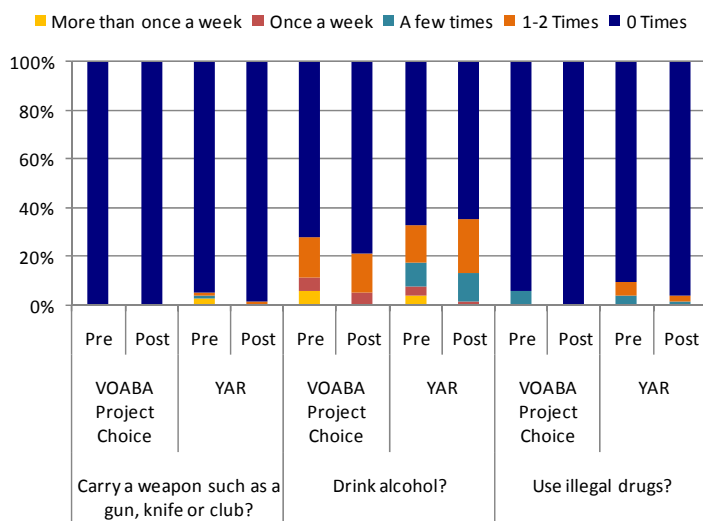
The graph below shows the results of the pre/post tests in relation to risk taking activities. While Project Choice clients did

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation and Parole						
I am confident in my ability to complete the terms of my probation/parole.	4.16	4.54	9%↑	4.41	4.56	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	4.42	4.5	2%↑	4.51	4.61	2%↑

not report carrying weapons before and after program participation (most likely because most were incarcerated at the time of enrollment), they did report a decrease in their use of alcohol and illegal drugs after program participation. These data suggest that clients are making healthier and less risky choices.

### Risk Taking Activities

In the past 30 days, either I or someone I hang out with...



# Volunteers of America Bay Area

## Project Choice

RESILIENCY AND PROTECTIVE FACTORS OUTCOMES						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't think about the consequences before I react to a situation.	3.13	2.96	-5%↑	2.51	2.51	0%→
When I am upset, it is very difficult for me to relax and calm myself down.	2.83	3.14	11%↓	2.64	2.59	-2%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	3.96	4	1%↑	4.12	4.09	-1%↓
In the past 30 days I have used conflict resolution skills.	3.64	3.84	5%↑	3.59	3.73	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2.91	2.52	-13%↑	2.49	2.25	-10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	2.83	2.7	-5%↑	2.47	2.43	-2%↑
The people I hang out with help me when I'm having a hard time.	3.5	3.65	4%↑	3.94	3.97	1%↑
<b>Stable Housing</b>						
I have a stable living situation.	3.3	3.05	-8%↓	3.65	3.44	-6%↓
I don't always feel safe living in my own home.	2.09	2.55	22%↓	2.11	2.36	12%↓
<b>Resiliency</b>						
I don't always feel optimistic about my future.	2.78	2.87	3%↓	2.69	2.74	2%↓
I'm not always able to stay calm when life gets stressful.	3.37	3.41	1%↓	2.94	2.7	-8%↑
I am able to walk away when friends or associates are pushing me towards trouble.	3.83	4.2	10%↑	4.11	4.14	1%↑
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3.31	3.76	14%↑	3.38	4.0	18%↑
Employment	3.54	3.68	4%↑	3.35	3.97	19%↑
Financial	3.0	3.68	23%↑	2.81	3.84	37%↑
Legal	3.26	3.22	-1%↓	2.87	3.74	30%↑
Costs prevent me from accessing these services, even when I need them.	3.11	3.25	5%↓	3.57	3.87	8%↓

# Volunteers of America Bay Area

## Reentry Employment

### I. INTRODUCTION

Volunteers of America Bay Area (VOABA) Reentry aims to support the re-entry population with work experience and job readiness training so that formerly incarcerated persons are better equipped to secure a job in the competitive job market of public and private sector employers. VOABA provides a crew-based transitional job experience for young adults ages 18-35 who are on probation or parole. Participants receive job preparation services that include pre-employment education, housing assistance, substance abuse services, stress management and life skills training. Upon completion of the program participants are referred to the Workfirst Foundation (America Works) for direct job placement into unsubsidized employment. Measure Y funds are used to provide cognitive behavioral therapy, work experience, and work search/life skills training for 32 adult parolees annually through the crew-based sheltered employment program. Participants work in subsidized employment for a three-month period, for approximately 240 hours. Upon program completion they are referred to other Measure Y programs or placed in jobs in the competitive job market.

### II. SERVICES PROVIDED

VOABA served 68 individuals during the 18-month period examined in this evaluation.<sup>1</sup> The majority (94%) were male, African or African American (79%) and over 18 (100%).<sup>2</sup> The table below provides

<sup>1</sup> The evaluation report covers services provided from 7/1/2009 through 12/31/2010.

<sup>2</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan.

information about the clients served and the type of services clients received. On average, clients received 13 hours of case management, almost 220 hours of work experience, and 57 hours of life skills/pre-employment training (group services).

VOA Reentry Employment <sup>3</sup>	# of Clients <sup>4</sup>	# of Hours	Average hours per client
Case Management	64	842	13
Work Experience	59	12830	217
Group Services	60	3436	57

### Client Engagement

The chart below depicts the average number of months of client engagement for VOABA Reentry Employment clients compared to the average for the Young Adult Reentry and Employment program. While VOABA engaged clients for an average length of time for the strategy, clients received twice as many service hours overall on a monthly basis. The higher number of service hours was due to the work experience component of the program, where clients participate in programming for at least 20 hours per week. In addition, VOABA Reentry Employment is designed to be a three-month work experience program, with clients exiting after three months. Given these factors, the average months of engagement was appropriate for VOABA.

Due to missing and/or duplicate data, demographic information is an approximation.

<sup>3</sup> Due to conflation of client information between two VOA programs on CitySpan, data was provided by DHS.

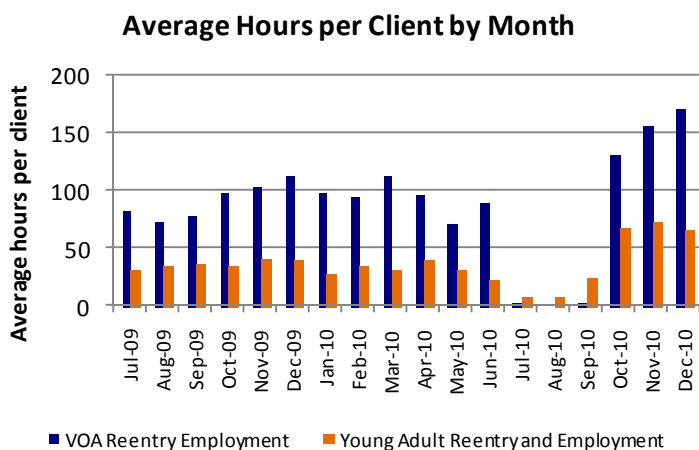
<sup>4</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Volunteers of America Bay Area

## Reentry Employment

	VOABA Reentry Employment	Young Adult Reentry and Employment
Months of Engagement	3.3	3.4
Service Hours	256.9	141.5
Service Hours per Client per Month	87	35.6

The chart below depicts the service hours delivered on a monthly basis to clients. The VOABA Reentry Employment programs had very few service hours during the months of July, August, and September of 2010. The decline in services was consistent with other programs in this strategy area. Service hours climbed and peaked during the fall of 2010. The program reported that clients tend to attend the program less regularly during the summer months and pick up their attendance again during the fall.



### Efficiency of Service

The table below outlines the average cost per client and per hour for VOABA Reentry Employment and provides a comparison to average costs for programs in this strategy

area.<sup>5</sup> Relative to other programs in the Young Adult Reentry and Employment strategy, the average cost per hour for VOABA services was in line with the average for this strategy area. The cost per client was significantly higher. This is likely due to the cost of subsidized work experience.

	Average Cost per Client	Average Cost per Hour
VOABA Reentry Employment	\$7,410	\$20
Young Adult Reentry and Employment	\$3,751	\$22

### Deliverables

With the exception of work experience hours, the program met or exceeded all program deliverables. VOABA Reentry Employment aimed to provide 32 clients with 220 hours of work experience, but provided that level of service to 28 clients during 2009-10. The program reported that all deliverables were met.

## III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. The majority of VOABA Reentry Employment participants are on parole. A matched data analysis on criminal justice outcomes

was not possible because CDCR parolee data were not available for 2009-10;

<sup>5</sup> This analysis includes all service hours entered into the CitySpan database by programs from 7/1/09 through 12/31/10, regardless of whether or not they were a required program deliverable. Evaluation calculations may not align with DHS figures.



# Volunteers of America Bay Area

## Reentry Employment

further, the sample size for Alameda County probation was too small to conduct a statistical analysis. Information entered into the Exit Criteria/Milestones tab on the CitySpan database was also analyzed to understand what milestones and challenges clients experienced while enrolled in the program.<sup>6</sup> Pre/post tests measured intermediate changes in self-reported criminal justice involvement, employment, and resiliency/protective factors. Pre/post test surveys were analyzed for 19 VOABA Reentry and Employment clients, 19% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

### CitySpan Client Milestones

During the evaluation period, VOABA Reentry Employment completed milestones and exit criteria for 45 of their clients. The table below highlights the key milestones achieved by clients receiving services through VOABA and provides a comparison to other Young Adult Reentry and Employment strategy programs. VOABA reentry employment reported a lower recidivism rate, with more than half of clients reportedly experiencing no re-arrests. VOABA reported that 44% of clients successfully completed the program. The remaining reasons for exit were “missing” or “other.”

<sup>6</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

Milestones While in Program*	VOA Reentry (n= 45)	YAR (n=261)
No re-arrests	53%	36%
Accessed external/internal supportive services	11%	23%
Re-enrolled in school/GED program	16%	12%

\*Only milestones with at least a 10% achievement rate are included in the table

### CitySpan Employment Outcomes

Data on deliverables and employment placement from CitySpan were analyzed to assess the program’s progress in relation to employment outcomes. As noted in the Limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described in the limitations section. VOABA Reentry Employment referred 30 clients for work placement in the competitive job market and placed 17 clients in employment (outside of the work experience they received through VOABA).

Employment Outcomes	
Type of Service	# of Clients
Referred for Work Placement	30
Placed in Employment	17

### Pre/Post Employment Outcomes

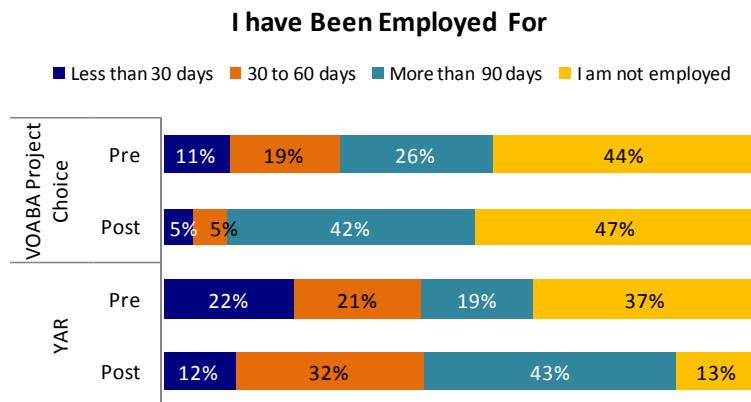
Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation. The chart below depicts clients’ employment status before and after program participation. While a greater proportion of clients reported that they were employed for “more than 90 days” after program participation, the proportion of clients who

# Volunteers of America Bay Area

## Reentry Employment

reported that they were not employed increased by 3%.

The table below provides a comparison between VOAB Reentry Employment clients and all clients in the strategy area. For negative items on the pre/post tests, such as needing a lot of help to prepare a resume, a low score is an indication of client strength in this area. VOAB Reentry Employment clients showed challenges in this area upon enrollment and slight improvement after program participation.



EMPLOYMENT						
	VOABA: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	3.89	4.05	4%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	3.68	3.79	3%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.38	4.28	-2%↓	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume	3.32	3.12	-6%↑	3.32	2.77	-17%↑
I would need a lot of help to conduct a job search.	3.32	3.19	-4%↑	3.21	2.96	-8%↑
I have practiced questions on an application or in a job interview.	4.0	3.68	-8%↓	3.81	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	2.95	3.28	11%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	2.74	3.0	9%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	2.72	3.13	15%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job.	4.42	4.42	0%→	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.58	3.94	-14%↓	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.63	4.5	-3%↓	4.6	4.6	0%→
I am confident in my ability to keep a job.	4.74	4.68	-1%↓	4.64	4.71	2%↑

# Volunteers of America Bay Area

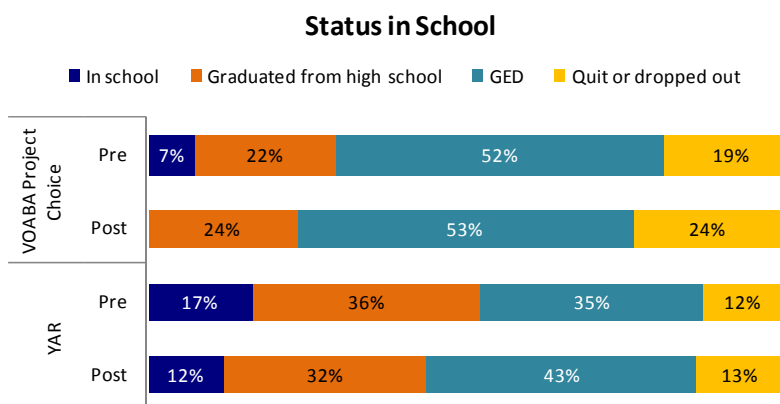
## Reentry Employment

### Pre/Post School/Education Related Outcomes

The pre/post tests included items designed to measure changes in relation to educational outcomes. The chart below shows VOABA Reentry & Employment clients' status in school before and after program participation. While educational outcomes are secondary outcomes for programs like VOABA, the proportion of clients with a GED or enrolled in school increased slightly after program participation, but was accompanied by a corresponding decrease in the proportion who reported having graduated from high school. Relative to other programs, VOABA served fewer clients who had dropped out of high school.

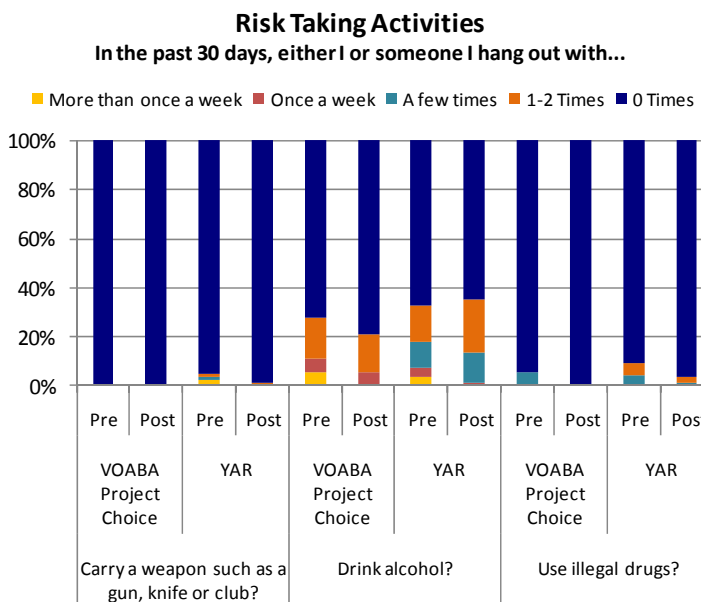
### Pre/Post Test Resiliency and Protective Factors

The following chart shows the results of the pre/post tests in relation to risk taking



activities. VOABA Reentry Employment clients reported a significant decrease in carrying weapons, a decrease in the frequency of alcohol use, and a decrease in

their use of illegal drugs after program participation. These data suggest that clients are making healthier and less risky choices.



### Pre/Post Test Criminal Justice Outcomes

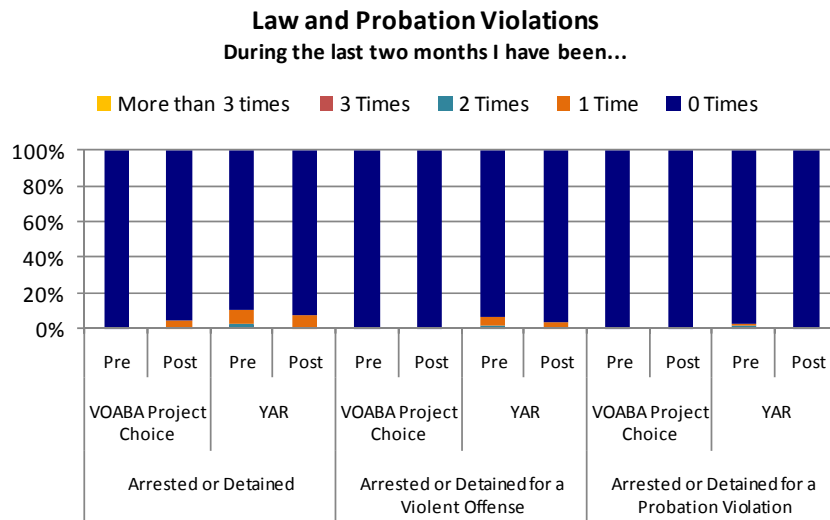
Criminal justice involvement was also analyzed through changes in items addressing this area on pre/post tests after program participation. The following chart depicts the results of the pre/post tests. Clients reported a decrease in

the frequency of their interactions with law enforcement and decreased involvement overall. VOABA Reentry Employment clients

# Volunteers of America Bay Area

## Reentry Employment

reported no criminal justice involvement after program participation.



The following table describes changes in VOA Reentry America clients' perceived ability to complete the terms of their probation or parole compared to all clients in the strategy area.

VOA clients reported little change in their confidence level related to criminal justice system involvement after participating in the program.

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
	VOABA: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation or Parole						
I am confident in my ability to complete the terms of my probation/parole.	4.63	4.53	-2%↓	4.41	4.56	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	4.56	4.56	0%→	4.51	4.61	2%↑

# Workfirst Foundation (America Works)

## Reentry Employment

### I. INTRODUCTION

America Works aims to lift people out of poverty through intensive, personalized employment services. Its guiding principle is that a real private-sector job is the best way to alleviate poverty. Since its founding, America Works has found jobs for about 200,000 hard-to-place workers, including military veterans, long-term welfare and food stamp recipients, formerly incarcerated individuals, people who are homeless and living in shelters, youths aging out of foster care, non-custodial parents, people living with HIV/AIDS, and people receiving SSI/SSDI. America Works uses a performance-based contracting model, where it only receives payment when clients are placed in employment. In Oakland, America Works targets formerly incarcerated individuals. Measure Y funds are used to support job placement and retention services for ex-offenders. America Works also provides employment readiness training to all clients, which includes job readiness curriculum, resume building, conflict resolution, and vocational training. The program also assists clients in addressing basic needs related to getting a driver's license, paying child support, obtaining food and shelter, and purchasing a professional wardrobe.

### II. SERVICES PROVIDED

America Works' service model operates with the understanding that for every individual placed in employment, they will need to conduct outreach and engagement to two hard-to-place workers. As a result, the program aims to place about 50% of the clients who enroll in services in

employment.<sup>1</sup> America Works served 237 individuals during the 18 month reporting period. The majority of clients (85%) were male, 76% were African or African American, and 18% were Latino; in addition, all clients served were adults.<sup>2</sup>

#### Client Engagement

The program operates on a performance-based contract related to their ability to place and retain clients in employment. Data on the average number of months of client engagement were not available.

#### Deliverables

America Works met or exceeded most program deliverables related to placement in employment and retention in employment for 30 and 90 days. Retaining clients in living wage employment for 180 days was a deliverable not fully met by the program, even though the program reported that many clients did retain jobs for this time period. Such clients did not count towards meeting the benchmark because clients were not paid a living wage. The program reported that given the economic climate, it is challenging to find jobs that pay a living wage for individuals with a criminal record. While they have met their goals of helping individuals secure and retain employment, meeting the living wage benchmarks was a continuous programmatic challenge.

#### Efficiency of Service

The following table outlines the average cost per client for America Works and

<sup>1</sup> The program aims to place all clients in employment. However, individuals may need additional supportive services, such as substance use treatment, mental health treatment, work experience etc. before they are job ready.

<sup>2</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation. America Works is paid on a performance basis and does not track service hours on the CitySpan database.

# Workfirst Foundation (America Works)

## Reentry Employment

provides a comparison to average costs for programs in this strategy area. Relative to other programs in the Young Adult Reentry & Employment strategy, the average cost per client for America Works was lower than the average for this strategy area. This was likely due to the performance based nature of America Works programming, where the program only gets compensated for each time it places a client in employment and for certain retention benchmarks, which incentivizes the program to focus on job placement. In addition, while some individual services are provided, most are provided in a group context, which further reduces the overall cost of programming.

	Average Cost per Client <sup>3</sup>
Workfirst Foundation	\$2,938
Young Adult Reentry and Employment	\$3,751

### III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. A matched data analysis was conducted between client data entered into the CitySpan data system and Alameda County Adult Probation to determine whether participation in programming was associated with a decrease in violations.<sup>4</sup> Client milestones and exit criteria were not completed for America Works clients.<sup>5</sup> This

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> CDCR Parolee data were not available for 2009-10. As a result, a matched data analysis was not possible.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable.

is due to the way the program and the City have agreed to track deliverables on the data system. In addition, the program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. While the program has expressed a commitment to improving its data collection procedures going forward, there are limited data on program impact reported here.

### CitySpan Employment Outcomes

Data on deliverables and employment placement from CitySpan were analyzed to assess the program's progress in relation to employment outcomes. An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through America Works. Data reported by America Works was analyzed for employment outcomes. As noted in the limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described above. America Works, did not track outcomes for clients who were not paid a living wage, even though they had successfully retained a job for 180 days. The program also reported that they record employment placement benchmarks based on their contracted deliverables with the City of Oakland and that the number of clients actually placed exceeded the number recorded in the CitySpan database.

- America Works enrolled 237 clients in the program, which included an intake assessment and job readiness training.
- America works exceeded their goal

As a result, client information may not be entered completely or consistently.

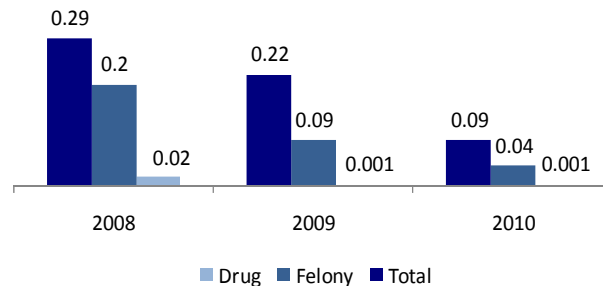
# Workfirst Foundation (America Works)

## Reentry Employment

of placing 85 clients in employment, successfully placing 108 clients in employment. The program met its goals of placing about half of clients in employment (46%).

Workfirst Foundation	
	# of Clients
Placed in Employment	108
Employed for 30 days	105
Employed for 90 days	76
Employed for 180 days	24

Adult Probation Violations 2008-2010



### Criminal Justice Outcomes

Alameda County Adult Probation data were analyzed to determine whether there was a decrease in probation violations after program participation. The average total violation rates were compared for 2008, 2009, and 2010 for those America Works adult probationers who were served between January to June 2009. The results show a steady decrease from 2008 in the number of total violations, felony violations, and drug violations. A regressions analysis was conducted comparing 2010 violations to 2008 violations for WorkFirst participants compared to the general adult probationer sample. This analysis found that WorkFirst participants had a more significant drop in total violations, felony violations and drug violations compared to the sample in general across this time period.<sup>6</sup> There was no significant difference between groups in violent or weapon violations.

The following chart depicts the decrease in felony, drug and total violations for America Works participants.

<sup>6</sup> Results were significant at a 95% confidence level.

# Youth Employment Partnership

## Reentry Employment

### I. INTRODUCTION

Youth Employment Partnership's mission is to enhance the employment and educational opportunities of underserved Oakland young adults by providing training, job placement, access to education, and comprehensive support services. YEP operates from the core belief that moving young adults into stable, high-demand, living wage jobs is most effective when education and work experience are provided simultaneously. YEP's Reentry Employment program provides job readiness training, education, vocational training, support services, and unsubsidized job placement to youth recruited from parole and probation referrals. As a provision of Measure Y funding, the Reentry Employment Program serves 38 young adults through their employment training services per year and recruits 40 per month to complete orientations and initial eligibility screenings.

### II. SERVICES PROVIDED

YEP Reentry Employment seeks to support the successful re-entry of young adults involved in the juvenile justice system through basic education training, life and vocational skills development, and work experience. During the 18-month reporting period, YEP served 143 clients, the majority of which were between the ages of 14 and 18 (81%), and identified as African American (70%), Latino (14%), or Asian (11%).<sup>1</sup> Fifty-three percent were female and 47% were male.

<sup>1</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

The following table depicts the services YEP clients received during the reporting period. YEP provided an average of 146 hours of individual service and 211 hours of group service per client.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	83	12147	146
Case Management	83	2210	27
Work Experience	80	9937	124
Group	83	17540	211

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. YEP clients received services for an average of 5 months. Compared to other programs in the Young Adult Reentry and Employment strategy, YEP provided more hours per client.

Average per Client	YEP Reentry	Young Adult Reentry & Employment
Months of engagement	5.2	3.4
Service hours per client	357.7	141.5
Service hours per client per month	64.8	35.6

The graph on the following page depicts the average number of hours per client by month. Because YEP provides intensive vocational training and work experience, their service hours were consistently higher than other programs in the strategy area. There was a decline in service hours in July and August of 2010.

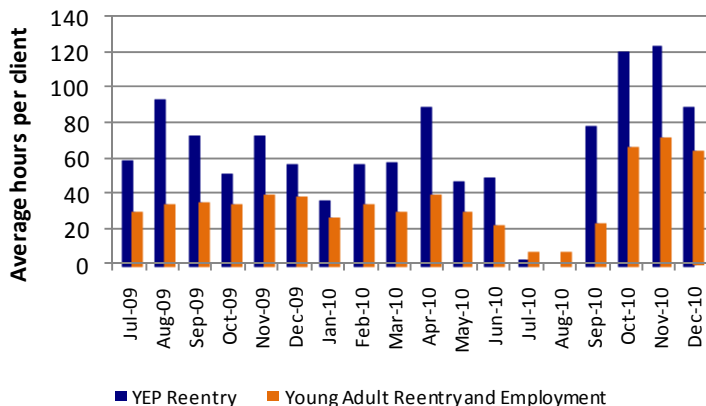
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.



# Youth Employment Partnership

## Reentry Employment

Average Hours per Client by Month



### Efficiency of Service

The following table outlines the average cost per client for YEP Reentry Employment and provides a comparison to average costs for programs in this strategy area. YEP's cost per client and cost per hour were lower than average. Cost differences may be due in part to YEP's ability to successfully leverage funds.

The following table provides reasons for client exit. Sixty-five percent of clients with exit information successfully completed the program.

Reason for Exit	YEP Reentry (n=31)	Young Adult Reentry and Employment (n=260)
Successful completion of program	65%	34%
Program Inactivity	29%	28%

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
YEP Reentry Employment	\$3,630	\$10
Young Adult Reentry & Employment	\$3,751	\$22

### Deliverables

The program met 7 of the 11 deliverables for 2009-10. They did not meet expected deliverables in relation to clients retained in employment for 30 or 90 days, job skills or vocational training hours, and completed client surveys. YEP faced several challenges in 2009/10 related to the poor economic climate. Young adults on probation or parole often lack the skills of their peers, making it hard to find sustained employment in a competitive job market.

The program met and far exceeded almost all of their deliverables for 2010-11 thus far.

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan data on client milestones,<sup>4</sup> employment data and pre/post test survey results. Pre/post test surveys were analyzed for 15 YEP clients, 15% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# Youth Employment Partnership

## Reentry Employment

change. An insufficient sample size meant that an analysis of school enrollment, attendance, and suspension was not possible for this program. Similarly, an analysis of probation violations was not possible due to an insufficient sample size. The sample contained 5 consented YEP clients, representing a match of 33%.<sup>5</sup> Results are reported by outcome area.

### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Information on milestones was recorded in CitySpan for 31 YEP clients. Compared to other programs in the Young Adult Reentry and Employment strategy, YEP clients achieved greater outcomes related to educational attainment and employment. Sixty-one percent of clients were re-enrolled in school or obtained their GED. Almost 40% of clients were reported advancing to the next grade level and/or getting a job.

Milestones While in Program*	Program (n=31)	YAR (n=260)
Re-enrolled in school/GED program	61%	12%
No re-arrests	39%	36%
Got a job	39%	23%
Advanced to the next grade level	35%	5%
Accessed external/internal supportive services	29%	23%
Obtained a GED	23%	5%

\*Only milestones with at least a 10% achievement rate are included in the table.

Three percent of the participants reported challenges with being rearrested, violating

<sup>5</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

the terms of their probation and some other type of life challenge while in the program.

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. YEP provided employment training for 99 young adults, and work experience for 70. Approximately a quarter were placed in non-subsidized employment. Of those, 7 retained employment for 30 days and 4 retained employment for up to three months. YEP aids clients in finding employment as they transition out of paid work experience. To accurately document reaching employment benchmarks, YEP offers a \$25 incentive for clients to bring in pay stubs as proof of employment. It is likely that not all choose to share this information. The actual number of clients who retained jobs may be higher.

YEP Reentry Employment	# of Clients
Receiving Employment Training	99
Receiving Work Experience	70
Placed in Employment	25
Employed for 30 Days	7
Employed for 90 Days	4

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The following chart shows the self-reported employment status of YEP reentry clients compared to all Young Adult and Reentry

# Youth Employment Partnership

## Reentry Employment

programs before and after participation in the program.

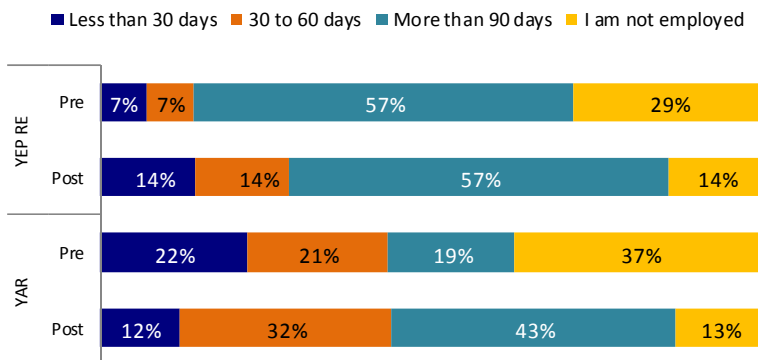
### Pre/Post School/Education Related Outcomes

Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

The following chart provides a comparison between YEP client's school status and the status of all clients in the Young Adult Reentry and Employment strategy.

While initially 19% of YEP clients reported having quit or dropped out at enrollment, the percentage reporting negative enrollment outcomes increased by 5%, almost 10% higher than the average Young Adult Reentry participant.

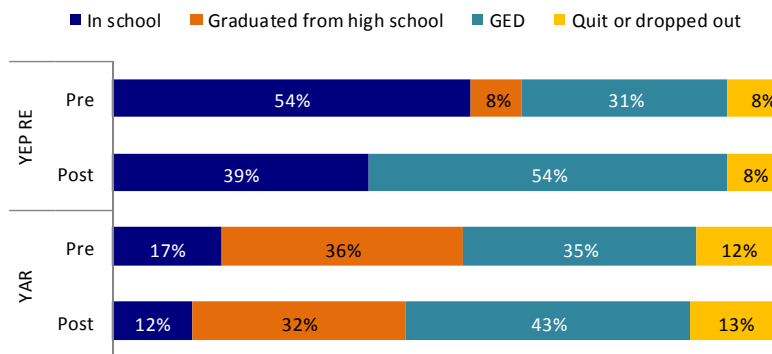
I have Been Employed For



On average, fewer YEP clients (15%) reported being unemployed after receiving services. Another 57% reported retaining their jobs for more than 90 days. The actual percentage achieving that benchmark is likely smaller, as clients may not differentiate between work experience provided by the program and placement in non-subsidized employment.

The table on the following page shows employment outcomes for YEP participants compared to all participants in the strategy area. On average, YEP clients reported less positive change in their job preparation and readiness and their ability to get and retain jobs than other Young Adult Reentry and Employment clients. However, they did report more positive outcomes for job referrals compared to other Young Adult Reentry and Employment strategies.

Status in School



# Youth Employment Partnership

## Reentry Employment

EMPLOYMENT						
Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	4.21	3.86	-8%↓	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	4.5	3.93	-13%↓	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.14	4.15	0%→	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume	3.43	3.07	-10%↑	3.32	2.77	-17%↑
I would need a lot of help to conduct a job search.	3.5	3.47	-1%↑	3.21	2.96	-8%↑
I have practiced questions on an application or in a job interview.	3.87	3.8	-2%↓	3.81	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	3	3.58	19%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	3.07	3.54	15%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	3.08	3.91	27%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job.	4.64	4.5	-3%↓	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.4	4.36	-1%↓	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.4	4.21	-4%↓	4.6	4.6	0%→
I am confident in my ability to keep a job.	4.36	4.4	1%↑	4.64	4.71	2%↑

### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The graph on the following page summarizes YEP clients' criminal justice involvement before and after program participation. A larger proportion of YEP

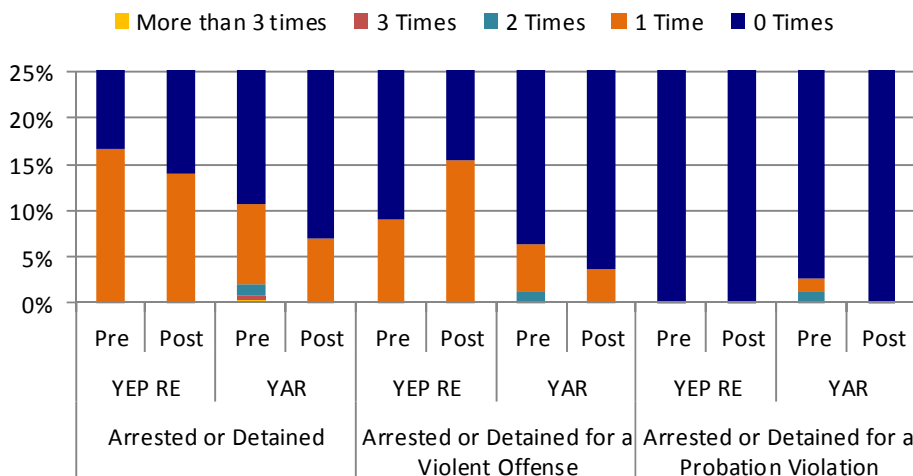
clients reported getting arrested or detained at enrollment than average. Though the proportion reporting arrests was still higher than for the strategy overall, fewer YEP clients reported law or probation violations after participating in the program.

The table on the following page demonstrates that consistent with other clients enrolled in Young Adult Reentry and Employment programs, YEP clients showed

# Youth Employment Partnership

## Reentry Employment

**Law and Probation Violations**  
During the last two months I have been...



slight improvement in their confidence in being able to complete the terms of their probation or parole (6%), and in their ability to stay away from situations that might compromise the terms of their probation or parole (1%).

emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation or Parole						
I am confident in my ability to complete the terms of my probation/parole.	4.21	4.53	8%↑	4.41	4.56	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	4.5	4.47	-1%↓	4.51	4.61	2%↑

development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

The table on the following page shows the changes in resiliency reported by clients after participation in the YEP

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and

Reentry Employment program. The program strengthened clients' ability to manage their anger and resolve conflicts, their peer group, and their awareness of community resources.

# Youth Employment Partnership

## Reentry Employment

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't think about the consequences before I react to a situation.	2.9	2.6	-10%↑	2.59	2.51	-3%↑
When I am upset, it is very difficult for me to relax and calm myself down.	3	2.87	-4%↑	3.5	2.59	-26%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	4	3.73	-7%↓	4.12	4.09	-1%↓
In the past 30 days I have used conflict resolution skills.	3.5	3.62	3%↑	3.59	3.73	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2.77	2.33	-16%↑	2.49	2.25	-10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	2.92	2.53	-13%↑	2.47	2.43	-2%↑
The people I hang out with help me when I'm having a hard time.	4.21	3.73	-11%↓	3.94	3.97	1%↑
<b>Stable Housing</b>						
I have a stable living situation.	4	4.07	2%↑	3.65	3.44	-6%↓
I don't always feel safe living in my own home.	2.08	2.13	2%↓	2.11	2.36	12%↑
<b>Resiliency</b>						
I don't always feel optimistic about my future.	2.46	3.07	25%↓	2.69	2.74	2%↑
I'm not always able to stay calm when life gets stressful.	3.42	2.93	-14%↑	2.94	2.7	-8%↑
I am able to walk away when friends or associates are pushing me towards trouble.	4.15	3.8	-8%↓	4.11	4.14	1%↑
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3.91	3.86	-1%↓	3.38	4	18%↑
Employment	4.08	4.07	0%→	3.35	3.97	19%↑
Financial	3.67	3.85	5%↑	2.81	3.84	37%↑
Legal	4	3.79	-5%↓	2.87	3.74	30%↑
Costs prevent me from accessing these services, even when I need them.	4.36	3.82	-12%↓	3.57	3.87	8%↑

# Youth Employment Partnership

## Reentry Employment

The following chart describes clients' risk taking behavior before and after program participation. Compared to other programs in the Young Adult Reentry and Employment strategy area, YEP clients were more likely to carry a weapon, and reported higher levels of substance abuse before and after receiving services.

