



# Oakland Fund for Children and Youth Meeting of the Planning and Oversight Committee (POC)

April 11<sup>th</sup>, 2018 • 6:00pm-9:00pm  
Oakland City Hall, Hearing Room #4  
1 Frank H. Ogawa Plaza, 2<sup>nd</sup> floor, Oakland, CA 94612

## AGENDA

1. Call to Order
  - *Introductions & Announcements*
  - *Agenda Review/ Modifications*
2. Open Forum
3. Adoption of Prior Meeting Minutes *action*
4. Informational Update from POC Ad-Hoc Strategic Planning Subcommittee *informational*
5. OFCY FY2017-2018 Mid-Year Program Evaluation Reports *action*
  - *OFCY Mid-Year Report FY2017-2018, by Social Policy Research Associates*
  - *2017-18 School-Based After School Interim Data Findings, by Public Profit, LLC*
6. Adoption of OFCY Program Grant Renewals for FY2018-2019 *action*
7. Administrative Matters
  - *General Announcements*
  - *Upcoming Meetings/ Scheduling*
8. Adjournment

**Public Comment:** The POC welcomes you to its meetings and your interest is appreciated.

- If you wish to speak before the POC, please fill out a speaker card and hand it to the staff of the POC.
- If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- If you wish to speak on a matter on the agenda, please approach the Committee when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the POC's jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

*In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Oakland Fund for Children and Youth Planning & Oversight Committee, please contact the Oakland Fund for Children and Youth at 510-238-6379. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number above.*

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612  
**Wednesday, May 17, 2017**  
6:30 p.m. – 9:00 p.m.

Committee Members present: Gerald Williams, Francois Barrilleaux, Kathy Teng Dwyer, Steven Wirt, Astrid Regalado, Ajani Torres-Cedillo, Max Chacana, Julie Waters, Noni Session; Zaira Hernandez

*Committee Members absent:* Jared Utley, Anakarita Allen, Kisha Jackson

Staff Members present: Sandra Taylor, Mike Wetzel, Scott Kim

**1. Call to Order**

The meeting was called to order at 6:25pm.

- *Introductions & Announcements*  
There were no announcements.
- *Agenda Review/Modifications*  
There were no agenda modifications.

**2. Open Forum**

There were five public speakers for comment.

**3. Adoption of Prior Meeting Minutes from April 26, 2017**

Astrid Regalado made a motion, seconded by Ajani Torres Cedillo, to approve the meeting minutes from the April 26, 2017 POC meeting. The POC unanimously approved the minutes of the meeting.

**4. Recognition of POC Youth Members**

OFCY staff congratulated the POC youth members, handed each of them certificates thanking them for their service on the Committee and wished those not returning best of luck in college.

**5. Adoption of Program Grant for \$72,000 to Ujimaa to Serve as the Lead Agency Provider of School Based After School Programming at Carl B. Munck Elementary in FY2017-2018**

OFCY staff discussed the \$72,000 program grant that, if adopted, would enable Ujimaa to serve as the lead agency provider at Carl Munck and fill the void left by Learning for Life, the former lead agency provider. Blu Pride, the Executive Director at Ujimaa and Julia Ma, the After School Program Coordinator for Oakland Unified School District (OUSD) both spoke about the benefits of the grant to the short-term and long-term objectives at Ujimaa. Kathy Dwyer made a motion, seconded by Noni Session, to approve the adoption

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, May 17, 2017**

6:30 p.m. – 9:00 p.m.

of the \$72,000 grant. The POC unanimously approved the grant to Ujimaa.

**6. Administrative Matters**

- *General Announcements*

There were no general announcements.

- *Upcoming Meetings/ Scheduling*

The next general POC meeting is scheduled for Wednesday, June 21 at 6:00pm – 9:00pm, 1 Frank Ogawa Plaza, Oakland City Hall, Hearing Room 4.

**7. Adjournment**

The meeting was adjourned at 7:09 pm.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612  
**Wednesday, September 20, 2017**  
6:00 p.m. – 9:00 p.m.

Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Julie Waters, Betty Booker; Eugene Lee

*Committee Members absent: Max Chacana, Anakarita Allen, Kisha Jackson, Astrid Regalado, Gerald Williams*

Staff Members present: Sandra Taylor, Mike Wetzel, Scott Kim, Sachelle Heavens

### 1. Call to Order

The meeting was called to order at 6:25pm.

- *Introductions & Announcements*

There were no announcements.

- *Agenda Review/Modifications*

There were two modifications to the agenda. Item 5, the election of POC Co-Chairs and item 6, adoption of prior meeting minutes, were both deferred to the next meeting due to lack of quorum.

### 2. Open Forum

There were two public speakers for comment.

### 3. OFCY Director's Update

Sandy Taylor spoke about the projected budget for the 2017-2018 grant year and described the City's fiscal process that allocates OFCY funds for grantee payments. City-wide initiatives around bettering the Oakland community and addressing issues that affect children and youth were discussed. The strategic planning process for OFCY is informed by the ideology and public impact of these initiatives. To this end, two new strategic planning consultants for 2017-2018, Social Policy Research Associates (SPR) and Communities in Action, were contracted for assistance on solidifying the 2019-2022 Strategic Plan. The POC was described as a pivotal resource for the OFCY program especially in regards to legislation for funding allocation for grantees and the direction of the strategic planning process. In the future, an ad-hoc sub-committee of POC members will be formed specifically to guide the process.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, September 20, 2017**

6:00 p.m. – 9:00 p.m.

**4. OFCY/POC Orientation Training**

New POC members were welcomed as were returning members. POC manuals were distributed to all members. OFCY staff discussed an overview of the history of the POC, its funding strategies, informational databases and infrastructure, as well as the rules, procedures and legislation that govern the Committee.

**5. Election of POC Co-Chairs for FY2017-2018**

This item was deferred to the next meeting due to lack of quorum.

**6. Adoption of Prior Meeting Minutes from May 17, 2017**

This item was deferred to the next meeting due to lack of quorum.

**7. OFCY 2017-2018 Grants Management Update**

OFCY staff discussed the current status of the fiscal year's 148 grants totaling \$14.8M and the forecast for the upcoming quarter. OFCY grant managers were introduced and their contracting work was discussed. Measures for establishing grantee program performance were described. Ninety-five percent of FY2017-2018 grantees have established contracts for the year, and trainings and the next grantee convenings is taking place in October 2017.

**8. Administrative Matters**

- *General Announcements*

There were no general announcements.

- *Upcoming Meetings/Scheduling*

The next POC meeting was tentatively scheduled for October 4.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, October 4, 2017**

6:00 p.m. – 9:00 p.m.

Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Julie Waters, Betty Booker; Eugene Lee, Astrid Regalado, Anakarita Allen, Max Chacana

*Committee Members absent: Kisha Jackson, Gerald Williams*

Staff Members present: Sandra Taylor, Mike Wetzel, Scott Kim, Sachelle Heavens

### 1. Call to Order

The meeting was called to order at 6:20pm.

- *Introductions & Announcements*

There were no announcements.

- *Agenda Review/Modifications*

There were two modifications to the agenda. Item 4, the election of POC Co-Chairs and item 5, the adoption of prior meeting minutes, were both deferred to the next meeting due to lack of quorum.

### 2. Open Forum

There were no public speakers for comment.

### 3. Boards and Commissions Ethics Training

Jelani Killings, Ethics Analyst of the Public Ethics Commission, and Pelayo Llamas, Oakland Deputy City Attorney, presented to the POC a video overview of the Oakland Government Ethics Act and afterward, led a short discussion and distributed information about ethical guidelines, rules and legislation.

### 4. Election of POC Co-Chairs for FY2017-2018

This item was deferred to the next meeting due to lack of quorum.

### 5. Adoption of Prior Meeting Minutes from May 17, 2017 and September 20, 2017

This item was deferred to the next meeting due to lack of quorum.

### 6. OFCY 2016-2017 Program Performance Summary by Funding Strategy

Staff discussed how program performance was measured among the fiscal year's 148 grantees. A PowerPoint presentation provided a graphical depiction of the demographics of program attendees across the seven funding strategies, the statistics of

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, October 4, 2017**

6:00 p.m. – 9:00 p.m.

how well programs within the same funding strategy performed, the challenges of establishing program evaluation standards and the feedback received by some programs on performance ratings.

**7. OFCY 2019-2022 Strategic Investment Planning Overview and Formation of the Ad-Hoc Strategic Planning Subcommittee for FY2017-2018**

Staff discussed the intent to develop a strategic plan for the next funding cycle of 2019-2022, and program evaluation for the current FY2017-2018 year. POC members were asked to volunteer to serve on two subcommittees that could help accomplish each of these goals. Julie Tinker Ward, Max Chacana, Francois Barrilleaux and Betty Booker volunteered to serve on the Ad-Hoc Strategic Planning Subcommittee. Anakarita Allen and Eugene Lee volunteered to serve on the Evaluation Subcommittee.

**8. Administrative Matters**

- *General Announcements*

There were no general announcements.

- *Upcoming Meetings/Scheduling*

The next general POC meeting was tentatively scheduled for December 6. A poll to determine availability of POC members to attend a weekend retreat in early to mid-November was suggested.

**9. Adjournment**

The meeting was adjourned at 7:47pm.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, November 1, 2017**

6:00 p.m. – 9:00 p.m.

Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Eugene Lee, Astrid Regalado, Anakarita Allen, Max Chacana  
*Committee Members absent: Hilda Ameyaw, Betty Booker, Kisha Jackson, Julie Waters, Gerald Williams*  
Staff Members present: Sandra Taylor, Mike Wetzel, Scott Kim, Sachelle Heavens

**1. Call to Order**

The meeting was called to order at 6:15pm.

- *Introductions & Announcements*

There were no announcements.

- *Agenda Review/Modifications*

There were two modifications to the agenda. Item 3, the election of POC Co-Chairs and item 4, the adoption of prior meeting minutes, were both deferred to the next meeting due to lack of quorum.

**2. Open Forum**

There was one public speaker for comment.

**3. Election of POC Co-Chairs for FY2017-2018**

This item was deferred to the next meeting due to lack of quorum.

**4. Adoption of Prior Meeting Minutes from May 17, 2017, September 20, 2017, and October 4, 2017**

This item was deferred to the next meeting due to lack of quorum.

**5. City of Oakland Department of Race and Equity**

- Presentation by Director Darlene Flynn on the Focus of the Department

This item was rescheduled for a later POC meeting soon.



MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, November 1, 2017**

6:00 p.m. – 9:00 p.m.

**6. Oakland Promise – Oakland Children’s Initiative**

- Presentation by David Silver, Office of the Mayor

David Silver and Michael George of the Mayor’s Office discussed the purpose of the initiative, which is to provide educational equity across Oakland through a multifaceted collaboration—city departments, district and county agencies, philanthropic donations, non-profits, elected officials and interfaith organizations—that aims to: ensure all children enter kindergarten academically and socially ready to succeed by increasing access to high quality preschool for all and ensure students have an equitable opportunity to succeed by providing comprehensive support from cradle-to-career for children furthest from opportunity so they can pursue their desired college and career path.

**7. Administrative Matters**

- *General Announcements*

November 15 was put forth as a tentative date for the Strategic Planning Ad-Hoc Subcommittee to occur. December 6 was suggested as a date for the final program evaluation report of FY2016-2017 to be voted on.

- *Upcoming Meetings/Scheduling*

A new POC retreat date in mid-January 2018 was suggested. Members were told they would be polled for date availability.

**8. Adjournment**

The meeting was adjourned at 7:00pm.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, February 7, 2018**

6:00 p.m. – 9:00 p.m.

Committee Members present: Francois Barrilleaux, Julie Tinker Ward, Astrid Regalado, Anakarita Allen, Max Chacana, Gerald Williams, Yota Omo-Sowho

*Committee Members absent: Hilda Ameyaw, Betty Booker, Kisha Jackson, Julie Waters, Eugene Lee*

Staff Members present: Sandra Taylor, Mike Wetzel, Scott Kim, Sachelle Heavens

**1. Call to Order**

The meeting was called to order at 6:30pm.

- *Introductions & Announcements*

There were no announcements.

- *Agenda Review/Modifications*

There were two modifications to the agenda. Item 3, the election of POC Co-Chairs and item 4, the adoption of prior meeting minutes, were both deferred to the next meeting due to lack of quorum.

**2. Open Forum**

There were no public speakers.

**3. Election of POC Co-Chairs for FY2017-2018**

This item was deferred to the next meeting due to lack of quorum.

**4. Adoption of Prior Meeting Minutes from May 17, 2017, September 20, 2017, and October 4, 2017**

This item was deferred to the next meeting due to lack of quorum.

**5. Informational Update from POC Ad-Hoc Strategic Planning Subcommittee**

Updates from the Ad-Hoc Strategic Planning Subcommittee meeting on January 17 included a discussion of the upcoming three year funding cycle of 2019-2022, a presentation of demographic data describing the makeup of the local communities that funded programs would provide services for. An announcement was made regarding upcoming community forums or “cafés,” to engage the community and OFCY in proactive dialogue around strategic plan details.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

Oakland City Hall, 2<sup>nd</sup> fl, Hearing Room 4  
1 Frank Ogawa Plaza, Oakland, CA 94612

**Wednesday, February 7, 2018**

6:00 p.m. – 9:00 p.m.

**6. OFCY FY2016-2017 Program Evaluation Reports**

- Social Policy Research Associates – OFCY Final Report FY2016-2017  
SPR facilitated a Power Point presentation on findings from the FY2016-2017 OFCY final report that looked at various statistical trends in program participation.
- Public Profit, LLC – Oakland-School Based After School FFY2016-2017 Findings Report  
Public Profit facilitated a Power Point presentation on findings from the FY2016-2017 School Based After School report that looked at various statistical trends in program participation.

**7. Administrative Matters**

- *General Announcements*  
The POC was reminded about the February 24 retreat at Port Workspaces, 344 20<sup>th</sup> Street, in downtown Oakland, facilitated by consultant Be the Change.
- *Upcoming Meetings/Scheduling*  
March 7 was scheduled as the next regular POC meeting.

**8. Adjournment**

The meeting was adjourned at 7:45pm.

MINUTES TO BE APPROVED  
Oakland Fund for Children and Youth (OFCY)  
*Planning and Oversight Committee (POC) Meeting*

The Port Workspaces  
344 20th Street, 3rd Floor Large Conference Room, Oakland CA, 94612  
**Saturday, February 24th, 2018**  
9:00am-1:00pm

**Committee Members present:** Anakarita Allen, Francois Barrilleaux, Betty Booker, Max Chacana, Leann Mohamed Abdelrahman, Yota Omo-Sowho, Mayra Sanchez, Julie Tinker, Gerald Williams

**Committee Members absent:** Hilda Ameyaw, Kisha Jackson, Eugene Lee, Astrid Regalado, Julie Waters

**Staff Members absent:** Sandra Taylor, Mike Wetzal, Scott Kim

**1. Call to Order**

The meeting was called to order at 9:00 am.

**2. Open Forum**

There were no public speakers for open forum.

**3. POC Retreat**

The POC participated activities to explore and understand OFCY's Vision, Mission and Values as a framework towards developing funding strategies for FY2019-2022, and participated in an exercise to develop and build listening skills as Public Commissioners. The meeting was facilitated by Be The Change.

**4. Adjournment**

The meeting was adjourned at 1:00pm.



Mid-Year Report  
FY2017-2018

Prepared by:

Mika Clark

Social Policy Research  
Associates (SPR)

## ACKNOWLEDGEMENTS

---

Social Policy Research Associates (SPR) would like to thank the Oakland Fund for Children and Youth staff members who have worked with us on this evaluation project, including Sandra Taylor, Mike Wetzel, Scott Kim, Janice Edwards, Chantal Reynolds, and Terry Hill. Thanks also to the OFCY Planning and Oversight Committee for their ongoing feedback and support. We would also like to give a special thanks to the staff, participants, and volunteers of the OFCY programs for tracking their data in Cityspan.



## INTRODUCTION

---

This Mid-Year Report describes 89 programs funded by the Oakland Fund for Children and Youth (OFCY) at the mid-point of FY2017-2018.<sup>1</sup> The report highlights progress towards performance measures and provides a broad overview of the services provided to children, youth, and adults served by these programs during the first half of FY2017-2018. The report draws on OFCY's client management system, Cityspan, which is used to track youth and adult characteristics, service hours, and types of services received. Youth and adults enrolled in at least one program activity or an internship are included in this Mid-Year Report. During the first half of FY2017-2018, the programs included in this report served 15,994 children and youth and 1,676 adults.

## PROGRAMS

---

During FY2017-2018, OFCY invested \$14.85 million to support programs located throughout Oakland. All OFCY-funded programs aim to support Oakland's children and youth, from birth to 20 years of age, to become healthy, happy, educated, engaged, powerful, and loved community members. The 89 programs summarized in this report comprise \$9.99 million of OFCY's investments and fall under four main strategy areas:

- **Early Childhood programs** includes early interventions and supports for families and young children to set the stage for healthy development and future outcomes. Specific strategies in this area include: *Early Childhood Mental Health Consultations* (3 programs) and *Parent Support and Education* (15 programs).
- **Student Success in School programs** support the transformative goals of the community schools movement in Oakland and contribute to positive outcomes for children and youth. One of the two funding strategies in this area, *Student Engagement in Learning* (9 programs), is included in this report.<sup>2</sup>
- **Youth Development and Empowerment programs** are designed to provide safe and supportive environments for youth while providing enriching, high quality programming, and to nurture youth and community leadership. Under this area, OFCY funds both *Year-Round Youth Development and Empowerment* (36 programs) and *Summer Youth Development and Empowerment* (12 programs).
- **Transition to Adulthood programs** address two critical needs facing youth as they grow into self-sufficient adults: 1) understanding of and connections to the workforce; and 2) the skills and qualifications to be able to achieve their career goals. Both of these are addressed by the dual *Career Awareness and Academic Support for Older Youth* strategy (14 programs).

---

<sup>1</sup> In total, OFCY funded 148 programs. This report excludes the School-based After School strategy, which covers 59 programs and is separately evaluated by Public Profit.

<sup>2</sup> This strategy area also includes programs under the *School-Based After School Programming for Elementary and Middle School Children* funding strategy (59 programs), which are not included in this report.

## PERFORMANCE AND SERVICES

---

The mid-point of each year is a key time to reflect on and monitor the progress of programs in meeting their recruitment and service goals. Two important standards for grant renewal are program enrollment and progress towards projected units of service (total hours of service). At the beginning of each fiscal year, programs set their anticipated enrollment and units of service in their work plans. Each quarter, programs are checked against targets for enrollment and units of service for that quarter. The specific targets at the mid-year are:

- **OFCY Standards for Enrollment at Mid-Year:** By the end of Quarter 2, full-year programs have enrolled **at least 40% of projected unduplicated youth**<sup>3</sup> for the fiscal year. By the end of Quarter 1, programs that operate only during the summer have enrolled at least 80% of projected unduplicated youth to be served for the fiscal year.
- **OFCY Standards Units of Service at Mid-Year:** By the end of Quarter 2, full-year programs have achieved **at least 80% of their projected Units of Service** for the first half of the year. By the end of Quarter 1, programs that operate only during the summer have achieved at least 80% of their projected units of service for the fiscal year.<sup>4</sup>

In addition to these official performance measures, data is tracked on two additional performance measures that provide targets for programs in the areas of levels of service and survey completion. This Mid-Year report provides preliminary information on service levels at the mid-point of the year. The Year-End report will provide complete service information for the full-year and review survey completion rates.

- **Percentage of youth participants who receive 40 or more hours of service.** Research shows that the number of service hours youth and adults receive is positively correlated with outcomes. This measure helps understand variations in the amount of service provided to youth and adult participants and encourages programs to aim for higher levels of service. Paired with average hours of service, this provides a snapshot of the intensity of services received by participants.
- **Percentage of participants who complete an OFCY participant survey.** A benchmark for response rates for the participant survey is important because the survey serves as a critical data source for understanding participant experiences in the OFCY-funded programs as well as progress towards outcomes. Programs are asked to administer the survey to participants in grade 3 and above.

### Overall Findings

Across all funding strategies, 89% of programs met their enrollment targets, and 63% met their projected units of service.<sup>5</sup> There was no statistically significant difference between new and returning programs in meeting the enrollment targets or projected units of service.

---

<sup>3</sup> OFCY asks programs to project (estimate) the number of unduplicated youth and adult participants that they plan to service. The term *youth* is used for participants ranging from birth to 20, including children served by programs under *Early Childhood*., Progress towards enrolling adult participants is for a benchmark for programs under the Parent Support and Education funding strategy.

<sup>4</sup> Progress towards projected units of service includes both youth and adult hours of service.



On average, youth had received 52.8 hours, and adults received 24.4 hours in OFCY-funded programs by the mid-point of FY2017-2018. The most common service activity categories were Academic Programming (13%); Arts, Dance, Music and Culture (11%); and Internships and Subsidized Employment (11%). By the mid-point of FY2017-2018, 40% of youth had received 40 or more hours of services. As participants continue to engage in programming, we expect more participants to receive 40 or more hours of service by the end of the year. The following sections are organized by funding strategy and summarize progress towards projected enrollment and units of service as well as service hours and survey completion, where applicable.

### Early Childhood Mental Health Consultations

All three of the programs in *Early Childhood Mental Health Consultations* met their mid-year enrollment and units of service targets. For these programs, units of service represent consultation hours provided at sites instead of service hours each child received. Because these programs focus on providing consultation hours at sites rather than service hours to individual children and youth, information on hours of service provided to participants is not included in the following table:

| Agency                                      | Program   | Youth Enrollment |        |             | Total Units of Service |        |             |
|---|---|------------------|--------|-------------|------------------------|--------|-------------|
|   |   | Projected        | Actual | % Projected | Projected              | Actual | % Projected |
| Family Paths, Inc.                          | Early Childhood Mental Health Collaborative     | 616              | 690    | 112%        | 1,580                  | 1,493  | 94%         |
| Jewish Family & Community Services East Bay | Integrated Early Childhood Consultation Program | 880              | 1,071  | 122%        | 1,590                  | 1,900  | 119%        |
| Lincoln                                     | Early Childhood Mental Health Consultation      | 695              | 562    | 81%         | 778                    | 708    | 91%         |

### Parent Support and Education

Of the 15 programs under *Parent Support and Engagement*, four missed their mid-year targets for youth enrollment, and two fell short of their projected units of service. In addition to the four programs that missed youth enrollment targets, Oakland Public Education Fund-Oakland Promise: Brilliant Baby, which provides financial literacy training to parents and does not directly serve children, did not project any youth participants. Given the focus on parents under this funding strategy, the following table also highlights progress towards adult participant enrollment: Three programs fell short of enrolling 40% or more of their projected adult participants by the mid-point of FY2017-2018.

Across the strategy, children and youth received an average of 31.8 hours of service, and adults received an average of 26 hours of service. The most common types of services provided were: Early Learning (45%); Family Engagement & Parent Education (23%); and Arts, Dance, Music and Culture (13%). At the mid-point of FY2017-2018, 27% of children and youth had received 40 or more hours of service, and 20% of adults had received 40 or more hours of service.

| Agency   | Program  | Youth Enrollment |        |             | Adult Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         | Adult Hours |         |
|--|--|------------------|--------|-------------|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|-------------|---------|
|  |  | Projected        | Actual | % Projected | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) | Average     | 40+ (%) |
| East Bay Agency for Children                     | Parent Child Education Support Program                       | 68               | 38     | 56%         | 68               | 33     | 49%         | 3,172                  | 3,585.0  | 113%        | 51.4        | 50%     | 49.4        | 48%     |
| East Bay Community Recovery Project              | Project Pride  | 20               | 18     | 90%         | 30               | 35     | 117%        | 5,692                  | 2,750.0  | 48%         | 42.1        | 50%     | 56.9        | 51%     |
| Family Paths, Inc.                               | Abriendo Puertas/Opening Doors Parent Education              | 34               | 0      | 0%          | 66               | 14     | 21%         | 27                     | 42.0     | 153%        | --          | --      | 3.0         | 0%      |
| Lincoln  | New Highland-Rise Family Resource Center                     | 150              | 59     | 39%         | 280              | 185    | 66%         | 1,671                  | 2,163.5  | 130%        | 2.6         | 0%      | 10.9        | 10%     |
| Lotus Bloom                                      | Multicultural Family Resource Centers                        | 120              | 192    | 160%        | 120              | 146    | 122%        | 16,390                 | 17,243.6 | 105%        | 47.1        | 45%     | 56.2        | 55%     |
| Lotus Bloom                                      | School Readiness Playgroups                                  | 25               | 55     | 220%        | 25               | 53     | 212%        | 4,045                  | 5,958.0  | 147%        | 54.2        | 64%     | 56.1        | 58%     |
| Northern California Society to Prevent Blindness | Vision Awareness & Education for Low-income Oakland Families | N/A              | N/A    | N/A         | 101              | 161    | 159%        | 185                    | 223.9    | 121%        | N/A         |         | N/A         |         |
| Oakland Parents Together                         | Listening to Children Parent Cafes                           | 150              | 58     | 39%         | 150              | 53     | 35%         | 3,918                  | 5,119.2  | 131%        | 58.1        | 69%     | 33.0        | 13%     |
| Oakland Parks and Recreation                     | Sandboxes to Empowerment                                     | 100              | 127    | 127%        | 100              | 75     | 75%         | 7,474                  | 12,359.0 | 165%        | 57.5        | 50%     | 67.4        | 55%     |
| Oakland Public Education Fund                    | Oakland Promise: Brilliant Baby                              | 0                | 0      | --          | 200              | 125    | 63%         | 740                    | 496.3    | 67%         | -           | -       | 4.0         | 0%      |

| Agency   | Program  | Youth Enrollment |        |             | Adult Enrollment |        |             | Total Units of Service |         |             | Youth Hours |         | Adult Hours |         |
|--|--|------------------|--------|-------------|------------------|--------|-------------|------------------------|---------|-------------|-------------|---------|-------------|---------|
|  |  | Projected        | Actual | % Projected | Projected        | Actual | % Projected | Projected              | Actual  | % Projected | Average     | 40+ (%) | Average     | 40+ (%) |
| Oakland Unified School District                        | Summer Pre-K Program                                     | 72               | 30     | 42%         | 72               | 17     | 24%         | 1,138                  | 925.0   | 81%         | 28.9        | 0%      | 3.4         | 0%      |
| Our Family Coalition                                   | Building Strong Children in LGBTQ Families               | 416              | 144    | 35%         | 527              | 210    | 40%         | 2,694                  | 4,508.3 | 167%        | 14.3        | 6%      | 11.7        | 3%      |
| Prescott-Joseph Center for Community Enhancement, Inc. | Prescott Joseph Center's Pre-preschool Program           | 36               | 44     | 122%        | 40               | 28     | 70%         | 2,613                  | 4,799.2 | 184%        | 65.1        | 41%     | 69.2        | 43%     |
| Safe Passages  | Safe Passages Baby Learning Communities Collaborative    | 600              | 301    | 50%         | 400              | 207    | 52%         | 4,496                  | 4,605.5 | 102%        | 8.3         | 2%      | 10.1        | 2%      |
| Tandem, Partners in Early Learning                     | Community Capacity Building - Training in Early Learning | 176              | 202    | 115%        | 211              | 334    | 158%        | 514                    | 822.5   | 160%        | N/A         |         | N/A         |         |

Note: Northern California Society to Prevent Blindness uses a combination of events and activities to track services. Tandem, Partners in Early Learning only uses events to capture grant activity.

## Student Engagement in Learning

Of the nine programs under Student Engagement in Learning, one program missed the target for enrollment, and one missed their projected units of service goals. On average, youth received 13.6 hours of service, ranging from a few minutes to 223 hours. The most common types of services provided were: Arts, Dance, Music and Culture (32%); Academic Programming (20%); and Youth Leadership and Peer Led Activities (20%). At the mid-point of FY2017-2018, 9% of youth served in the funding strategy had received 40 or more hours of service.

| Agency  | Program  | Youth Enrollment |        |             | Total Units of Service |         |             | Youth Hours |         |
|---|--|------------------|--------|-------------|------------------------|---------|-------------|-------------|---------|
|   |  | Projected        | Actual | % Projected | Projected              | Actual  | % Projected | Average     | 40+ (%) |
| Alternatives in Action  | FOCUS: Fremont - Our Community United for Success              | 300              | 187    | 62%         | 8,434                  | 7,638.0 | 91%         | 40.8        | 35%     |
| Destiny Arts Center   | DAC: Havenscourt Artists-at-School Residency                   | 264              | 581    | 220%        | 11,236                 | 9,628.0 | 86%         | 16.6        | 7%      |
| East Bay Asian Youth Center   | 9th Grade Transition   | 100              | 158    | 158%        | 2,375                  | 4,524.5 | 191%        | 28.6        | 33%     |
| Girls Incorporated of Alameda County                                | Daytime Literacy Intervention and Engagement                   | 250              | 149    | 60%         | 2,936                  | 2,144.0 | 73%         | 14.4        | 0%      |
| Lincoln   | West Oakland Initiative  | 50               | 42     | 84%         | 1,589                  | 1,772.5 | 112%        | 42.2        | 45%     |
| Oakland International High School / Oakland Unified School District | OIHS Immigrant & Refugee Wellness Program                      | 250              | 416    | 166%        | 1,853                  | 2,183.6 | 118%        | 5.3         | 0%      |
| Oakland Unified School District                                     | OUSD Student Engagement in Restorative Justice                 | 809              | 903    | 112%        | 2,278                  | 3,777.0 | 166%        | 4.2         | 5%      |
| Student Program for Academic and Athletic Transitioning             | Middle School Student Engagement in Learning                   | 250              | 83     | 33%         | 2,112                  | 2,372.0 | 112%        | 28.6        | 0%      |
| Youth Alive   | Youth ALIVE! Targeted Engagement for Youth Exposed to Violence | 25               | 37     | 148%        | 406                    | 713.0   | 176%        | 19.3        | 16%     |

## Summer Youth Development and Empowerment

Of the 12 Summer Youth Development and Empowerment programs, 11 programs met their target for enrollment, and all programs met their projected units of service. Across the strategy, youth received an average of 118.1 hours of service, ranging from 2.5 to 537 hours. The most common types of services provided were: Field Trips (12%); Arts, Dance, Music and Culture (12%); and Community Building (12%). In total, 91% of youth enrolled in these programs received 40 or more hours of service, reflecting the full-time nature of the summer programs. All 12 summer programs collected youth surveys with an estimated 71% of all youth aged 8 and older completing participant survey. Survey data will be included in the year-end evaluation report.

| Agency  | Program                                  | Youth Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         |
|---|--|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|
|   |  | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) |
| Aim High for High School                            | Aim High/Oakland                         | 360              | 317    | 88%         | 59,220                 | 49,508.8 | 84%         | 156.2       | 100%    |
| Destiny Arts Center                                 | Summer with Destiny                      | 290              | 411    | 142%        | 7,739                  | 19,114.5 | 247%        | 46.5        | 67%     |
| East Bay Asian Youth Center                         | Camp Thrive                              | 500              | 675    | 135%        | 40,630                 | 56,568.0 | 139%        | 83.8        | 99%     |
| East Oakland Youth Development Center               | Summer Cultural Enrichment Program       | 230              | 224    | 97%         | 49,357                 | 47,556.3 | 96%         | 212.3       | 99%     |
| Edventuremore!                                      | Camp Edmo                                | 345              | 412    | 119%        | 58,305                 | 51,599.5 | 88%         | 125.2       | 83%     |
| Family Support Services of the Bay Area             | Kinship Summer Youth Program             | 55               | 55     | 100%        | 9,199                  | 9,601.0  | 104%        | 174.6       | 100%    |
| Girls Incorporated of Alameda County                | Concordia Summer                         | 74               | 100    | 135%        | 10,488                 | 13,124.0 | 125%        | 131.2       | 100%    |
| Lincoln   | Oakland Freedom Schools                  | 180              | 189    | 105%        | 32,220                 | 28,553.0 | 89%         | 151.1       | 97%     |
| Oakland Leaf Foundation                             | Oakland Peace Camp (OPC)                 | 150              | 136    | 91%         | 9,636                  | 13,267.8 | 138%        | 97.6        | 93%     |
| Prescott Circus Theatre                             | Prescott Circus Theatre Summer Program   | 30               | 38     | 127%        | 4,760                  | 5,673.5  | 119%        | 149.3       | 92%     |
| Rose Foundation for Communities and the Environment | New Voices are Rising                    | 16               | 17     | 106%        | 3,104                  | 3,261.1  | 105%        | 191.8       | 100%    |
| Social and Environmental Entrepreneurs (SEE), Inc.  | Acta Non Verba: Youth Urban Farm Project | 100              | 74     | 74%         | 8,903                  | 14,787.5 | 166%        | 199.8       | 96%     |

## Year-Round Youth Development and Empowerment

Of the 36 programs under Year-Round Youth Development and Empowerment, one fell short of their mid-year benchmark for enrollment, six missed their targets for projected units of service, and three programs were below benchmarks for both enrollment and hours of service. Across the strategy, youth received an average of 53.8 hours of service, ranging from 0.3 to 657 hours. The most common types of services provided were Youth Leadership and Peer Led Activities (18%); Academic Programming (17%); and Arts, Dance, Music and Culture (13%). At the mid-point of FY2017-2018, 40% of youth served in the funding strategy had received 40 or more hours of service:

| Agency   | Program  | Youth Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         |
|--|--|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|
|  |  | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) |
| Alameda Family Services                          | DreamCatcher Youth Services  | 100              | 51     | 51%         | 529                    | 844.7    | 160%        | 16.6        | 10%     |
| Alternatives in Action                           | Youth Development Leadership Communities (YDLC)                    | 650              | 510    | 78%         | 15,244                 | 16,379.2 | 107%        | 32.1        | 31%     |
| American Indian Child Resource Center            | Culture Keepers  | 30               | 39     | 130%        | 3,141                  | 2,857.8  | 91%         | 73.3        | 46%     |
| Asian Pacific Environmental Network (APEN)       | AYPAL: Building API Community Power                                | 100              | 72     | 72%         | 8,553                  | 8,396.0  | 98%         | 116.6       | 71%     |
| Attitudinal Healing Connection, Inc.             | West Oakland Legacy & Leadership Project                           | 245              | 186    | 76%         | 3,981                  | 4,818.3  | 121%        | 25.9        | 18%     |
| Bay Area Girls' Rock Camp                        | Girls Rock After School Program (GRASP) and Girls Rock Summer Camp | 101              | 40     | 40%         | 2,862                  | 1,645.5  | 57%         | 41.1        | 90%     |
| Bay Area Outreach & Recreation Program           | Sports & Recreation for Youth with Disabilities                    | 40               | 32     | 80%         | 2,249                  | 1,644.3  | 73%         | 51.4        | 22%     |
| Boys & Girls Clubs of Oakland                    | Educational Programs for the Youth of Oakland                      | 1,600            | 603    | 38%         | 14,358                 | 51,368.5 | 358%        | 85.2        | 58%     |
| Brothers on the Rise                             | Brothers, UNITE!   | 150              | 142    | 95%         | 7,552                  | 8,461.5  | 114%        | 59.6        | 58%     |
| Chapter 510 INK                                  | Dept of Make Believe   | 400              | 69     | 17%         | 2,536                  | 808.7    | 32%         | 11.7        | 0%      |
| College Track                                    | College Track Oakland  | 248              | 281    | 113%        | 22,996                 | 11,247.0 | 49%         | 40.0        | 42%     |
| Communities United for Restorative Youth Justice | Homies 4 Justice   | 20               | 23     | 115%        | 1,800                  | 2,114.0  | 117%        | 91.9        | 100%    |
| Community Works West Inc                         | Project WHAT   | 20               | 22     | 110%        | 1,792                  | 632.0    | 35%         | 28.7        | 23%     |

| Agency   | Program  | Youth Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         |
|--|--|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|
|  |  | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) |
| Covenant House California                      | CHC Transitional Services  | 160              | 109    | 68%         | 1,368                  | 1,110.2  | 81%         | 10.2        | 6%      |
| Dimensions Dance Theater, Inc.                 | Rites of Passage   | 140              | 82     | 59%         | 9,550                  | 10,869.5 | 114%        | 132.6       | 74%     |
| East Bay Asian Local Development Corporation   | Lion's Pride   | 105              | 107    | 102%        | 15,456                 | 15,388.1 | 100%        | 143.8       | 69%     |
| East Bay Spanish Speaking Citizens' Foundation | LIBRE (Leading the Independence of our Barrios for Raza Empowerment) | 60               | 69     | 115%        | 1,487                  | 3,175.0  | 214%        | 46.0        | 29%     |
| East Oakland Boxing Association                | SmartMoves Education and Enrichment Program                          | 600              | 291    | 49%         | 44,121                 | 41,974.7 | 95%         | 144.2       | 78%     |
| East Oakland Youth Development Center          | After School Leadership Academy                                      | 130              | 237    | 182%        | 28,054                 | 24,943.6 | 89%         | 105.3       | 68%     |
| First Place for Youth                          | First Steps Community Resource Center                                | 200              | 153    | 77%         | 2,662                  | 4,125.7  | 155%        | 27.0        | 12%     |
| Fresh Lifelines for Youth, Inc                 | FLY Leadership Program   | 50               | 58     | 116%        | 1,231                  | 1,415.3  | 115%        | 24.4        | 17%     |
| Health Initiatives for Youth (HIFY)            | Youth Development and Empowerment                                    | 24               | 43     | 179%        | 576                    | 605.8    | 105%        | 14.1        | 5%      |
| La Clinica de La Raza, Inc                     | Youth Brigade  | 160              | 178    | 111%        | 1,870                  | 3,026.5  | 162%        | 17.0        | 19%     |
| Music is Extraordinary, Inc.                   | Preparatory Studies in Music   | 120              | 125    | 104%        | 5,768                  | 5,074.0  | 88%         | 40.6        | 39%     |
| Native American Health Center, Inc.            | Community Wellness Department Youth Services                         | 180              | 370    | 206%        | 14,236                 | 18,717.2 | 131%        | 50.6        | 23%     |
| Oakland Kids First                             | REAL HARD Youth Leadership   | 60               | 82     | 137%        | 5,015                  | 3,817.0  | 76%         | 46.6        | 45%     |
| Oakland Leaf Foundation                        | Love Cultivating Schoolyards   | 25               | 47     | 188%        | 2,596                  | 2,432.0  | 94%         | 51.7        | 62%     |
| Oakland Parks and Recreation                   | Oakland Discovery Centers  | 400              | 218    | 55%         | 15,326                 | 14,101.0 | 92%         | 64.7        | 56%     |
| Oakland Public Education Fund                  | Media Enterprise Alliance  | 110              | 203    | 185%        | 4,876                  | 9,768.4  | 200%        | 48.1        | 60%     |
| Project Re-Connect Inc.                        | Family Connections/Leaders Connect                                   | 32               | 25     | 78%         | 536                    | 443.5    | 83%         | 17.7        | 0%      |
| Refugee Transitions                            | Newcomer Community Engagement Program                                | 550              | 854    | 155%        | 16,167                 | 24,025.0 | 149%        | 28.1        | 26%     |
| Safe Passages                                  | Get Active   | 97               | 111    | 114%        | 7,487                  | 6,927.0  | 93%         | 62.4        | 62%     |
| Teen Success, Inc                              | Supporting Teen Mothers Program                                      | 48               | 12     | 25%         | 250                    | 50.8     | 20%         | 4.2         | 0%      |

| Agency             | Program                          | Youth Enrollment |        |             | Total Units of Service |         |             | Youth Hours |         |
|--------------------|----------------------------------|------------------|--------|-------------|------------------------|---------|-------------|-------------|---------|
|                    |                                  | Projected        | Actual | % Projected | Projected              | Actual  | % Projected | Average     | 40+ (%) |
| Youth Alive        | Teens on Target Youth Leadership | 52               | 92     | 177%        | 2,066                  | 3,199.5 | 155%        | 34.8        | 38%     |
| Youth Speaks, Inc. | Arts in Education                | 165              | 166    | 101%        | 2,791                  | 1,336.3 | 48%         | 8.1         | 0%      |
| Youth UpRising     | LOUD - Loving Our Unique Design  | 126              | 22     | 17%         | 471                    | 180.5   | 38%         | 8.2         | 0%      |

### Career Awareness and Academic Support for Older Youth

Of the 14 programs under Career Awareness and Academic Support for Older Youth, one fell short the projected hours of service benchmark and one program was below both enrollment and hours of service targets. Across the strategy, youth received an average of 96.6 hours of service, ranging from a 0.17 to 1,645.9 hours. The most common types of services provided were: Internships and Subsidized Employment (66%); Career Readiness (13%); and Case Management and Mentorship (8%). At the mid-point of FY2017-2018, 64% of youth served in the funding strategy had received 40 or more hours of service:

| Agency   | Program   | Youth Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         |
|--|---|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|
|  |   | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) |
| Alameda Health System                            | Oakland Health Careers Collaborative                          | 396              | 270    | 68%         | 14,545                 | 15,584.6 | 107%        | 57.7        | 52%     |
| Better Health East Bay Foundation                | Youth Bridge Workforce Development Program                    | 80               | 95     | 119%        | 12,040                 | 12,881.0 | 107%        | 135.6       | 93%     |
| Beyond Emancipation                              | GROW Oakland  | 24               | 40     | 167%        | 2,363                  | 2,143.7  | 91%         | 53.6        | 18%     |
| Center for Media Change, Inc.                    | A-Team  | 225              | 70     | 31%         | 1,922                  | 1,298.0  | 68%         | 18.5        | 20%     |
| Center for Media Change, Inc.                    | Hack the Hood Bootcamp  | 45               | 41     | 91%         | 6,720                  | 6,720.0  | 100%        | 163.9       | 100%    |
| Centro Legal de la Raza                          | Youth Law Academy   | 71               | 60     | 85%         | 2,172                  | 1,969.5  | 91%         | 32.8        | 30%     |
| Civicorps  | Academic and Professional Pathway                             | 76               | 51     | 67%         | 15,072                 | 27,511.2 | 183%        | 539.4       | 98%     |
| East Bay College Fund                            | Oakland Promise College and Career Access and Success Program | 600              | 238    | 40%         | 4,107                  | 8,105.2  | 197%        | 34.1        | 33%     |
| Juma Ventures                                    | Pathways to Advancement                                       | 75               | 65     | 87%         | 4,051                  | 2,846.7  | 70%         | 43.8        | 35%     |
| Marriott Foundation for People with Disabilities | Bridges from School to Work                                   | 40               | 44     | 110%        | 5,572                  | 5,633.2  | 101%        | 128.0       | 61%     |
| Oakland Unified School District                  | Exploring College and Career Options                          | 250              | 308    | 123%        | 37,120                 | 32,992.0 | 89%         | 107.1       | 100%    |



| Agency   | Program                         | Youth Enrollment |        |             | Total Units of Service |          |             | Youth Hours |         |
|--|---------------------------------|------------------|--------|-------------|------------------------|----------|-------------|-------------|---------|
|  |                                 | Projected        | Actual | % Projected | Projected              | Actual   | % Projected | Average     | 40+ (%) |
| Spanish Speaking Unity Council of Alameda County, Inc. | Oakland Youth Engaged (OYE)     | 50               | 40     | 80%         | 2,587                  | 2,939.5  | 114%        | 73.5        | 55%     |
| Youth Employment Partnership                           | Building Green Futures          | 40               | 25     | 63%         | 4,264                  | 6,917.5  | 162%        | 276.7       | 96%     |
| Youth Radio  | Digital Communications Pathways | 96               | 128    | 133%        | 12,028                 | 13,903.6 | 116%        | 108.6       | 83%     |

# 2017-18 School-Based After School Interim Data Findings

Prepared for the Oakland Fund for Children and Youth  
February 2018



## About Oakland School-Based After School Programs

The Oakland Fund for Children and Youth (OFCY) funds 59 School-Based After School programs for elementary and middle school aged youth through the School-Based After School funding strategy, aligned to OFCY’s overall goal of supporting student success in school. These programs collectively support children and youth in their development towards becoming healthy, happy, educated, engaged, powerful and loved community members. In the first two quarters of the program year, OFCY-funded School-Based After School programs served a total of 7,976 youth.<sup>1</sup>

## About the 2017-18 Interim Data Findings

This Interim Data Findings report summarizes program participation and point-of-service quality data for OFCY-funded School-Based After School programs. Program participation data includes records collected during the first half of the program year, between July 1<sup>st</sup> and December 31<sup>st</sup>, 2017. Data collected for the second half of the program year will be reported in the Annual Evaluation Findings Report, to be delivered to OFCY in Fall 2018.

Table 1 summarizes the data sources used in the School-Based After School programs evaluation, noting which elements appear in this Interim Data Findings report and which will appear in School-Based After School Programs Evaluation Findings Report.

**Table 1: Data Presented in the Interim Data Findings & Annual Reports**

| Data Source                      | Used to Assess...                        | Interim Data | Annual Report |   |
|----------------------------------|--|--------------|---------------|---|
| Participation records            | Program performance                      | ●            | ●             | <b>Key:</b><br><input type="radio"/> Not yet collected<br><input checked="" type="radio"/> Mid-year status<br><input checked="" type="radio"/> Complete |
| Program Quality Assessment (PQA) | Point-of-service quality                 | ●            | ●             |   |
| Youth surveys                    | Point-of-service quality; youth outcomes | ○            | ●             |   |
| Academic records <sup>2</sup>    | Contributory outcomes                    | ○            | ●             |   |

<sup>1</sup> July 1, 2017 through December 31, 2017.

<sup>2</sup> The 2016-17 Annual Report presented analysis of school day attendance/chronic absenteeism rates; the 2017-18 Annual Report will include school day attendance/chronic absenteeism and literacy rates; and the 2018-19 Comprehensive Three-Year Report will present analysis of all available academic data for the three school years mentioned.

## Program Performance

Each grant year, School-Based After School programs set service goals in collaboration with OFCY. To measure community reach, programs set a goal for the number of youth they intend to serve. In addition, grantees set a goal for the Units of Service they will provide to program participants.

These program performance targets are defined as follows:

- **Enrollment** - The number of children and youth served. In the course of the program year, grantees aim to reach their full target enrollment; 80% is the minimum performance threshold. At the mid-point of the school year, programs that reached a mid-year goal of 40% of their total annual enrollment are considered to be on track.
- **Units of Service (UOS)** - The number of service hours provided to youth during the program year, a key indicator of program capacity. School-Based programs should reach 100% of their mid-year UOS goal; 80% is the minimum performance threshold.

Overall, OFCY School-Based After School grantees are exceeding these targets. All 59 programs (100%) met or exceeded their mid-year threshold for the number of enrolled youth. In fact, most greatly exceed their mid-year threshold, which is typical for the school-based programs. However, one site (Madison Park Academy Middle) barely met their mid-year threshold, which may indicate that they need support to be on track by the end of the year. In addition, nearly all programs (55 out of 59) met or exceeded their mid-year Units of Service target.

Table 2 on the following pages provides an overview of individual programs' performance for the first half of the 2017-18 program year, between July 1 and December 31, 2017. The progress towards Units of Service goals is shaded for those programs that did not meet the mid-year threshold.

**Table 2: Program Performance, by OFCY Grantee**

| OFCY Grantee & Program Name                         | Enrollment   |              |                                | UOS            |                  |   |
|---|--------------|--------------|--------------------------------|----------------|------------------|---|
|   | Goal         | Actual       | Progress Towards Mid-year Goal | Goal           | Actual           | Progress Toward Mid-year Goal (Shaded if < 80%) |
| <b>Elementary Schools Overall</b>                   | <b>4,433</b> | <b>4,863</b> | <b>110%</b>                    | <b>977,918</b> | <b>1,073,698</b> | <b>110%</b>                                     |
| <b>Bay Area Community Resources</b>                 |              |              |                                |                |                  |   |
| Bridges Academy                                     | 100          | 129          | 129%                           | 22,709         | 21,753           | 96%   |
| Emerson Elementary                                  | 100          | 105          | 105%                           | 26,810         | 24,653           | 92%   |
| Esperanza Elementary                                | 100          | 103          | 103%                           | 22,182         | 21,311           | 96%   |
| Fred T. Korematsu Discovery Academy                 | 100          | 107          | 107%                           | 21,607         | 20,557           | 95%   |
| Fruitvale Elementary School                         | 100          | 98           | 98%                            | 25,113         | 20,125           | 80%   |
| Futures Elementary                                  | 120          | 114          | 95%                            | 20,591         | 24,456           | 119%  |
| Global Family                                       | 100          | 109          | 109%                           | 17,902         | 25,316           | 141%  |
| Grass Valley Elementary                             | 110          | 96           | 87%                            | 23,404         | 46,560           | 199%  |
| Greenleaf Elementary                                | 110          | 96           | 87%                            | 21,163         | 21,135           | 100%  |
| Hoover Elementary                                   | 110          | 127          | 115%                           | 21,861         | 30,800           | 141%  |
| Howard Elementary                                   | 110          | 96           | 87%                            | 23,563         | 21,645           | 92%   |
| Markham Elementary                                  | 100          | 114          | 114%                           | 21,532         | 20,236           | 94%   |
| Martin Luther King Jr./Lafayette Elementary         | 200          | 229          | 115%                           | 43,964         | 48,312           | 110%  |
| Preparatory Literary Academy of Cultural Excellence | 110          | 108          | 98%                            | 20,499         | 15,725           | 77%   |
| Sankofa Academy                                     | 200          | 137          | 69%                            | 25,042         | 29,658           | 118%  |
| <b>East Bay Agency for Children</b>                 |              |              |                                |                |                  |   |
| Achieve Academy                                     | 100          | 111          | 111%                           | 24,670         | 27,487           | 111%  |
| Rise Community                                      | 100          | 105          | 105%                           | 23,977         | 24,284           | 101%  |
| <b>East Bay Asian Youth Center</b>                  |              |              |                                |                |                  |   |
| Bella Vista Elementary                              | 75           | 108          | 144%                           | 20,251         | 25,260           | 125%  |
| Cleveland Elementary                                | 75           | 110          | 147%                           | 20,251         | 24,694           | 122%  |
| Franklin Elementary                                 | 100          | 126          | 126%                           | 26,826         | 30,712           | 114%  |
| Garfield Elementary                                 | 150          | 226          | 151%                           | 40,725         | 47,470           | 117%  |
| Lincoln Elementary School                           | 130          | 170          | 131%                           | 35,295         | 44,043           | 125%  |
| Manzanita Elementary                                | 75           | 107          | 143%                           | 20,251         | 23,076           | 114%  |
| Manzanita Seed                                      | 150          | 145          | 97%                            | 23,670         | 33,278           | 141%  |
| <b>Girls Incorporated of Alameda County</b>         |              |              |                                |                |                  |   |
| Acorn Woodland Elementary School                    | 117          | 128          | 109%                           | 27,140         | 28,798           | 106%  |
| Allendale   | 100          | 107          | 107%                           | 24,173         | 17,545           | 73%   |

| OFCY Grantee & Program Name                  | Enrollment   |              |                                | UOS            |                |   |
|--|--------------|--------------|--------------------------------|----------------|----------------|---|
|  | Goal         | Actual       | Progress Towards Mid-year Goal | Goal           | Actual         | Progress Toward Mid-year Goal (Shaded if < 80%) |
| East Oakland Pride                           | 100          | 88           | 88%                            | 24,173         | 15,674         | 65%   |
| Horace Mann                                  | 100          | 114          | 114%                           | 24,616         | 21,754         | 88%   |
| Reach Academy                                | 100          | 122          | 122%                           | 24,446         | 27,238         | 111%  |
| Higher Ground Neighborhood Development Corp. |              |              |                                |                |                |   |
| Brookfield Elementary                        | 100          | 109          | 109%                           | 20,720         | 20,534         | 99%   |
| Madison Park Academy -(Elementary)           | 100          | 89           | 89%                            | 22,155         | 20,404         | 92%   |
| New Highland Elementary School               | 100          | 91           | 91%                            | 23,334         | 23,825         | 102%  |
| Oakland Leaf Foundation                      |              |              |                                |                |                |   |
| EnCompass                                    | 120          | 119          | 99%                            | 19,080         | 24,002         | 126%  |
| International Community School               | 90           | 100          | 111%                           | 12,906         | 20,760         | 161%  |
| Learning Without Limits                      | 85           | 120          | 141%                           | 19,745         | 21,751         | 110%  |
| Think College Now                            | 90           | 127          | 141%                           | 18,569         | 27,337         | 147%  |
| Safe Passages                                |              |              |                                |                |                |   |
| Communities United Elementary School (CUES)  | 98           | 93           | 95%                            | 24,827         | 23,612         | 95%   |
| Laurel Community Partnership Academy         | 84           | 111          | 132%                           | 26,531         | 28,361         | 107%  |
| Ujima Foundation                             |              |              |                                |                |                |   |
| Burckhalter Elementary                       | 100          | 140          | 140%                           | 27,577         | 29,374         | 107%  |
| Carl B. Munck Elementary                     | 109          | 116          | 106%                           | 25,686         | 26,769         | 104%  |
| YMCA of the East Bay                         |              |              |                                |                |                |   |
| Piedmont Avenue Elementary                   | 115          | 113          | 98%                            | 18,389         | 23,419         | 127%  |
| <b>Middle Schools Overall</b>                | <b>2,864</b> | <b>3,113</b> | <b>109%</b>                    | <b>493,666</b> | <b>542,530</b> | <b>110%</b>                                     |
| Alternatives in Action                       |              |              |                                |                |                |   |
| Life Academy Middle School                   | 193          | 205          | 106%                           | 33,680         | 26,892         | 80%   |
| Bay Area Community Resources                 |              |              |                                |                |                |   |
| Alliance Academy                             | 130          | 176          | 135%                           | 21,508         | 21,903         | 102%  |
| Elmhurst Community Prep                      | 165          | 208          | 126%                           | 25,826         | 35,256         | 137%  |
| Madison Park Academy (Middle)                | 360          | 161          | 45%                            | 20,432         | 19,394         | 95%   |
| Citizen Schools, Inc.                        |              |              |                                |                |                |   |
| Roots International Academy                  | 130          | 101          | 78%                            | 19,928         | 13,159         | 66%   |
| East Bay Asian Youth Center                  |              |              |                                |                |                |   |
| Edna Brewer Middle School                    | 145          | 194          | 134%                           | 38,398         | 45,998         | 120%  |
| Frick Middle School                          | 81           | 133          | 164%                           | 18,673         | 22,903         | 123%  |

| OFCY Grantee & Program Name                  | Enrollment |        |                                | UOS    |        |   |
|--|------------|--------|--------------------------------|--------|--------|---|
|  | Goal       | Actual | Progress Towards Mid-year Goal | Goal   | Actual | Progress Toward Mid-year Goal (Shaded if < 80%) |
| La Escuelita (K-8)                           | 85         | 129    | 152%                           | 23,670 | 30,050 | 127%  |
| Roosevelt Middle                             | 255        | 318    | 125%                           | 67,650 | 68,531 | 101%  |
| Urban Promise Academy Middle School          | 100        | 210    | 210%                           | 28,930 | 29,819 | 103%  |
| Westlake Middle School                       | 120        | 114    | 95%                            | 22,100 | 21,257 | 96%   |
| Higher Ground Neighborhood Development Corp. |            |        |                                |        |        |   |
| Parker (K-8)                                 | 125        | 121    | 97%                            | 28,718 | 28,354 | 99%   |
| Lighthouse Community Charter School          |            |        |                                |        |        |   |
| Lighthouse Community Charter School          | 200        | 188    | 94%                            | 26,721 | 30,346 | 114%  |
| Oakland Leaf Foundation                      |            |        |                                |        |        |   |
| ASCEND (K-8)                                 | 125        | 132    | 106%                           | 22,501 | 26,105 | 116%  |
| Bret Harte Middle                            | 160        | 189    | 118%                           | 19,302 | 35,290 | 183%  |
| Safe Passages                                |            |        |                                |        |        |   |
| Coliseum College Prep Academy (CCPA)         | 200        | 209    | 105%                           | 20,381 | 23,948 | 117%  |
| United For Success Academy                   | 160        | 175    | 109%                           | 32,279 | 37,687 | 117%  |
| YMCA of the East Bay                         |            |        |                                |        |        |   |
| West Oakland Middle                          | 130        | 150    | 115%                           | 22,970 | 25,640 | 112%  |

Source: Cityspan records for OFCY-funded School-Based After School programs between July 1<sup>st</sup> and December 31<sup>st</sup>, 2017.

## Point-of-Service Quality

Point-of-service quality is captured through observations at grantees' programs. These observations provide a snapshot of young peoples' experiences in after school activities. Oakland uses the Program Quality Assessment (PQA) tool to measure after school programming's point-of service quality. This tool defines high quality programming as providing youth with:

- A safe and supportive environment,
- Positive interactions between staff and youth and between youth and their peers, and
- Opportunities for engagement and leadership.

### About the Observation Tool

The PQA is a research-based point-of-service quality observation tool used by out-of-school time programs nationally. PQA items are scored a 1, 3, or 5, based on the extent to which a particular practice is observed; these scores indicate:

Table 3: Program Quality Assessment Ratings

| 1  | 3   | 5   |
|--|---|---|
| (Lowest score)   | →   | (Highest score)   |
| The practice was not observed while the visitor was on site, or the practice is not a part of the program. | The practice was implemented relatively consistently across staff and activities. | The practice was implemented consistently and well across staff and activities. |

Source: Adapted from Youth PQA Handbook by High/Scope Educational Research Foundation, 2013.

For detailed information about the PQA, see Appendix A.

### About Site Visits in Oakland

External assessors from Public Profit, OUSD, and trained staff from community based organizations (CBOs) that offer School-Based After School programs conducted 54<sup>3</sup> site visits at OFCY-funded School-Based After School programs. This is the second year that OUSD and CBO assessors have conducted site visits; all visitors were certified as external assessors within the last 18 months. It is important for Oakland's on-going Continuous Quality Improvement (CQI) plan to include external assessors, as it helps strengthen participating agencies' leadership development and high-quality practices.

<sup>3</sup> Scores for site visits to Roots International Academy, United for Success Academy, and Parker Elementary were not available for this report. These sites will be included in the analysis for the 2017-18 Final Report. Lighthouse Community Charter and Learning without Limits will not receive an external site visit for the 2017-2018 year.

External assessors conducted site visits using either the School-Age Program Quality Assessment (SAPQA) for programs serving elementary-age youth, or the Youth Program Quality Assessment (YPQA) for programs serving middle school youth.

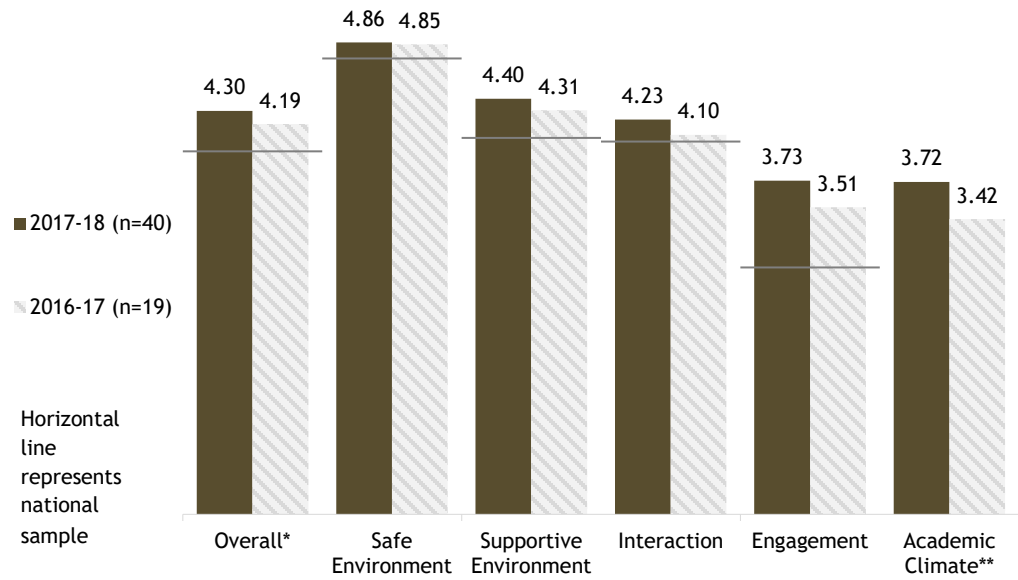
Available evidence suggests that overall, School-Based After School programs:

- Provide a **safe environment** for children and youth. On average, elementary programs scored 4.86 in this domain, and middle school programs scored 4.70.
- Offer a **supportive climate** for participants. On average, elementary programs scored 4.40 in this domain, and middle school programs scored 4.44.
- Give meaningful opportunities for **interaction**. On average, elementary programs scored 4.23 in this domain, while middle school programs received lower average Interaction scores (3.57).
- Provide young people at most program sites with **engaging** out-of-school time activities. On average, elementary programs scored 3.73 in this domain; middle school programs scored 3.30.
- Provide youth with some activities to strengthen and build their **academic** skills and knowledge. On average, elementary programs scored 3.72 and middle school programs scored 3.74 on the Academic Climate supplement.

As a whole, School-Based After School programs maintained strong program quality ratings from the prior program year (2016-17). As depicted in Figures 1 and 2 on the following page, average scores were slightly higher in the current program year. Importantly, School-Based After School programs exceeded the national sample on both School-Age and Youth PQA scores.



**Figure 1: Two-Year Comparison of SAPQA Scores (2017-18 and 2016-17)**

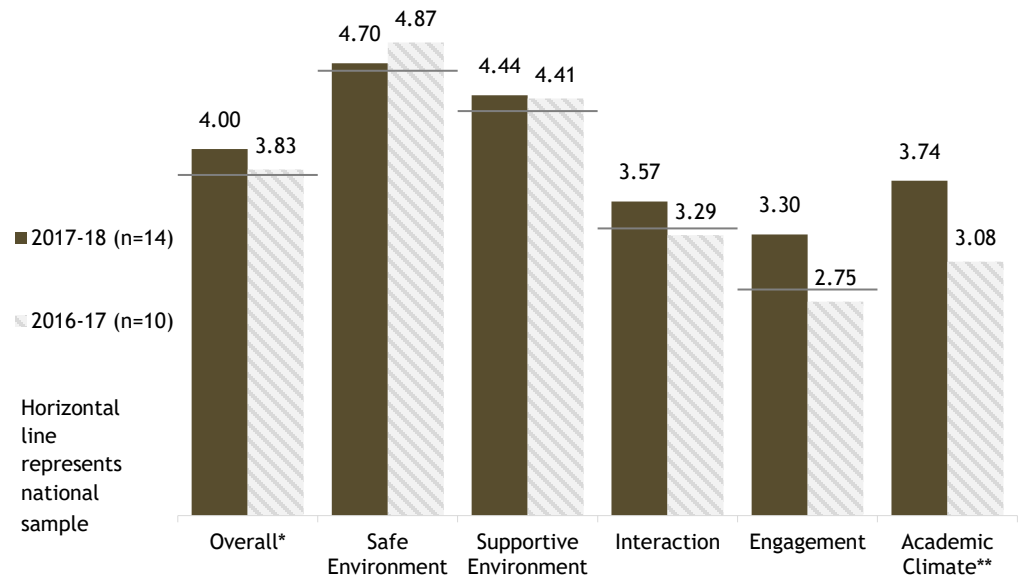


\*Overall PQA scores exclude Academic Climate domain.

\*\*National Sample data not available for Academic Climate domain.

Sources: Site visits conducted by External Assessors to OFCY-funded School-Based After School programs, October 2016 through January 2017, n=19; October 2017 through January 2018 n=40. National sample data provided by the Center for Youth Program Quality, 2016, n=2,067.

**Figure 2: Two-Year Comparison of YPQA Scores (2017-18 and 2016-17)**



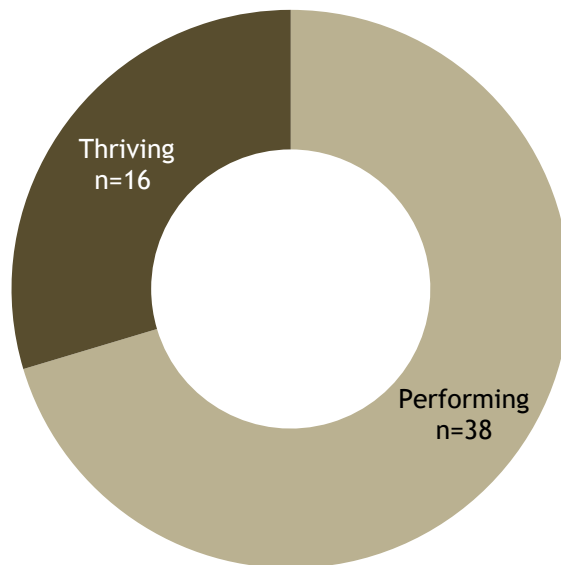
\*Overall PQA scores exclude Academic Climate domain.

\*\*National Sample data not available for Academic Climate domain.

Sources: Site visits conducted by External Assessors to OFCY-funded School-Based After School programs October 2016 through January 2017, n=10; October 2017 through January 2018, n=14. National sample data provided by the Center for Youth Program Quality, 2016, n=1,626.

Additionally, sixteen out of 54 observed programs had overall PQA scores of 4.5 or higher and are considered to be “Thriving,” indicating that they implemented positive youth development practices consistently and well (Figure 3). Thirty-eight (38) programs had overall PQA scores between 3 and under 4.5 and are considered to be “Performing,” indicating that they are providing quality service overall and can continue to improve in specific areas. Programs with an overall PQA score below a 3.0, indicating that the program is not consistently providing quality services, would be considered “Emerging”. No programs were in the “Emerging category in 2017-2018.

**Figure 3: 2017-18 Point-of-Service Quality Status**



Sources: Site visits conducted by External Assessors to OFCY-funded School-Based After School programs October 2017 through January 2018, n=54.

## Appendix A: Program Quality Assessment

Site visits provide observational data about key components of program quality, as research has demonstrated that higher quality programs are more likely to promote positive outcomes for youth.<sup>4</sup> Oakland School-Based After School programs use the Program Quality Assessment (PQA) observation tool, a research-based point-of-service quality observation tool used by out-of-school time programs nationally. The PQA is based on extensive research about the program features and practices that are most likely to positively affect young people's development.<sup>5</sup> Public Profit, OUSD, and CBO-based site visitors are certified annually as statistically reliable raters by the Weikart Center for Youth Program Quality. Assessors were certified in fall 2016 or fall 2017.

### Site Visits Using the SAPQA & YPQA Tools

All external assessors conducted site visits using the School-Age Program Quality Assessment (SAPQA) for programs serving elementary-age youth or the Youth Program Quality Assessment (YPQA) for programs serving middle school-age youth. In K-8 school sites, external assessors used the PQA tool that reflected the majority of program participants. The Program Quality Assessments are research-based point-of-service quality observation tools used by out-of-school time programs nationally.

### Site Visit Walk Through Method

Oakland's School-Based After School programs use the walk through method to measure program quality at a single point in time. This method was developed with and approved by the Weikart Center for comprehensive after school programs such as those in Oakland. This method involves visiting 3-4 activities, each for a substantial amount of time (30 minutes or so). The walk through method requires visitors to observe the start and conclusion of activities to see the elements that normally occur at the beginning and end of program.

---

<sup>4</sup> Mahoney, J. L., Parente, M. E., & Zigler, E. F. (2010). After-school program participation and children's development. In J. Meece & J. S. Eccles (Eds.), *Handbook of research on schools, schooling, and human development* (pp. 379-397). New York, NY: Routledge.

<sup>5</sup> Smith, C. & Hohmann, C. (2005). *Full findings from the Youth PQA validation study*. Ypsilanti, MI: High/Scope Educational Research Foundation.

## Program Quality Assessment (PQA) Domains

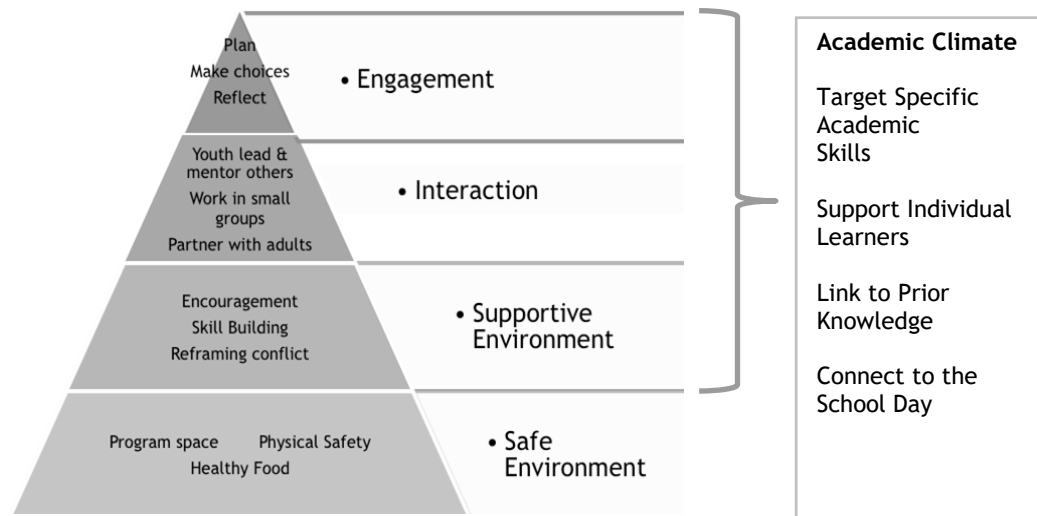
The PQA tools include five domains:

1. **Safe Environment** – Youth experience both physical and emotional safety. The program environment is safe and sanitary. The social environment is safe.
2. **Supportive Environment** – Adults support youth with opportunities for active learning, for skill building, and to develop healthy relationships.
3. **Interaction** – Adults encourage and support a positive peer culture in the program. Youth support each other. Youth experience a sense of belonging. Youth participate in small groups as members and as leaders. Youth have opportunities to partner with adults.
4. **Engagement** – Youth experience positive challenges and pursue learning. Youth have opportunities to plan, make choices, reflect, and learn from their experiences.
5. **Academic Climate** – Activities in the program intentionally promote the development of key academic skills and content-area knowledge. This domain was developed specifically for use in Oakland and is *not* used nationally.

The quality domains are interrelated and build upon one another. Broadly speaking, programs need to assure that youth enjoy a Safe and Supportive environment before working to establish high quality Interaction and Engagement. For example, a program in which young people are afraid to try new things for fear of being ridiculed by others - an example of an unsupportive environment - is not likely to be an interactive, engaging place for young people.

Figure 4 characterizes the relationship between the PQA quality domains and illustrates that physical and emotional safety (described in the Safe and the Supportive Environment domains) are foundational programmatic elements that support high quality practice in other domains. In general, programs' ratings will be higher for the foundational domains than for Interaction or Engagement.

**Figure 4: Program Quality Assessment Domains**



Source: Adapted from Youth PQA Handbook by High/Scope Educational Research Foundation, 2013.

### **Program Quality Assessment Scoring**

Program quality elements are rated according to visitors' observations and staff responses to follow-up questions. Ratings of 1, 3, or 5 are assigned based on the extent to which a particular practice is implemented. The PQA is a rubric-based assessment, with brief paragraphs describing different levels of performance for each program quality area. Though the specific language varies by practice and version of the tool, the ratings indicate the following levels of performance:

- A rating of one (1) indicates that the practice was not observed while the visitor was on site, or that the practice is not a part of the program;
- A rating of three (3) indicates that the practice was implemented relatively consistently across staff and activities; and
- A five (5) rating indicates that the practice was implemented consistently and well across staff and activities.

### **Point-of-Service Quality Categories**

Sites are classified by three point-of-service quality categories:

- **Thriving** – Program provides high quality services across all four quality domains and practice areas. Defined as a site with an overall average score of 4.5 or higher.
- **Performing** – Program provides high quality service in almost all program quality domains and practice areas, and has a few areas for additional improvement. Defined as a site with an overall average score between 3 and 4.5.
- **Emerging** – Program is not yet providing high-quality service. Defined as a site that has an overall average lower than 3.

## PQA National Samples

The national PQA averages were issued by the Weikart Center for Youth Program Quality in 2016. The reference sample from the Weikart Centers' database is comprised of 15 networks that are geographically, programmatically, and organizationally diverse in order to promote the sample's representative capacity. The sample is made up of ratings that programs received from external visits.

The national sample data domain averages are as follows:

Table 4: SAPQA and YPQA National Sample Scores

| Quality Domain         | SAPQA<br>(n=2,067) | YPQA<br>(n=1,626) |
|------------------------|--------------------|-------------------|
| Safe Environment       | 4.73               | 4.64              |
| Supportive Environment | 4.08               | 4.31              |
| Interaction            | 4.05               | 3.35              |
| Engagement             | 3.02               | 2.85              |



**To:** Planning and Oversight Committee  
**From:** Sandra Taylor, OFCY Director  
Mike Wetzel, OFCY Program Planner  
**Date:** April 11, 2018  
**Re:** OFCY 2018-2019 Grant Renewal Recommendation

---

### Summary

The Oakland Fund for Children and Youth (OFCY) provides program grants to public and non-profit agencies through a three-year funding cycle, with annual grant awards that are renewable in years two and three. In the second year of the current three-year funding cycle (2017-2018), OFCY is providing non-profit and public agencies with 148 program grants totaling \$14,847,101.

The OFCY grant recommendations for the FY2016-2019 funding cycle were approved by the POC on April 20, 2016 and adopted by the City Council on June 7, 2016. OFCY program grants were renewed for FY 2017-2018 by the POC on April 26, 2017 and adopted by the City Council on June 20, 2017.

OFCY staff recommends that the POC adopt a motion to approve renewal of 148 program grants for FY 2018-2019, with modifications as recommended within this memo, for grant awards totaling \$14,797,101.

### Grant Renewal & Review Process

To guide and inform the renewal process, the POC and OFCY staff developed standard performance benchmarks to evaluate program performance. The policy is provided as **Attachment 1**.

OFCY staff reviewed grantee mid-year outcomes from year two. The review is based on the interim reporting provided by the independent evaluators, Social Policy Research Associates and Public Profit. Programs are flagged if they have findings after two quarters in the following categories:

| Performance Indicator     | Mid-Year Performance Benchmark   |
|---------------------------|--|
| Hours of Service          | Below <b>80%</b> of <i>mid-year projections</i> for Hours/ Units of Service (UOS)  |
| Participation Rate        | Below <b>40%</b> of <i>annual</i> projections for Client Participation   |
| Grant Compliance Findings | More than one late report without prior consent, provision of inaccurate or incomplete data, or lack of fulfillment of contractual obligations |

Through the first six months of the grant period (July 1 through December 31, 2017), 135 out of 148 programs (91%) met minimum performance goals for enrollment, and 129 out of 145 (87%) met minimum performance goals for hours (units) of service. Only five out of 148 programs (3%) were below standards for both enrollment and hours of service.

For the twenty-seven (27) programs that were below minimum performance benchmarks at mid-year, many contribute shortfalls to a difficulty in hiring or retaining adequate staffing, which impacts program delivery. Many of the programs (20 out of 27) are new programs funded by OFCY for the FY 2016-2019 funding cycle, and still adjusting to provide stable and consistent programming and provide accurate projections of performance. Thirteen (13) of the programs with shortfalls at mid-year also fell short in one or both performance measures in the first year of OFCY funding (FY 2016-2017).

OFCY staff worked with the agencies to develop plans to address the reasons behind the shortfalls in the second half of the grant year, as well as plans for strengthened programming in 2018-2019. Staff has worked with programs to correct and adjust projected performance to be more accurate. Staff has also monitored the performance of these programs during the third quarter (January 1 through March 31 2018). Additional information on the third quarter performance for the 27 programs flagged for performance at mid-year will be provided to the POC at the April 26, 2017 meeting. Details on program performance and mid-year program outcomes are provided in the mid-year evaluation reports (**Attachments 2 and 3**).

## **Grant Renewal Modifications and Adjustments**

Staff is recommending adjustments to the grant renewal resolution to reflect change in lead agency for one program, and the reduction in the grant award for one program.

### **DreamCatcher Youth Services**

*(current grant: \$50,000)*

The DreamCatcher Youth Services program provides support for homeless and at risk youth ages 13-18. In 2017-2018, the program was transferred from Alameda Family Services to Covenant House California for operation. OFCY staff recommends continued funding for the program in year three, and will update the grant renewal resolution to reflect the change in lead agency.

### **Center for Media Change, Inc. – A-Team**

*(current grant: \$150,000, recommended funding for 2018-2019: \$100,000)*



At mid-year, the Center for Media Change – A-Team program has not met benchmarks for youth enrollment (70 enrolled out of 225 projected, or 31%) or units of service (1298 hours of service out of 1922 projected, or 68%). The program is a pilot for the agency, which also operates the Hack the Hood Bootcamp program with a grant from OFCY. The agency cites the difficulty in recruiting and retaining youth who are Oakland residents under age 21, and difficulty in establishing scheduling with the program partners. The expected demand for the originally proposed program design did not materialize, though it does have success in engaging a broader geographical and older group of young adults beyond OFCY’s target population.

The program has been redesigned during year one and two, and is now called the Membership program. After consultations with Center for Media Change, OFCY staff is recommending continued funding for the Membership program at a reduced funding amount, with corresponding reductions in enrollment benchmarks for the third year of funding in 2018-2019.

### Staff Recommendation

Staff recommendation is to renew the 148 program grants for the third and final year of funding, with a reduction to one program grant and a reassignment of one program grant as detailed in the Grant Renewal Modifications and Adjustments section above, resulting in 148 grant awards totaling \$14,797,101 in FY 2018-2019.

OFCY staff will bring the POC recommendation for funding in FY2018-2019 to City Council in late May 2018 for contracts to begin July 1, 2018.

Programs are providing a wide range of critical services and programming across the city in neighborhoods with the most need. Through three quarters, the 148 programs operating in FY 2017-2018 and recommended for renewal have served nearly 24,000 children and youth and over 1,600 parents and caregivers, providing nearly 2.5 million hours of service.

Refer to **Attachment 4** for a detailed list of OFCY programs and funding renewal recommendations. Refer to **Attachment 5** for a summary of performance issues for the 28 programs that did not meet mid-year performance benchmarks.

### Attachments

- 1) OFCY Grant Renewal Policy FY2016-2019
- 2) Social Policy Research Associates – OFCY Mid-Year Report FY2017-2018
- 3) Public Profit - 2017-18 School-Based After School Interim Data Findings
- 4) OFCY FY2018-2019 Grant Renewal List of Programs & Funding Amounts
- 5) OFCY Mid-Year Performance Summary



## OFCY GRANT RENEWAL POLICY – FY2016-2019

OFCY’s Grant Renewal Policy is based on the ability of programs to meet minimum requirements for satisfactory performance and grant compliance, based on the mid-year and third quarter program review.

**Satisfactory performance** is defined as fully achieving (100%) the annual benchmarks for client enrollment and hours of services to be provided set for each program.

**Minimum satisfactory performance** is defined as achieving 80% of the annual benchmarks set for each program.

**Grant compliance** is defined as submitting accurate and complete reports by deadline, submitting no more than one late report annually, and meeting contractual obligations<sup>1</sup>.

### Grant Renewal Performance Benchmarks

| Minimum Satisfactory Performance – Enrollment (% of Annual Goal) |     |     |     |     |
|--|-----|-----|-----|-----|
|  | Q1  | Q2  | Q3  | Q4  |
| Summer Programs  | 80% | -   | -   | -   |
| All Other Strategies <sup>2</sup>                                | -   | 40% | 60% | 80% |

| Minimum Satisfactory Performance – Hours of Service (% of Cumulative Quarterly Goal) |     |     |     |     |
|--|-----|-----|-----|-----|
|  | Q1  | Q2  | Q3  | Q4  |
| Summer Programs  | 80% | -   | -   | -   |
| All Other Strategies   | -   | 80% | 80% | 80% |

Programs falling below performance standards at the mid-year review will be monitored by OFCY staff to ensure improvements in programming and progress towards projections. This may include taking steps towards corrective action to address performance shortfalls. Programs identified at the mid-year review as falling below standards will have their performance further reviewed at the completion of the third quarter, with programs’ progress as a consideration in the staff funding renewal recommendation.

Programs that fall below standards at the mid-year and third quarter review may not be recommended for renewal funding. Staff may also recommend revisions to a program’s budget and/or scope of work prior as a consideration for a renewal. Programs will have the opportunity to provide comments to the OFCY Planning and Oversight Committee (POC) in a public meeting. The POC will make a final recommendation to the City Council concerning grant renewals.

<sup>1</sup> The OFCY grant contract includes agreements covering evaluation and monitoring, publicity, conflict of interest, non-discrimination/equal employment practices, and other items.

<sup>2</sup> All Other Strategies includes Early Childhood Mental Health Consultations, Parent Support and Education, School Based After School, Student Engagement in Learning, Year Round Youth Development and Empowerment, and Career Awareness and Academic Support for Older Youth.

List of Recommended Programs for Grant Renewal in 2018-2019

| Proposal ID   | Agency Name                                   | Program Name                                    | Funding Recommendation |
|---|---|---|------------------------|
| <b>Early Childhood Mental Health Consultations Strategy</b> |   |   |                        |
| 1   | Family Paths, Inc.                            | Early Childhood Mental Health Collaborative     | \$300,000              |
| 2   | Jewish Family and Community Services East Bay | Integrated Early Childhood Consultation Program | \$300,000              |
| 3   | Lincoln                                       | Early Childhood Mental Health Consultation      | \$150,000              |
|   |   |   | Subtotal:              |
|   |   |   | <b>\$750,000</b>       |

| <b>Parent Support and Education Strategy</b> |   |  |                    |
|--|---|--|--------------------|
| 4  | East Bay Agency for Children  | Parent Child Education Support Program                       | \$100,783          |
| 5  | East Bay Community Recovery Project   | Project Pride  | \$75,000           |
| 6  | Family Paths, Inc.  | Abriendo Puertas/Opening Doors Parent Education              | \$82,048           |
| 7  | Lincoln   | New Highland-Rise Family Resource Center                     | \$79,754           |
| 8  | Lotus Bloom   | Multicultural Family Resource Centers                        | \$298,689          |
| 9  | Lotus Bloom   | School Readiness Playgroups                                  | \$75,000           |
| 10   | Northern California Society to Prevent Blindness, an Affiliate of the National Society to Prevent Blindness | Vision Awareness & Education for Low-income Oakland Families | \$29,803           |
| 11   | Oakland Parents Together  | Listening to Children Parent Cafes                           | \$75,000           |
| 12   | Oakland Parks and Recreation  | Sandboxes to Empowerment                                     | \$150,000          |
| 13   | The Oakland Public Education Fund   | Oakland Promise: Brilliant Baby                              | \$208,800          |
| 14   | Oakland Unified School District   | Summer Pre-K Program   | \$93,770           |
| 15   | Our Family Coalition  | Building Strong Children in LGBTQ Families                   | \$92,000           |
| 16   | Prescott-Joseph Center for Community Enhancement, Inc.  | Prescott Joseph Center's Pre-preschool Program               | \$50,000           |
| 17   | Safe Passages   | Safe Passages Baby Learning Communities Collaborative        | \$298,909          |
| 18   | Tandem, Partners in Early Learning  | Community Capacity Building - Training in Early Learning     | \$56,434           |
|  |   |  | Subtotal:          |
|  |   |  | <b>\$1,765,991</b> |

| <b>School Based After School Strategy</b> |                              |  |           |
|---|------------------------------|--|-----------|
| 19  | Alternatives in Action       | Life Academy Middle School                             | \$85,000  |
| 20  | Bay Area Community Resources | Alliance Academy                                       | \$105,000 |
| 21  | Bay Area Community Resources | Bridges Academy  | \$72,000  |
| 22  | Bay Area Community Resources | Elmhurst Community Prep                                | \$85,000  |
| 23  | Bay Area Community Resources | Emerson Elementary                                     | \$72,000  |
| 24  | Bay Area Community Resources | Esperanza Elementary                                   | \$92,000  |
| 25  | Bay Area Community Resources | Fred T. Korematsu Discovery Academy                    | \$92,000  |
| 26  | Bay Area Community Resources | Fruitvale Elementary School                            | \$72,000  |
| 27  | Bay Area Community Resources | Futures Elementary                                     | \$72,000  |
| 28  | Bay Area Community Resources | Global Family  | \$72,000  |
| 29  | Bay Area Community Resources | Grass Valley Elementary                                | \$72,000  |
| 30  | Bay Area Community Resources | Greenleaf Elementary                                   | \$72,000  |
| 31  | Bay Area Community Resources | Hoover Elementary                                      | \$72,000  |
| 32  | Bay Area Community Resources | Howard Elementary                                      | \$92,000  |
| 33  | Bay Area Community Resources | Lafayette & Martin Luther King, Jr. Elementary Schools | \$135,000 |
| 34  | Bay Area Community Resources | Madison Park Academy (Middle)                          | \$85,000  |
| 35  | Bay Area Community Resources | Markham Elementary                                     | \$92,000  |
| 36  | Bay Area Community Resources | Preparatory Literary Academy Of Cultural Excellence    | \$72,000  |

List of Recommended Programs for Grant Renewal in 2018-2019

| Proposal ID      | Agency Name                                       | Program Name                                | Funding Recommendation |
|------------------|---|---|------------------------|
| 37               | Bay Area Community Resources                      | Sankofa Academy                             | \$72,000               |
| 38               | Citizen Schools, Inc.                             | Roots International Academy                 | \$105,000              |
| 39               | East Bay Agency for Children                      | Achieve Academy                             | \$91,964               |
| 40               | East Bay Agency for Children                      | Rise Community                              | \$72,000               |
| 41               | East Bay Asian Youth Center                       | Bella Vista Elementary                      | \$72,000               |
| 42               | East Bay Asian Youth Center                       | Cleveland Elementary                        | \$72,000               |
| 43               | East Bay Asian Youth Center                       | Edna Brewer Middle School                   | \$85,000               |
| 44               | East Bay Asian Youth Center                       | Franklin Elementary                         | \$72,000               |
| 45               | East Bay Asian Youth Center                       | Frick Middle School                         | \$85,000               |
| 46               | East Bay Asian Youth Center                       | Garfield Middle School                      | \$90,870               |
| 47               | East Bay Asian Youth Center                       | La Escuelita Elementary                     | \$104,786              |
| 48               | East Bay Asian Youth Center                       | Lincoln Elementary School                   | \$72,000               |
| 49               | East Bay Asian Youth Center                       | Manzanita Middle School                     | \$90,870               |
| 50               | East Bay Asian Youth Center                       | Manzanita SEED                              | \$72,000               |
| 51               | East Bay Asian Youth Center                       | Roosevelt Middle School                     | \$85,000               |
| 52               | East Bay Asian Youth Center                       | Urban Promise Academy Middle School         | \$85,000               |
| 53               | East Bay Asian Youth Center                       | Westlake Middle School                      | \$85,000               |
| 54               | Girls Incorporated of Alameda County              | Acorn Woodland Elementary School            | \$92,000               |
| 55               | Girls Incorporated of Alameda County              | Allendale                                   | \$72,000               |
| 56               | Girls Incorporated of Alameda County              | East Oakland Pride                          | \$72,000               |
| 57               | Girls Incorporated of Alameda County              | Horace Mann                                 | \$72,000               |
| 58               | Girls Incorporated of Alameda County              | Reach Academy                               | \$72,000               |
| 59               | Higher Ground Neighborhood Development Corp       | Brookfield Elementary                       | \$72,000               |
| 60               | Higher Ground Neighborhood Development Corp       | Madison Park Academy - (Elementary)         | \$92,000               |
| 61               | Higher Ground Neighborhood Development Corp       | New Highland Elementary School              | \$72,000               |
| 62               | Higher Ground Neighborhood Development Corp       | Parker Elementary School                    | \$85,000               |
| 63               | Lighthouse Community Charter School               | Lighthouse Community Charter School         | \$85,000               |
| 64               | Oakland Leaf Foundation                           | ASCEND                                      | \$103,914              |
| 65               | Oakland Leaf Foundation                           | Bret Harte Middle                           | \$85,000               |
| 66               | Oakland Leaf Foundation                           | EnCompass                                   | \$72,000               |
| 67               | Oakland Leaf Foundation                           | International Community School              | \$92,000               |
| 68               | Oakland Leaf Foundation                           | Learning Without Limits                     | \$92,000               |
| 69               | Oakland Leaf Foundation                           | Think College Now                           | \$72,000               |
| 70               | Safe Passages                                     | Coliseum College Prep Academy (CCPA)        | \$85,000               |
| 71               | Safe Passages                                     | Communities United Elementary School (CUES) | \$91,369               |
| 72               | Safe Passages                                     | Laurel Community Partnership Academy        | \$72,000               |
| 73               | Safe Passages                                     | United For Success Academy                  | \$85,000               |
| 74               | Ujimaa Foundation                                 | Burckhalter Elementary                      | \$72,000               |
| 75               | Ujimaa Foundation                                 | Carl Munck Elementary                       | \$72,000               |
| 76               | Young Men's Christian Association of The East Bay | Piedmont Avenue Elementary                  | \$72,000               |
| 77               | Young Men's Christian Association of The East Bay | West Oakland Middle School                  | \$85,000               |
| <b>Subtotal:</b> |   |   | <b>\$4,860,773</b>     |

List of Recommended Programs for Grant Renewal in 2018-2019

| Proposal ID                                    | Agency Name   | Program Name   | Funding Recommendation     |
|--|---|--|----------------------------|
| <b>Student Engagement in Learning Strategy</b> |   |  |                            |
| 78   | Alternatives in Action  | FOCUS: Fremont - Our Community United for Success              | \$100,000                  |
| 79   | Destiny Arts Center   | DAC: Havenscourt Artists-at-School Residency                   | \$100,000                  |
| 80   | East Bay Asian Youth Center   | 9th Grade Transition   | \$75,000                   |
| 81   | Girls Incorporated of Alameda County                                | Daytime Literacy Intervention and Engagement                   | \$102,000                  |
| 82   | Lincoln   | West Oakland Initiative  | \$100,000                  |
| 83   | Oakland International High School / Oakland Unified School District | OIHS Immigrant & Refugee Wellness Program                      | \$88,360                   |
| 84   | Oakland Unified School District                                     | OUSD Student Engagement in Restorative Justice                 | \$100,000                  |
| 85   | Student Program for Academic and Athletic Transitioning             | Middle School Student Engagement in Learning                   | \$30,000                   |
| 86   | Youth Alive   | Youth ALIVE! Targeted Engagement for Youth Exposed to Violence | \$65,000                   |
|  |   |  | <b>Subtotal: \$760,360</b> |

|  |  |  |           |
|--|--|--|-----------|
| <b>Year-Round Youth Development and Empowerment Strategy</b> |  |  |           |
| 87   | Alternatives in Action                           | Life - AIAHS - McClymonds  | \$100,000 |
| 88   | American Indian Child Resource Center            | Culture Keepers  | \$50,000  |
| 89   | Asian Pacific Environmental Network              | AYPAL: Building API Community Power                                  | \$75,000  |
| 90   | Attitudinal Healing Connection, Inc.             | West Oakland Legacy & Leadership Project                             | \$100,000 |
| 91   | The Bay Area Girls' Rock Camp                    | Girls Rock After School Program (GRASP) and Girls Rock Summer Camp   | \$50,000  |
| 92   | Bay Area Outreach & Recreation Program, Inc.     | Sports & Recreation for Youth with Disabilities                      | \$43,400  |
| 93   | Boys & Girls Clubs of Oakland                    | Educational Programs for the Youth of Oakland                        | \$150,000 |
| 94   | Brothers on the Rise                             | Brothers, UNITE!   | \$107,443 |
| 95   | Chapter 510 INK                                  | Dept of Make Believe   | \$75,000  |
| 96   | College Track                                    | College Track Oakland  | \$150,000 |
| 97   | Communities United for Restorative Youth Justice | Homies 4 Justice   | \$50,000  |
| 98   | Community Works West, Inc.                       | Project WHAT   | \$80,000  |
| 99   | Covenant House California                        | CHC Transitional Services  | \$150,000 |
| 100  | Covenant House California                        | DreamCatcher Youth Services  | \$50,000  |
| 101  | Dimensions Dance Theater, Incorporated           | Rites of Passage   | \$75,000  |
| 102  | East Bay Asian Local Development Corporation     | Lion's Pride   | \$105,000 |
| 103  | East Bay Spanish Speaking Citizen's Foundation   | LIBRE (Leading the Independence of our Barrios for Raza Empowerment) | \$75,000  |
| 104  | East Oakland Boxing Association                  | SmartMoves Education and Enrichment Program                          | \$127,012 |
| 105  | East Oakland Youth Development Center            | After School Leadership Academy                                      | \$150,000 |
| 106  | First Place for Youth                            | First Steps Community Resource Center                                | \$150,000 |
| 107  | Fresh Lifelines for Youth, Inc.                  | FLY Leadership Program   | \$75,000  |
| 108  | Health Initiatives for Youth, Inc.               | Youth Development and Empowerment                                    | \$95,738  |
| 109  | La Clinica de La Raza, Inc.                      | Youth Brigade  | \$147,899 |
| 110  | Music Is Extraordinary, Inc.                     | Preparatory Studies in Music   | \$75,000  |
| 111  | Native American Health Center, Inc.              | Community Wellness Department Youth Services                         | \$150,000 |
| 112  | Oakland Kids First                               | REAL HARD Youth Leadership   | \$80,000  |
| 113  | Oakland Leaf Foundation                          | Love Cultivating Schoolyards   | \$40,000  |
| 114  | Oakland Parks and Recreation                     | Oakland Discovery Centers  | \$150,000 |

List of Recommended Programs for Grant Renewal in 2018-2019

| Proposal ID | Agency Name                       | Program Name                          | Funding Recommendation |
|-------------|-----------------------------------|---------------------------------------|------------------------|
| 115         | The Oakland Public Education Fund | Media Enterprise Alliance             | \$50,000               |
| 115         | Project Re-Connect Inc.           | Family Connections/Leaders Connect    | \$75,000               |
| 116         | Refugee Transitions               | Newcomer Community Engagement Program | \$171,054              |
| 117         | Safe Passages                     | Get Active                            | \$149,998              |
| 118         | Teen Success Inc.                 | Supporting Teen Mothers Program       | \$35,000               |
| 119         | Youth Alive                       | Teens on Target Youth Leadership      | \$108,000              |
| 120         | Youth Speaks, Inc.                | Arts in Education                     | \$150,000              |
| 120         | Youth UpRising                    | Queer & Allies Initiative             | \$75,000               |
| Subtotal:   |                                   |                                       | <b>\$3,540,544</b>     |

| <b>Summer Youth Development and Empowerment</b> |   |  |                    |
|---|---|--|--------------------|
| 121   | Aim High for High School                            | Aim High/Oakland                         | \$150,000          |
| 122   | Destiny Arts Center                                 | Summer with Destiny                      | \$97,037           |
| 123   | East Bay Asian Youth Center                         | Camp Thrive                              | \$118,956          |
| 124   | East Oakland Youth Development Center               | Summer Cultural Enrichment Program       | \$150,000          |
| 125   | Edventuremore!                                      | Camp Edmo                                | \$50,000           |
| 126   | Family Support Services of the Bay Area             | Kinship Summer Youth Program             | \$111,000          |
| 127   | Girls Incorporated of Alameda County                | Concordia Summer                         | \$62,734           |
| 128   | Lincoln   | Oakland Freedom Schools                  | \$149,674          |
| 129   | Oakland Leaf Foundation                             | Oakland Peace Camp (OPC)                 | \$30,000           |
| 130   | Prescott Circus Theatre                             | Prescott Circus Theatre Summer Program   | \$30,000           |
| 131   | Rose Foundation for Communities and the Environment | New Voices are Rising                    | \$35,000           |
| 132   | Social and Environmental Entrepreneurs (SEE), Inc.  | Acta Non Verba: Youth Urban Farm Project | \$59,500           |
| Subtotal:                                       |   |  | <b>\$1,043,901</b> |

| <b>Career Awareness and Academic Support for Older Youth Strategy</b> |  |   |                    |
|---|--|---|--------------------|
| 133   | Alameda Health System                                  | Oakland Health Careers Collaborative                          | \$300,000          |
| 134   | Better Health East Bay Foundation                      | Youth Bridge Workforce Development Program                    | \$117,533          |
| 135   | Beyond Emancipation                                    | GROW Oakland  | \$100,000          |
| 136   | Center for Media Change, Inc.                          | Membership Program  | \$100,000          |
| 137   | Center for Media Change, Inc.                          | Hack the Hood Bootcamp  | \$150,000          |
| 138   | Centro Legal de la Raza                                | Youth Law Academy   | \$150,000          |
| 139   | Civicorps  | Academic and Professional Pathway                             | \$100,000          |
| 140   | East Bay College Fund                                  | Oakland Promise College and Career Access and Success Program | \$213,000          |
| 141   | Juma Ventures  | Pathways to Advancement                                       | \$115,000          |
| 142   | Marriott Foundation for People with Disabilities, Inc. | Bridges from School to Work                                   | \$55,000           |
| 143   | Oakland Unified School District                        | Exploring College and Career Options                          | \$150,000          |
| 144   | Spanish Speaking Unity Council of Alameda County, Inc. | Oakland Youth Engaged (OYE)                                   | \$75,000           |
| 145   | The Youth Employment Partnership, Inc.                 | Building Green Futures  | \$300,000          |
| 146   | Youth Radio  | Digital Communications Pathways                               | \$150,000          |
| Subtotal:   |  |   | <b>\$2,075,533</b> |

|                |                     |
|----------------|---------------------|
| <b>Total :</b> | <b>\$14,797,101</b> |
|----------------|---------------------|



## 2017-2018 Mid-Year Program Notes

**Bay Area Community Resources – Preparatory Literary Academy of Cultural Excellence** achieved 98% Youth Services Integrity but fell short on the overall projected units of service due to staff shortages at the beginning of the contract year. The shortage led to the delay in starting some group activities. The grantee also cited holiday events that caused them to alter their schedule and cancel a few group sessions. They anticipate reaching the projected sessions and units of service in the third quarter.

**Bay Area Girls Rock Camp – Girls Rock After School Program (GRASP) and Girls Rock Summer Camp** met only 57 % of its projected service hours by mid-year. The number of Oakland residents versus campers from other cities was lower than expected during Session 2/Teen Week (a new/growing program) in summer 2017. Also, several Oakland Peer Mentors quit unexpectedly because they found summer jobs and program staff were not notified in time to recruit new mentors. The program also experienced difficulties with securing spaces for off-site workshop series during the school year. Grantee has secured committed venues for the second half of 17-18 and has ramped up outreach in preparation for summer 2018. Grantee recently received positive coverage in the local press which has helped with promotion and name building. Offering practice space as a new activity this year has brought in new youth and enabled three bands to play at community events at the Oakland Public Library, First Fridays and school outreach days. New participants engaged with the program after seeing their peers perform. Staff notes that “applications are already pouring in for summer camp.” (JE)

**Bay Area Outreach and Recreation Program – Sports & Recreation for Youth with Disabilities** met only 73% of its projected service hours by mid-year, noting struggles with getting youth already enrolled to attend more frequently and identifying/recruiting new youth. In some cases, youth missed program due to health issues or for family reasons. Several youth have moved out of Oakland with their families. Grantee added sessions and increased outreach to previous participants to help boost attendance. Grantee also continues to target outreach to key partners including schools and California Children’s Services. (JE)

**Boys and Girls Clubs of Oakland – Educational Programs for the Youth of Oakland** has reached 38% of their youth enrollment projection, serving 603 unduplicated youth so far this year. The youth enrollment projection was reduced from 2,000 in 16-17 to 1,600 in 17-18 to make the goal more realistic and achievable. Grantee states they are on track to meet at least the minimum requirement (80%) by year end which is 1,280 unduplicated youth. (JE)

**Center for Media Change, Inc. – A-Team.** This program underperformed for both youth served (70/225; 31%) and Service hours (1298/1922, 68%) at the halfway mark for 1718. They also underperformed for 1617 full year for both youth served (139/225; 55%) and service hours (3249/5922, 55%). The two main reasons they cite for underperforming are 1) difficulty recruiting and retaining OFCY youth under age 21 and Oakland residents and 2) alignment and

scheduling challenges with collaborative partner Youth SEED. A Team aka Membership was a new program that Center for Media Change proposed to OFCY during the 16-19 RFP to provide continued and individualized support for participants that graduated from their more established and defined Bootcamp program. The demand for the originally proposed program design by OFCY eligible youth just did not materialize. Specifically, Generally Assembly activities, which accounted for 2850 service hours of total projected 6229 hours or 46%, were removed altogether as CMC could not find OFCY eligible youth to fill these slots in the intensive coding program. Since then, A Team continues to be an iterative program as it tries to adapt to the needs and schedule of OFCY eligible youth. (SK)

**Chapter 510 INK – Dept of Make Believe** underperformed for both youth served (69/400; 17%) and service hours (809/2536, 32%) at the halfway mark for 17-18. The program attributed shortfalls to: 1) did not host summer camps and instead rented their office space to a partner organization that ran their summer boot camp at Chapter 510's space (July 1-August 17) in order to earn revenue for their school year program with the plan of picking up units of service by expanding tutoring in Q2-Q4; 2) took steps toward correcting over-projections by submitting modification requests (not approved) and consulting with OFCY staff in Q1 and Q2 but still has not submitted their final updated request; and 3) attendance was lower than projected for several activities. Grantee is currently finalizing their SOW modification request which will remove outdated activities, set realistic average youth participation projections, increase session lengths for upcoming camps, double activities held at MetWest and double activities held at ACORN. (JE)

**Citizen Schools, Inc. – Roots International Academy** did not achieve the projected units of service due to staffing shortages. Enrollment was reduced in November and December as a result of staffing challenges. They hired a staffing recruiter and as of the beginning of quarter 3 the program is fully staffed and re-enrolling students as staff are trained.

**College Track – College Track Oakland.** The loss of a seasoned staff member was a huge factor that led to Cityspan reporting errors. College Track should have submitted a modification request for the Fiscal Year because some of the projected activities that were in Q1 and Q2 of the last Fiscal Year rolled over into Q1 and Q2 of this Fiscal Year in Cityspan, however, some of the activities they did in Quarters 1 and 2 last Fiscal Year will not be taking place until Quarters 3 and 4 of this Fiscal Year. As a result of those activities not happening until the Spring and Summer, their Units of Service were way down. They should have sent in modifications that reflect actual programming for FY17-18. They are supposed to be sending in the modifications shortly so they can correct the errors and put the correct activities in for this FY. Additionally, they projected longer sessions and/or hours for certain activities and in actuality, there were less sessions and activities were not as long as originally projected. In some cases, it appears that they didn't do some of the activities projected at all. They have also stated that there are more than 10 students enrolled in Wellness services; but, due to their commitment of protecting the anonymity of sensitive student health information, they are unable to disclose their names and therefore, they cannot be counted. They have to modify their SOW to reflect accurate programming for this year. (CR)



**Community Works West – Project WHAT.** By mid-year, the program delivered only 632 of 1,792 (35%) of its projected service hours. Grantee linked UoS shortfall to significant staff turnover in the middle of their major spring recruitment which compromised summer 2017 enrollment. After several key staff left, the remaining staff person was promoted and three new staff members were hired to share the workload. The program shifted to a year-round recruitment model and created an expedited writing course for new hires which was adjusted to fit youth's school schedules. Although enrollment rose, average youth participants per session were lower than projected which impacted overall units of service. Also, there was a service gap from August 3 to September 9 while the grantee focused on curriculum planning and training for new staff and some sessions were not held during Q2 holidays which further decreased actual service hours. (JE)

**East Bay College Fund - Oakland Promise College and Career Access and Success Program.** The program submitted a modification in June 2017 to lower their projected unduplicated served count from 600 to 400 which was recently approved. For the 1617 SOW, the budget and activities were lowered because they received 71% or requested funding for their project. However the projected youth served number was never reduced to coincide with lower grant amount and level of activities. With the new 400 projected annual goal, the 238 actual youth served would be at 59.5% of annual goal. (SK)

**East Bay Community Recovery Project – Project Pride –** By mid-year, the program delivered 2,750 of 5,692 (48%) of its projected service hours. Grantee attributed the apparent shortfall to a discrepancy in their SOW Activities. The Parent/Child Observations activity is listed as a group activity but should be taken out because the grantee received approval in 16-17 to change it to an individual activity. The current 17-18 SOW Activities shows Parent/Child Observations listed as both a group activity (9,600 total projected UoS) and an individual activity (480 total projected Uos). Once the group activity is removed, the mid-year UoS target will drop to 891.5 service hours, which means the grantee actually reached 309% of their mid-year goal. OFCY staff will follow up with grantee to remove the duplicated Parent/Child Observations activity. (JE)

**Family Paths, Inc. – Abriendo Puertas/Opening Doors Parent Education –** By mid-year, the program met 0% of youth enrollment (projected 34 for the year) and 21% of adult enrollment (reached 14 of 66 projected adults). Grantee was not able to begin delivering services in the first quarter due to a delayed contracting process with Oakland Head Start (OHS). OHS was required to reapply for their federal contract this past year and was not officially notified about receiving their contract until summer 2017 which delayed the contracting process with Family Paths. Program staff worked behind the scenes to prepare for a smooth program rollout in Q2 after a contract was in place. In order to compensate for the lost Q1 sessions, the program scheduled two 10-week series beginning in November. One series was completed as planned, but the second series was delayed when OHS unexpectedly increased the cost of translation services. By working collaboratively with OHS, grantee was able to secure Chinese and Spanish language translators for the next three series. Enrollment and attendance were lower than expected because the grantee could not secure a site with OHS until a week before the program start date. Grantee is working with OHS to secure locations and dates for upcoming series so that

recruitment can start sooner. Grantee hopes to make up some of the losses in the second half of the year, but it is likely the program will fall short of its overall goals for the year. (JE)

**Girls Incorporated of Alameda County – Allendale.** In Quarters 1 and 2, the site was short staffed and unable to fully enroll students. Additionally, the overall ADA for the school decreased and the school struggles with frequent student absences. The site coordinator has worked with the school Quality Support Coach to create an incentive for program attendance. In the next month, they will work together to identify the incentives being used during the school day to decrease chronic absenteeism, as well as work with individual After School Program instructors to identify the most effective ways to incentivize youth attendance in the afterschool program. One significant challenge in Q1 was the fact that one of the Program Leaders got sick and wasn't able to return to her position; therefore, they were unable to enroll students as they had initially planned. They hired a new program leader and onboarded her in January. The Site Coordinator worked with school day teachers and the principal to recruit students and host parent orientations in anticipation of enrolling new youth once hiring was complete and as projected, 100 are currently enrolled in the afterschool program

Another significant challenge in Quarter 1 was the simultaneous staff changes in the school's administrative staff, including the hiring of a new principal. The school day staff changes had an impact on the afterschool program. The afterschool staff are working to build positive relationships with the new administration to support effective communication and continuity between the school day and the afterschool program. Families are picking their students up early (between around 5:15 and 5:30 p.m.) which is also having an impact on UOS. Girls Inc. staff has been stressing to families the importance of keeping their students in the program the entire time. The staff are hoping to see less early pick-ups now that this message is being communicated consistently. Staff absences were quite frequent in Quarter 2 and it had an impact on other program leaders and classes as well. (CR)

**Girls Incorporated of Alameda County –East Oakland Pride.** Early on staffing, enrollment and recruitment was a challenge for Girls Inc. A lower Average Daily Attendance (ADA) was to be anticipated at EOP; therefore, a recruitment plan was to be put into place to both increase numbers and retain the existing students in the program. Once the school year started, the site was short staffed because one of the Girls Inc. Program Leaders was moved to a different school site and another left her position shortly after starting with the agency. In Quarter 2, due to the Tier 3 students enrolled in the program and on the waitlist, the site had a challenging time recruiting and retaining qualified staff to support the youth in the after-school program. The Girls Inc. staff struggled to manage the behavior issues of some of the students successfully, specifically, the 4th and 5th grade boys class. The Program Manager and Director of School-Based Programs worked on staff recruitment while the Site Coordinator worked with the Community Schools Manager and the COST team to find students that were most in need of the after-school program, but whose behaviors, could be managed by the afterschool staff they had.

Because of the vacancies and until the onboarding of a new Site Coordinator, the Girls Inc. staff made the decision to put recruitment on hold until the positions were filled. As the program coordinator was working to hire more staff, she was concurrently working with the Community

Schools Manager and COST Team to recruit more youth for the afterschool program. During the winter recess, new staff who have afterschool program experience and are from the Oakland Community were hired for the site and the Program Coordinator began enrolling the additional students. They didn't want to onboard just any staff; they wanted to make sure the staff they hired could handle the types of students and their behaviors (someone from the community). As of January 2018, they are fully staffed. Both staff members are from the community and have experience working with high trauma impacted youth. It is anticipated that they will be more equipped to deal with the additional stressors that come with working at this school site and with this population.

To date (Quarter 3), 96 youth are currently enrolled. In addition to the work done with the school day staff to address behavior, Girls Inc. will continue to provide a number of supports for Girls Inc. staff. For example, staff have consultations with the Girls Inc. mental health clinician twice a month for an hour to trouble-shoot behavior challenges using a trauma-informed approach. They did not want to submit a modification and believe that they will now meet their UOS moving forward. (CR)

**Girl's Incorporated of Alameda County – Daytime Literacy Intervention and Engagement** reports All Participants Service Integrity fell short at 73%. The grantee reports programming at Horace Mann began one month late due to OUSD administrative staffing challenges and two interim principals who did not have time to place groups of students into the program until November. This resulted in a shortfall in the number of sessions provided. Reach programming also started 2 weeks late due to staff training needs. The agency also stated Reach's daytime high rate of absenteeism impacts the program participant numbers. The shortfall at Acorn is attributed to the principles decision to reduce the number of participants referred to the program.

**Juma Ventures - Pathways to Advancement.** (Service Hours 2,847/4,051; 70.3%)

Juma has experienced challenges related to staffing and recruitment that contributed to these shortfalls. Juma's Oakland Youth Development Coordinator experienced a serious health condition during the quarter and subsequently reduced his hours to part-time. This, coupled with the lack of a Career Coach in Oakland, presented a significant staffing challenge. Juma is currently serving some youth that reside outside of the City of Oakland in other high need areas of the East Bay such as San Leandro or Hayward. While Juma served the number of youth expected, many of our 2017 participants did not qualify for OFCY funding because of their age or listed address. Moving into the recruitment for the 2018 baseball season, Juma Oakland staff will focus recruitment efforts on 100% youth under the age of 21 who reside in the City of Oakland. (SK)

**Lincoln – Early Childhood Mental Health Consultation.** When mid-year reports showed that only 270 of 778 (35%) of projected consultation hours were provided, grantee identified data entry issues as the reason for the apparent shortfall. Once data issues were resolved, it turned out the program exceeded the 80% mid-year benchmark. For the first half of 17-18, grantee actually provided 708 hours of consultation, reaching 91% of their mid-year goal. (JE)

**Lincoln – New Highland Rise Family Resource Center** served 59 of 150 projected youth (39%) by mid-year. Since more activities are scheduled for the second half of the year than the first, grantee should be able to reach their year-end performance target. Note: in 17-18 grantee reduced the number of youth participants from 678 (the entire school population) to 150 (based on FY1617 actuals). (JE)

**Oakland Kids First – REAL HARD Youth Leadership** delivered 3,817 of 5,015 (76%) of projected service hours. Staffing was identified as the main challenge. The new hire running program at Oakland Tech and Oakland High missed time in the beginning of the school year due to surgery which impacted relationship-building with students, teachers and administrators who are key allies in recruitment efforts. This staff member continued to struggle to recruit and retain students and host large scale school events. More support has been provided and the staff person has developed a robust recruitment plan which should improve performance through the rest of the year. Other reasons for lower than expected service hours included: 1) teachers at Castlemont asked student organizers to delay classroom forums and focus groups in December until after finals (rescheduled for January and February); 2) parent engagement at Castlemont got off to an unexpectedly late start, pushing parent liaison meetings back to January and; 3) Oakland Tech's teacher engagement scheduled for Q2 was moved to January. (JE)

**Oakland Parents Together – Listening to Children Parent Cafés** reached 58, or 39%, of 150 projected youth and 53, or 35%, of 150 projected adults. Program typically serves 32+ parents at Parent Cafes, but many parents attend without their children because they are in school. The Walking School Bus activity, which was instituted to address chronic school absences, averages 35+ students per day and counts toward youth enrollment. Outreach plans for the second half of the year include sending a team of parent leaders door to door in Peralta Village to encourage parents of children ages 0-5 to attend the program. JE's opinion is that the enrollment targets are too high considering program space constraints and adult participants who enroll in multiple Parent Café series (lowers unduplicated count), but no modification has been requested or suggested so far. (JE)

**Oakland Public Education Fund – Oakland Promise: Brilliant Baby** met 67% of projected units of service (delivered 496 of 740 service hours). Grantee attributed the shortfall to issues with transitioning from last year's "coaching pilot" to full Brilliant Baby program implementation. One challenge/learning was that program staff under-estimated the time it would take to train two new implementing partners, Alameda County Public Health and Oakland Early Head Start, which meant it took longer than anticipated to bring the new enrollment partners online. Staff also learned that it takes time for home visitors to feel comfortable explaining the Brilliant Baby program to clients and taking them through the online enrollment process. Projections were based on assumptions about a faster pace of recruitment and enrollment. It is possible that with the addition of a third new enrollment partner, USSF Benioff Children's Hospital Claremont Clinic, numbers will increase significantly in the second half of the year. But it is also possible that the grantee over-estimated the scale of Brilliant Baby services that could be delivered in their first full start-up year. (JE)

**Oakland Unified School District – Summer Pre-K Program** reached 17, or 24%, of 72 projected adults. Grantee attributed the shortfall to data entry errors. (JE)

**Our Family Coalition – Building Strong Children in LGBTQ Families** – reached 144, or 35%, of 416 projected youth. In October, Lotus Bloom and Youth UpRising, who administer the East Oakland Community Playtime program, paused Our Family Coalition’s participation in the program while they created an equity bill of rights to guide their partnerships. As a result, Our Family Coalition (OFC) was not able to complete the projected number of sessions in the first half of the year. Since it is unclear when OFC will sign a new partnership agreement, they added new parent-child activities in Q3 and Q4 to meet the projected sessions, enrollment and hours of service for the rest of the year. (JE)

**Project Re-Connect Inc. – Family Connections/Leaders Connect.** Grantee met minimum mid-year performance requirements, but has not submitted a full set of contract documents and does not have an executed 17-18 contract. PRC was the only grantee organization that did not provide an audited financial statement in 16-17 and has not yet provided a financial statement or Board-approved operating budget for 17-18. Executive Director left abruptly in June 2017 and Interim Executive Director has been slow to provide updates and respond to requests. (JE)

**Student Program for Academic and Athletic Transitioning – Middle School Student Engagement in Learning** – The grantee over-projected the number of participants in FY1617. This was due to overestimate of matching revenue, miscalculating OUSD athletics league schedule and misjudging staff capacity. This was addressed during FY1718 contract negotiations in which the grantee was encouraged to lower the number of participants to a more achievable range and factoring in external variables such as unexpected OUSD budget reductions and fluctuating OUSD athletics league schedule. The final SOW modification was approved at the end of FY1718 2<sup>nd</sup> quarter. (TH)

**Teen Success – Supporting Teen Mothers Program** underperformed for both youth served (12/48; 25%) and service hours (51/250, 20%) at the halfway mark for 1718. The program did not meet projections due to delays caused by a change in program model as well as onboarding and training a new agency partner. (Former subcontractor, Brighter Beginnings, chose not to continue partnership in 1718; in summer 2017 Teen Success identified Roots Community Health Center as a good fit and secured OFCY approval to move forward with their new partner.) Program started at the beginning of the second quarter and is making strides toward meeting annual performance goals. (JE)

**Youth Speaks - Arts in Education.** There has been high staff turnover at Youth Speaks. These transitions have resulted in Cityspan modification and reporting errors. Additionally, it has had a huge impact on programming. The in-school residencies are somewhat thriving, but the after-school workshops are not doing as well as anticipated and youth are just not attending. The LGBTQ workshops have a low turnout as well. They moved to the new LGBTQ Community Center, but that didn’t prove to be a good site, as it doesn’t have access to lots of public transportation. The program attributes its shortfall to low enrollment, tardiness, and inconsistent attendance. The grantee over projected the number of students they would serve in the

original proposal. They estimated serving 33 students per class. There simply aren't classes that have 33 students. On average, a classroom should ideally have a student to teacher ratio of 20 to 1. The grantee noted that students were tardy because of transportation issues and overall attendance for students was always in flux. A class at MetWest had to be cancelled as a result of teacher transition and some other workshops had to be cancelled as well. Rudsdale, a Continuation High School, proved to be challenging because of the nature of a continuation high school's school year. It doesn't flow in the way a traditional school does, so once a student completed their units, they would move on and this doesn't allow for all students who start to finish the entire program for the year. They started some classes and workshops later than projected to, so they could not meet projections. Some students had other commitments like sports which affected attendance. They have a new Executive Director and Program Manager. (CR)

**Youth UpRising – LOUD – Loving Our Unique Design** underperformed for both youth served (22/126; 18%) and service hours (181/471, 38%) at the halfway mark for 1718. The shortfall was attributed to decreased attendance during the summer months as well as ongoing challenges with staff capacity. The program coordinator was out for family emergencies in Q1 and again for six weeks in Q2 for parental leave. Although the program director provided coverage and a temporary employee was hired to cover the coordinator's leave, enrollment and attendance was low at the end of Q2, at rates comparable to FY 2016-2017, when the program had enrolled 22 out of 126 projected at mid-year, and provided 232 out of 329 projected hours of service. Staff expects there will be greater focus on outreach and recruitment of new youth into the center by the Youth UpRising Outreach Coordinator and greater coordination within the agency going forward. Youth UpRising is also exploring recruiting and using more year-round interns to increase participation. Note: the group for younger students ages 13-15 has not been successful and will need to shift focus in the second half of the year. (JE)