City of Oakland

Human Services Department

Oakland Fund for Children and Youth

Special Meeting of the Planning and Oversight Committee

January 19th, 2022 | 6:00pm-9:00pm

Zoom Teleconference

https://us06web.zoom.us/j/87851088014

Pursuant to California Government Code section 54953(e), the Planning and Oversight Committee Members, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.

TO OBSERVE:
1) To view the meeting by Zoom video conference, please click on this link: https://us06web.zoom.us/j/87851088014 at the noticed meeting time.
2) To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial(for higher quality, dial a number based on your current location): +1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592; Webinar ID: 960 4330 8869

TO COMMENT:
1) To comment by Zoom video conference, you will be prompted to use the "**Raise Your Hand**" button to request to speak when Public Comment is being taken on the eligible Agenda item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.
2) To comment by phone, you will be prompted to "**Raise Your Hand**" by pressing "*** 9**" to request to speak when Public Comment is being taken on the eligible Agenda Item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

ADDITIONAL INSTRUCTIONS:
1) Instructions on **how to join a** meeting by video conference is available at: **https://support.zoom.us/hc/en-us/articles/201362193 - Joining-a-Meeting#**
2) Instructions on **how to join a meeting by** phone are available at: **https://support.zoom.us/hc/en-us/articles/201362663 Joining-a-meeting-by-phone**.
3) Instructions on **how to "Raise Your Hand"** is available at: **https://support.zoom.us/hc/en-us/articles/205566129 - Raise-Hand-In-Webinar**

AGENDA

1. Call to Order

   - Roll Call, Introductions, & Announcements
   - Review of Agenda

2. Open Forum

3. Adoption of OFCY Continuing Resolution 1 to Continue Conducting POC   *Action*
   Meetings by Teleconference due to COVID-19 Public Health Emergency

4. Approval of Prior Meeting Minutes from October 27th, 2021   *Action*

5. Approval of the OFCY Independent FY2020-2021 Evaluation   *Action*
   Report Prepared by Social Policy Research Associates (SPR)

6. Update on the OFCY Release of a Request for Proposals for FY 2022-   *Informational*
   2025

7. Administrative Matters

   - General Announcements
   - Upcoming Meetings

8. Adjournment

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

October 27, 2021 – 6:00pm-9:00pm
Zoom Teleconference

Committee Members present: Bill Riley, Anakarita Allen, Dwayne Davis, Peter Lê, Pecolia Manigo, Tasion Kwamilele

Committee Members absent: Kimberly Aceves, Shamail Waqia, Jorge Velasco

Staff Members present: Sandra Taylor, OFCY Director; Mike Wetzel, Program Planner; Scott Kim, Program Analyst II

1. Call to Order
The meeting was called to order at 6:04 p.m. by POC Co-Chair Dwayne Davis.

2. Open Forum
There were no speakers for open forum.

3. Adoption of OFCY Continuing Resolution 1 to Continue Conducting POC Meetings by Teleconference due to COVID-19 Public Health Emergency
POC Co-Chair Tasion Kwamilele motioned to adopt the resolution and Co-Chair Davis seconded. A roll call of the vote followed and the motion passed unanimously.

4. Approval of Prior Meeting Minutes from October 13th, 2021
Co-Chair Davis called for a motion to accept the prior minutes from October 13th, 2021 as submitted. Anakarita Allen so motioned and Pecolia Manigo seconded. A roll call of the vote followed and the motion passed unanimously.

5. Adoption of the OFCY Strategic Investment Plan for FY2022-2025
OFCY Director Sandy Taylor presented the OFCY Strategic Investment Plan for FY2022-2025 to the POC. OFCY staff and the POC have been working on the plan for the last nine months. The plan's eleven funding strategies fall into four goal areas: Healthy Development of Young Children, Children's Success in School, Youth Development and Violence Prevention, and Transitions to Adulthood. Director Taylor thanked the members of the strategic planning subcommittee: Peter Lê, Kimberly Aceves, Bill Riley, and Tasion Kwamilele. The plan's Equity Framework is guided by the Community Needs Assessment & Racial Equity Analysis compiled by Hatchuel Tabernik & Associates, and also by feedback from more than 300 Oaklanders collected during Community Engagement Sessions. The most significant difference between the draft plan presented on October 13th and the plan presented today is more of the Equity Framework language in the plan. Funding for grants in FY 2022-2023 is projected to be $18 million. OFCY staff plan to present the Strategic Plan for FY 2022-2025 to the Life Enrichment Committee on November 15th.

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

October 27, 2021 – 6:00pm-9:00pm
Zoom Teleconference

Co-Chair Kwamilele shared her excitement at the new strategic investment plan, and her hope that organizations funded by OFCY will do more to increase community engagement. Anakarita Allen shared that she could see how the plan progressed over time and appreciated the work of staff and the committee.

Four members of the public spoke. Alicia Contreras, Director of the Spanish Speaking Citizens Foundation, expressed her hope that the age limit for services that OFCY funds would be raised from 21 to 24. Maximillian Rocha, Director of Behavioral Health at UCSF Benioff Children's Hospital, asked whether the funding amount allocated by strategy area is a floor or a ceiling, and referred the POC and OFCY staff to the Department of Children, Youth, and Families in San Francisco and their practice of allocating a range of funds. Princess Paopao from Teens on Target thanked OFCY for funding violence prevention in general and Teens on Target specifically, and believes these programs benefit the community. Phyllis Hall from Attitudinal Healing Connection shared her appreciation to the committee for their work creating an equitable and far-sighted strategic plan, and agreed that adding a few years to the age limit would be beneficial.

Co-Chair Davis called for a motion to adopt the OFCY Strategic Investment Plan for FY2022-2025 as submitted. Co-Chair Kwamilele so motioned and Bill Riley seconded. A roll call of the vote followed and the motion passed unanimously.

6. Administrative Matters

Co-Chair Kwamilele will draft, and Co-Chair Davis will sign, a letter in support of the strategic investment plan to send to the Life Enrichment Committee ahead of the November 15th meeting. There will not be a regular POC meeting in November since there were two in October, but the Evaluation Subcommittee will meet on November 3, with Co-Chairs Kwamilele and Davis and Member Manigo participating. Social Policy Research will go over the evaluation for FY2020-2021. The next full POC meeting will be December 1st.

7. Adjournment

The meeting was adjourned at 6:52 p.m.

TO: Oakland Fund for Children and Youth (OFCY) Planning and Oversight Committee
FROM: OFCY Staff,
DATE: January 19, 2022
SUBJECT: OFCY Continuing Resolution 1 – Meeting by Teleconferencing

RECOMMENDATION

Staff recommends that the Oakland Fund for Children and Youth (OFCY) Planning and Oversight Committee (POC) continue to adopt OFCY Continuing Resolution 1 during each POC meeting until it is safe to return to in-person meetings. Staff advises that conducting in-person meetings of the POC and its committees would present imminent risks to attendees' health, and electing to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e), a provision of AB-361, is in the best interest of public health.

BACKGROUND

Assembly Bill 361 amended provisions of the Brown Act that allows local jurisdictions to meet by teleconference provided the legislative body adopts specific findings in compliance with the new law. The City Attorney's Office has drafted a Resolution for the City Council, and all Oakland Boards and Commissions are instructed to adopt this same Resolution so they may continue meeting via teleconference.

The City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050, which currently still remains in full effect.

Currently, the City's public-meeting facilities are indoor facilities that are not designed to ensure circulation of fresh/outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart. Holding in-person meetings encourages community members to come to City facilities and would potentially put the public at high risk of getting very sick from COVID-19. Based on these determinations and consistent with federal, state and local health guidance, conducting in-person meetings would pose imminent risks to the health of attendees.

Staff advises that conducting in-person meetings of the POC and its committees would present imminent risks to attendees' health, and electing to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e), a provision of AB-361, is in the best interest of public health.

The POC first adopted OFCY Continuing Resolution 1 to continue meeting by teleconference on October 13, 2021. To continue meeting by teleconference the POC must adopt Resolution 1 each time that the full committee meets, and OFCY staff recommends that the Members do so. In-person meetings will resume when the state of emergency related to COVID-19 has lifted, or when the POC finds that in-person meetings no longer pose imminent risk to the health of attendees.

Attachment A: OFCY Continuing Resolution 1

OAKLAND CHILDREN'S FUND PLANNING AND OVERSIGHT COMMITTEE

RESOLUTION NO. 1

ADOPT A RESOLUTION DETERMINING THAT CONDUCTING IN-PERSON MEETINGS OF THE OAKLAND CHILDREN'S FUND PLANNING AND OVERSIGHT COMMITTEE AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB-361.

WHEREAS, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. *See* https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf

WHEREAS, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

WHEREAS, City Council Resolution No. 88075 remains in full force and effect to date; and

WHEREAS, the Centers for Disease Control (CDC) recommends physical distancing of at least six (6) feet whenever possible, avoiding crowds, and avoiding spaces that do not offer fresh air from the outdoors, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. *See* https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html;

WHEREAS, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. *See* https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html;

WHEREAS, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. *See* https://www.cdc.gov/aging/covid19/covid19-older-adults.html;

WHEREAS, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19

symptoms stay home. *See* https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html;

WHEREAS, persons without symptoms may be able to spread the COVID-19 virus. *See* https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html;

WHEREAS, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. *See* https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html;

WHEREAS, the City's public-meeting facilities are indoor facilities that were not designed to ensure circulation of fresh / outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart; now therefore be it:

WHEREAS, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or would live with someone who is at high risk; and

WHEREAS, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

WHEREAS, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; and

WHEREAS, on October 13, 2021 and October 27, 2021 the Oakland Children's Fund Planning and Oversight Committee adopted a resolution determining that conducting in-person meetings would present imminent risks to attendees' health, and electing to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e), a provision of AB-361; now therefore be it:

RESOLVED: that the Oakland Children's Fund Planning and Oversight Committee finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: that, based on these determinations and consistent with federal, state and local health guidance, the Oakland Children's Fund Planning and Oversight Committee determines that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

FURTHER RESOLVED: that the Oakland Children's Fund Planning and Oversight Committee firmly believes that the community's health and safety seriously and the community's right to participate in local government, are both critically important, and is committed to balancing the two by continuing to use teleconferencing to conduct public meetings, in accordance with California Government Code Section 54953(e), a provision of AB-361; and be it

FURTHER RESOLVED: that the Oakland Children's Fund Planning and Oversight Committee will renew these (or similar) findings at least every thirty (30) days in accordance with California Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Oakland Children's Fund Planning and Oversight Committee finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever occurs first.

OAKLAND FUND FOR CHILDREN AND YOUTH

Final Evaluation Report
FY2020-2021

Acknowledgements
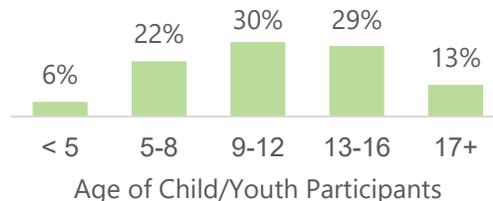
Section A: Main Report Contents

Executive Summary

The Oakland Fund for Children and Youth (OFCY) funds community-based organizations and public agencies to support children and youth, from birth through twenty-one years of age, to lead safe, healthy, and productive lives. This report describes these programs and the experiences of the children and youth who participated in them during FY2020-2021, the first full year of programs operating during the pandemic. Major findings from the report are presented below.
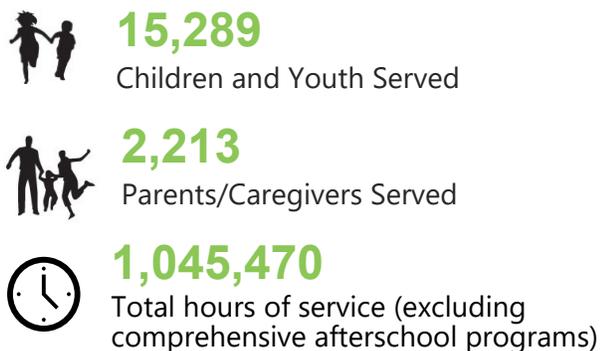
Who Was Funded?

149 Programs

73 Community-Based Organizations

4 Public Agencies

$18,111,301 Awarded to programs

Who Was Served? Programs served the groups prioritized by OFCY.

7,796 Hispanic/Latinx youth — 51%
4,067 Black youth — 27%
1,364 Asian/PI youth — 9%
2,053 Other Youth — 14%

Age of Child/Youth Participants:
< 5 — 6%
5-8 — 22%
9-12 — 30%
13-16 — 29%
17+ — 13%

How Much Did We Do?

15,289 Children and Youth Served

2,213 Parents/Caregivers Served

1,045,470 Total hours of service (excluding comprehensive afterschool programs)

How Well Did We Do It?

92% of youth agree that they **feel safe** in their program.

85% of youth agree that they are **interested in what they do** in their program

94% of parents/caregivers agree that staff **work well with families of different backgrounds**

Is Anyone Better Off?

* Among participants in relevant strategies.

1,469 Youth Placed in Internships and Jobs

88% of parents/caregivers agreed that their program helped them **identify their child's needs.***

80% of youth participants who feel **more connected to their community**.*

$1,491,816 Wages/stipends earned by youth

84% of youth agreed that they learned skills that **help with their schoolwork.***

94% of youth who **learned about jobs*** they can have in the future.

FY 2020-2021 Results-Based Accountability Score Card

How Much Did OFCY Programs Do?	
Unduplicated Number of Youth Served	**15,289**
Unduplicated Number of Parents/Caregivers Served	**2,216**
Total Hours of Service Provided	**1,055,910[1]**
Average Hours of Service per Youth Participant	**103**
Number of Youth Placed in Jobs or Internships	**1,496**
Total Hours of Work Experience	**132,279**
Total Wages and Stipends Earned by Youth in Workforce Programs	**$1,491,816**
Agencies Funded	**77**
Programs Funded	**149**
Early Childhood Sites Receiving Mental Health Consultation	**54**
Elementary and Middle Schools Receiving In-Person or Virtual Support	**73**
High Schools Receiving In-Person or Virtual Support	**14**
How Well Did OFCY Programs Do It?	
Safety: Youth who report feeling safe in their program	**92%**
Caring Adults: Youth who respond that there is an adult at their program who cares about them	**85%**
Positive Engagement: Youth who respond that they are interested in their program	**85%**
Supportive Environment: Parents/caregivers who say staff make them feel comfortable and supported	**96%**
Diversity & Inclusion: Parents/caregivers who say staff work well with families of different backgrounds	**94%**
Is Anyone Better Off? [2]	
Career Goals: Youth who learned about jobs they can have in the future	**94%**
Employment Skills: Youth who learned what is expected of them in a work setting	**92%**
Interpersonal Skills: Youth who learned how to get along with others in a work setting	**88%**
Support with School: Youth who report that they learned skills that help with their schoolwork	**84%**
Community Connectedness: Youth who feel more connected to their community	**80%**
Motivated to Learn: Youth who report that they are more motivated to learn in school	**78%**
Youth Leadership: Youth who view themselves as more of a leader	**73%**
Connection to Resources: Parents/caregivers who report that staff refer them to other organizations	**92%**
Knowledge of Development: Parents/caregivers who say their program helped them identify their child's needs	**88%**
Skills to Manage Behavior: Parents/caregivers who say the program helped them to respond effectively when their child is upset	**87%**

[1] Total Hours of Service does not include hours spent in Comprehensive Afterschool Programs.
[2] Surveys were tailored to each strategy. Survey questions in this section were only answered by youth in relevant strategies.

Introduction

The vision of OFCY is that all children and youth in Oakland will thrive and lead safe, healthy, and productive lives. To this end, OFCY funds programs that promote racial and social equity; create safe spaces for children, youth, and families; and support youth's healing, learning, enrichment, and leadership development. Grants are provided through nine funding strategies that align with the Fund's four main goals (listed below).

OFCY's Nine Funding Strategies

Early Childhood - $3,433,159 invested
Supports the healthy development of young children:
- **Parent Engagement and Support**
- **Family Resource Centers**
- **Socioemotional Well-being in Preschool and Early Childhood Education**

Student Success - $5,870,160 invested
Helps children and youth succeed in elementary and middle school:
- **Engagement and Success for Elementary and Middle School Students**
- **Comprehensive Afterschool Programs**

Positive Youth Development - $5,184,146 invested
Promotes leadership and connection to community:
- **Summer Programming**
- **Youth Development and Leadership**

Transitions to Adulthood – $3,623,836 invested
Helps youth transition to a productive adulthood:
- **High School & Postsecondary Student Success**
- **Career Awareness & Employment Support**

Since 2014, Social Policy Research Associates (SPR) has conducted OFCY's independent evaluation. This report describes OFCY's funded programs and the experiences of the children, youth, and parents/caregivers who participated in them during FY20-21, beginning with an overview of OFCY funding and cross-strategy findings and concluding with strategy-level summaries. SPR draws on a variety of data to inform the evaluation of OFCY programs, including:

Administrative Records: Programs tracked demographics and attendance for 17,502 participants in OFCY's client management system, Cityspan.

Surveys: 5,147 youth, 690 parents/caregivers, and 101 educators completed surveys to share their perspectives on program quality and outcomes. Staff from 131 programs completed an online survey about program characteristics, staffing, and partnerships.
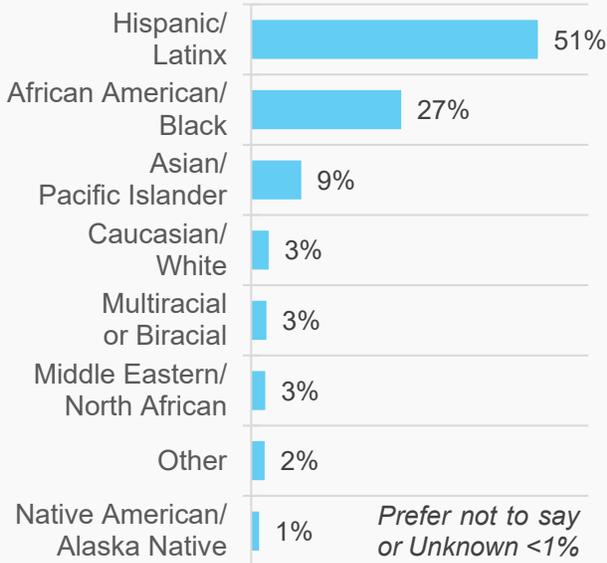
Interviews: SPR interviewed program managers and directors from 11 programs and held focus groups with youth and adult participants from 5 programs.

OFCY Participants

In alignment with its strategic goals, OFCY supports programs that explicitly prioritize and serve Oakland's African American/Black, Hispanic/Latinx, and Asian/Pacific Islander children and youth. OFCY programs also specifically prioritize serving immigrant and refugee youth, LGBTQ youth, children with disabilities, foster youth, and opportunity youth.[3] During FY20-21, **15,289 unduplicated children and youth participated in OFCY programs**, with over 85% of them identifying as Hispanic/Latinx (51%), African American/Black (27%) or Asian/Pacific Islander (9%). While this is a high number, it is about 6,000 fewer youth than last year, due to challenges caused by COVID-19.

Over 85% of youth identify as Latinx, African American/Black, or Asian/Pacific Islander.

Race/Ethnicity of Children/Youth Served by OFCY

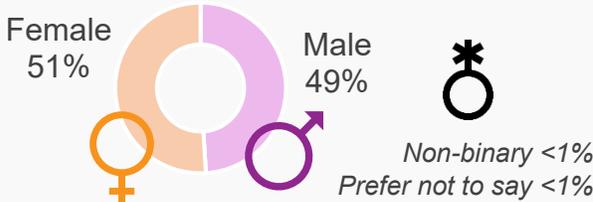|	
Hispanic/Latinx	51%
African American/Black	27%
Asian/Pacific Islander	9%
Caucasian/White	3%
Multiracial or Biracial	3%
Middle Eastern/North African	3%
Other	2%
Native American/Alaska Native	1%

Prefer not to say or Unknown <1%

OFCY programs served about 20% of Oakland's African American/Black and Hispanic/Latinx children and youth.

Percent of Oakland population's aged 0-19 served by OFCY

Hispanic/Latinx	20%
African American/Black	19%
Asian/Pacific Islander	14%
Multiracial or Biracial	4%
Caucasian/White	3%
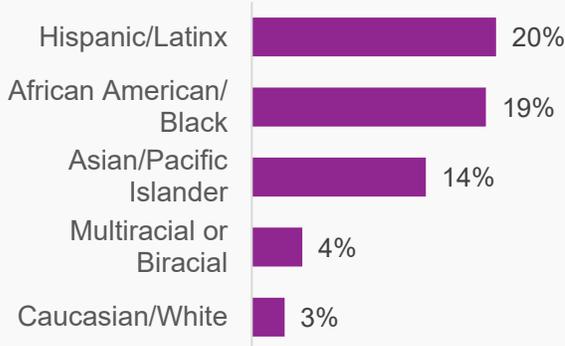
Programs served slightly more females than males.

Female 51%

Male 49%

Non-binary <1%
Prefer not to say <1%

Over 80% of participants were between 5 and 16 years old.

Under 5	5-8	9-12	13-16	17+
6%	22%	30%	29%	13%

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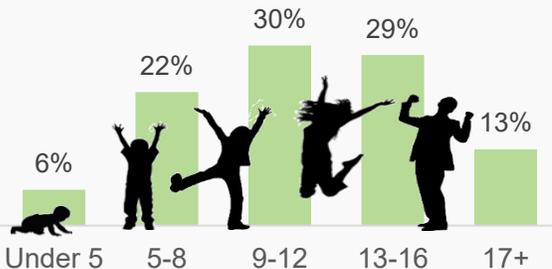
[3] Opportunity youth is defined as youth and young adults who are disconnected from school and employment.

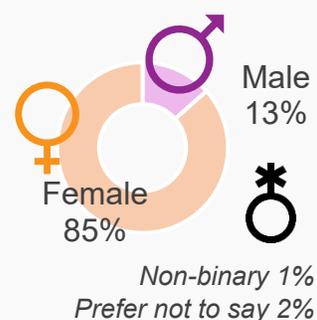**92% of adult participants identified as Hispanic/Latinx, African American/Black, Asian/Pacific Islander, or North African/Middle Eastern.**

Category	Percent
Hispanic/Latinx	52%
African American/Black	19%
Asian/Pacific Islander	11%
Middle Eastern/North African	10%
Caucasian/White	3%
Other	3%
Multiracial or Biracial	2%
Native American/Alaska Native	<1%

Prefer not to say or Unknown <1%
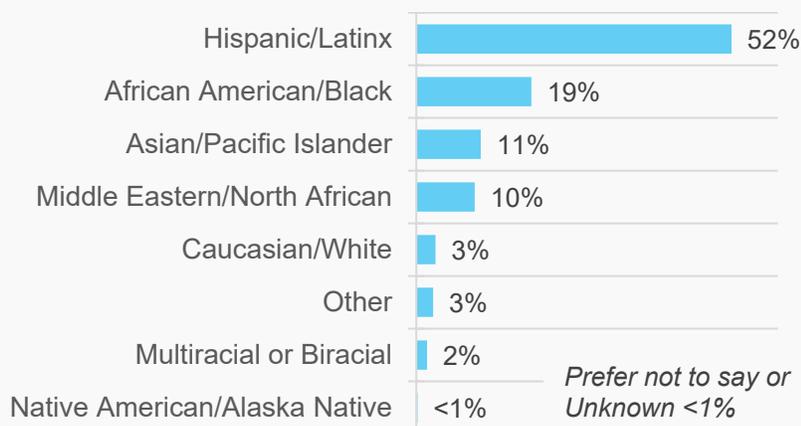
Adult females were more likely than males to attend early childhood programs.

Male 13%

Female 85%

Non-binary 1%
Prefer not to say 2%

Moreover, as illustrated in the maps below, most participants live in neighborhoods with high unemployment, housing-cost burden, and percentage of children and youth enrolled in OUSD who qualify for free- and reduced-price meals.[4] The composition of males and females varied across strategies.[5] For example, 59% of participants in the Career Awareness and Employment Support identified as female, compared to 45% of High School and Post-Secondary Student Success participants. OFCY programs primarily work with school-aged youth, with 81% of participants being between the ages of 5-16. Of the 4,070 youth in grades six and up who submitted a survey, 9% identified as LGBTQ+.

Zip Code of Children and Youth Served by OFCY
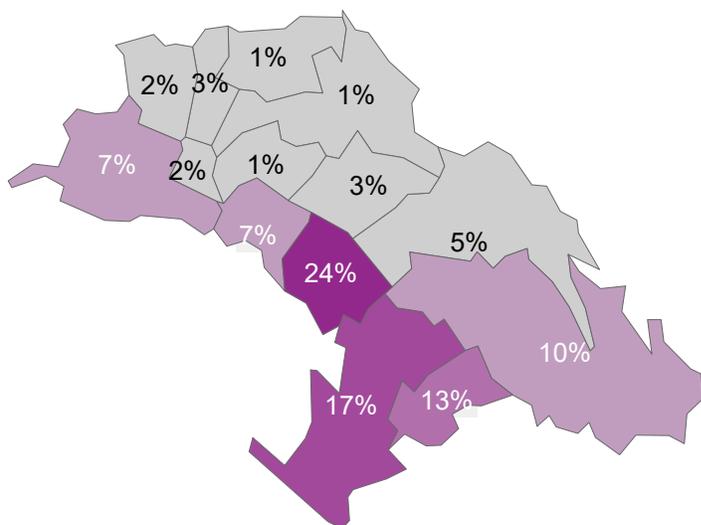
About one-quarter of OFCY participants live in Fruitvale. Another 30% live in the Webster Tract/Coliseum or Sobrante Park/Elmhurst neighborhoods.

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[4] Oakland Community Stressors Index (2019): www.oaklandca.gov/resources/oakland-community-stressors-index

[5] Less than one percent of children and youth identified as non-binary.

Looking more closely at race and ethnicity across different age groups reveals that participation rates varied across age and race. As shown below, Latinx children were more represented among children 0-12 than youth 13 and up. In comparison, African American/Black and Asian/Pacific Islander participants comprised a higher proportion of children and youth over 5 years old than younger children.   This mirrors larger city demographic trends showing a growing Latinx population among younger generations in the city.

Programs described how they strive to serve the population who could most benefit from their services and strive to reduce race-based disparities. For example, College Track staff regularly investigates the demographics of the students they are accepting into the program so that they can identify target groups that they are missing and strategize for future recruitment.

Race/Ethnicity by Age Groups

	<5	5-8	9-12	13-16	17+
Hispanic/Latinx	55%	56%	55%	48%	43%
African American/Black	19%	27%	27%	28%	27%
Asian/Pacific Islander	4%	8%	8%	11%	11%
Caucasian/White	4%	3%	3%	4%	2%
Multiracial or Biracial	4%	1%	2%	3%	4%
Middle Eastern/ North African	9%	2%	1%	3%	3%
Some other race	2%	1%	2%	1%	8%
Native American/ Alaska Native	4%	2%	1%	1%	1%

OFCY participants under 5 were less likely to be Asian/Pacific Islander or African American/Black than older youth.

Results-Based Accountability Framework

Working closely with Oakland Unified School District (OUSD), city agencies, and community-based partners, OFCY aims to move the needle on key city-wide goals and measure progress toward population-level indicators of equity in health, education, safety and housing.[6] The figure below highlights how OFCY strategies support relevant city-wide goals.

City RBA Goal	Indicator	OFCY Impact
Children are ready for kindergarten	**43%** of students ready for kindergarten in OUSD	85% of parents attending Parent Engagement & Support Programs and Family Resource Centers agreed that their program taught them how **to help their child be ready for school**.
3rd grade students read at grade level	**35%** of students at or above grade level on SBAC scores	80% of 3rd-5th graders in Comprehensive Afterschool programs agreed that they learned how to do things at their program that **help with their school work.**
Students graduate high school	**70%** OUSD graduation rate	86% of High School and Postsecondary Success participants agreed that their program **increased their desire to stay in school**.
Older youth are connected to school or work	**9.8%** of Oakland youth 16-19 not in school and not working	84% (1,496) of Career Awareness and Employment Support **participants worked in an internship or job placement** during their program. 86% of High School and Postsecondary Success participants agreed that their program helps them **feel more confident going to college**.
Youth are not caught in the justice system	**97** youth incarceration (average daily population)	74% of Youth Development and Leadership participants agreed that they were better at **saying "no" to things they know are wrong** since coming to their program.

To assess its contribution toward the city-wide goals, OFCY has adopted a Results Based Accountability (RBA) framework. The RBA model is a comprehensive approach for assessing the quantity of services provided by programs, the quality of those services, and the effect of those services on the lives of children, youth, and families. ***It does this by addressing three guiding questions: How much did OFCY programs do? How well did OFCY programs do it? Is anyone better off?*** The following section discusses the first group of RBA indicators, describing how many children and youth were served and the intensity of services provided.

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[6] See JPA Impact Tables: Update on Oakland Citywide Dashboard. September 13, 2018.

How Much Did Programs Do?

A total of 15,289 unduplicated children and youth and 2,216 unduplicated adults participated in OFCY programs in FY20-21. Many programs served fewer students than they have in previous years due to the COVID-19 pandemic. Some in-person programs limited enrollment to accommodate social distancing requirements, some programs offering virtual activities reported that students were burnt out on virtual platforms, and a few programs found it difficult to recruit youth because they were unable to access their traditional recruitment channels, such as in-person school or events. Compared to last year, programs were less likely to serve children ages 5-8. On the other hands, some programs were able to enroll more students than last year because of their virtual format. The Summer Programming, Comprehensive Afterschool, and Youth Development and Leadership strategies experienced the largest drops in enrollment.
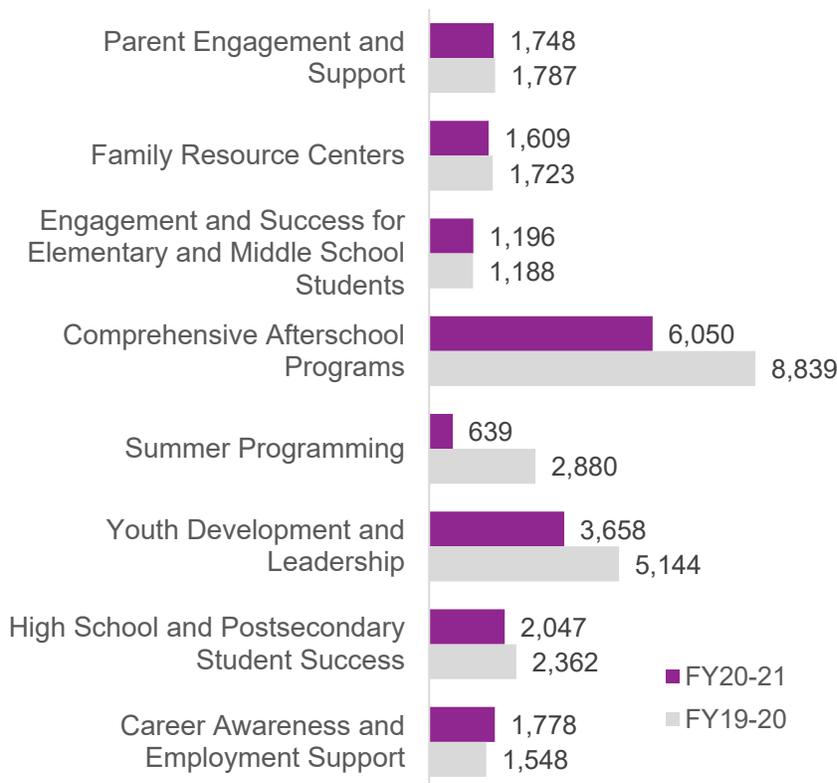
15,289
children and youth served

2,216
parents and caregivers served

Number of Participants per Strategy (FY20-21 and FY19-20)

Strategy	FY20-21	FY19-20
Parent Engagement and Support	1,748	1,787
Family Resource Centers	1,609	1,723
Engagement and Success for Elementary and Middle School Students	1,196	1,188
Comprehensive Afterschool Programs	6,050	8,839
Summer Programming	639	2,880
Youth Development and Leadership	3,658	5,144
High School and Postsecondary Student Success	2,047	2,362
Career Awareness and Employment Support	1,778	1,548

" We normally recruit in schools. So it was a huge challenge... We recruit from wellness centers and [school-based] coordinators and they didn't have access to the students either...The most effective strategy was having those relationships with the people that we normally recruit from. And then all of us just sort of brainstorming together, trying to get our students in.

– Staff, Bridges Inc.'s Bridges from School to Work

Comparing enrollment patterns between FY19-20 and FY20-21 reveals that children ages 5-8 had the largest drop in enrollment compared to other groups.

Despite the challenges posed by the pandemic, programs provided a total of 1,055,910 hours of service, and youth spent an average 103 hours in OFCY programming. (Because Comprehensive Aftreschool programs did not record program attendance in a uniform way due to the varied ways that they supported students during school closures, their hours of participation are not included in this year's report.) Using a variety of new approaches, including Zoom, socially distanced in-person meetings, reduced group sizes in small cohorts, and independent at-home activities, programs identified ways to engage children, youth, and families in-person and virtually. For example, Music is eXtraordinary found that holding virtual parent meetings and engaging families helped them maintain enrollment. As their staff noted,

Because Oakland's children and youth have diverse interests and needs, programs provided **a broad range of services that varied in intensity and focus** depending on the target population and the goals of the program. As shown in the graph below, 44% of youth attended programs for at least 40 hours. Over the year, 8% of youth attended more than one OFCY program.

Hours of Attendance (children and youth only, excluding Comprehensive Afterschool participants)
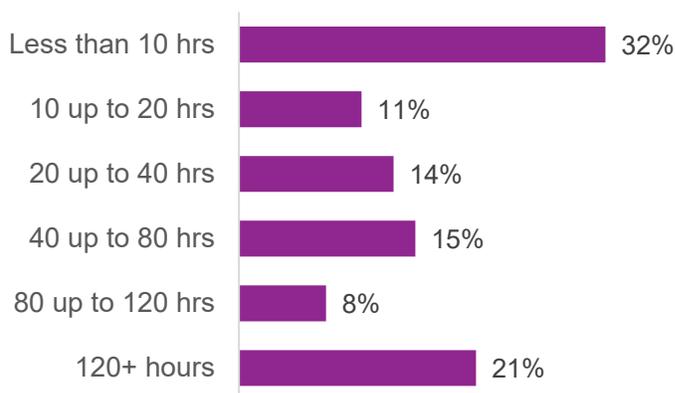
⌚ **1,055,910**

hours of attendance
(excluding Comprehensive Afterschool Programs)

**Almost half of youth spent at least 40 hours in each OFCY programming.**

❝ *Parents showed up [for us]. That's why we didn't lose many students, they just shifted and pivoted with us and are doing the best that they can.*

-Staff, Music is eXtraordinary's Explorations in Music

To meet the diverse needs of children and youth, some programs are designed to provide intensive services over the course of the year, while others have a shorter duration or provide drop-in services. Consequently, total hours of attendance in programming varied significantly by program. The chart below shows average hours of service for each program, organized by strategy. On average, participants in Engagement and Success for Elementary and Middle School Students spent the most time in programming, but this is primarily driven by intensive engagement in Safe Passages' Elev8 Youth, a program that served half of all participants in that strategy. On average, Elev8 participants spent 696 hours in programming, compared to an average of 27 hours at other programs in the strategy. Overall, children engaged in early childhood strategies (Parent Engagement and Support and Family Resource Centers) spent the least amount of time in their program. Most of these children joined their parents/caregivers in playgroups and other short learning activities appropriate for their developmental stage.
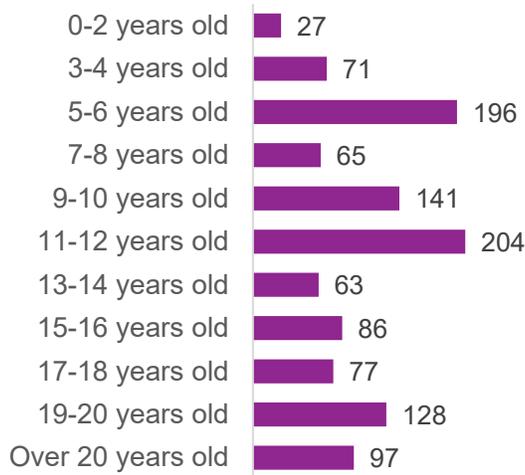
Average Hours of Attendance by Program

(each line represents one program; includes children and youth only)
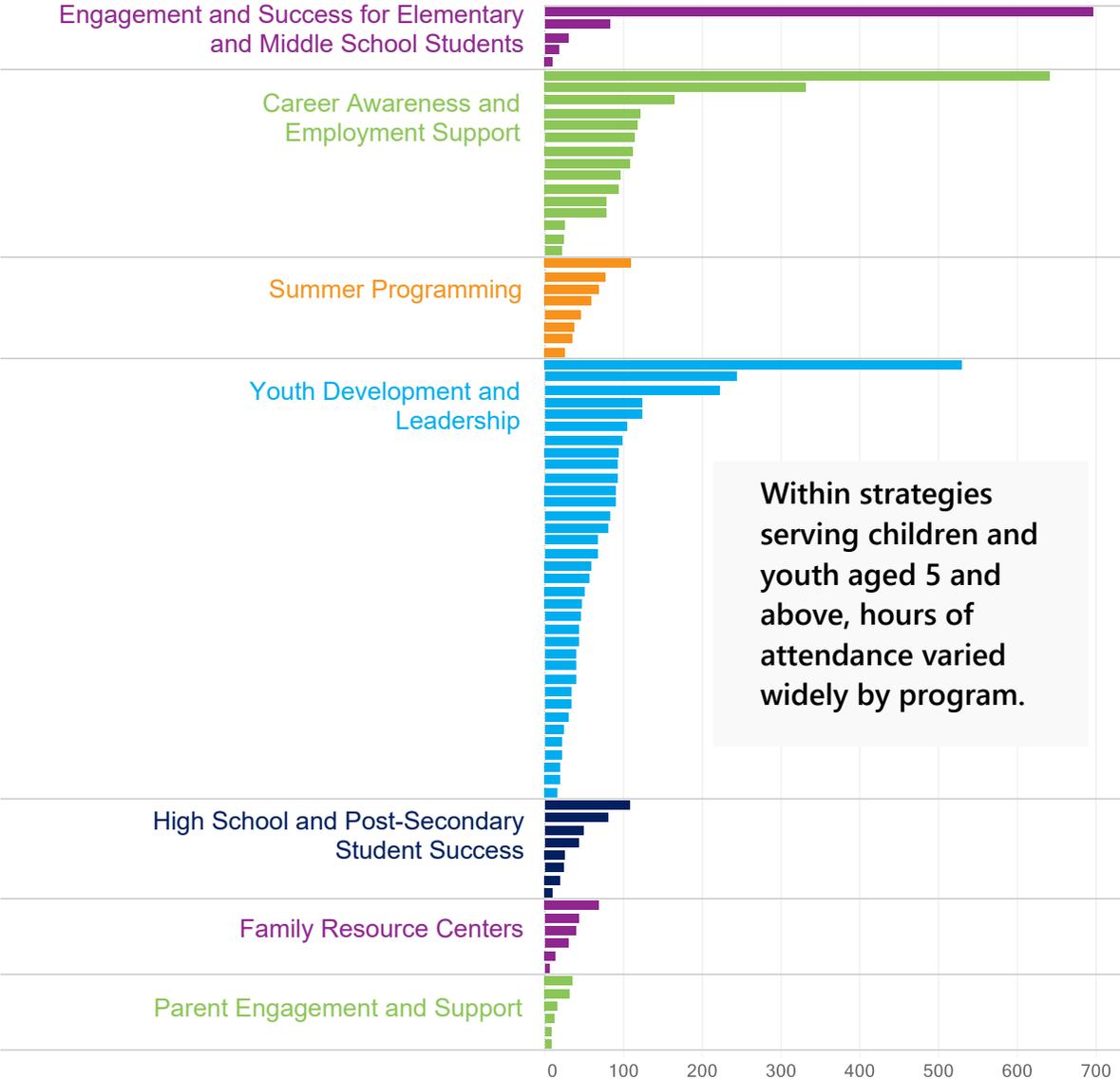
There was no discernable pattern in the levels of participation by age, as shown in the chart below.
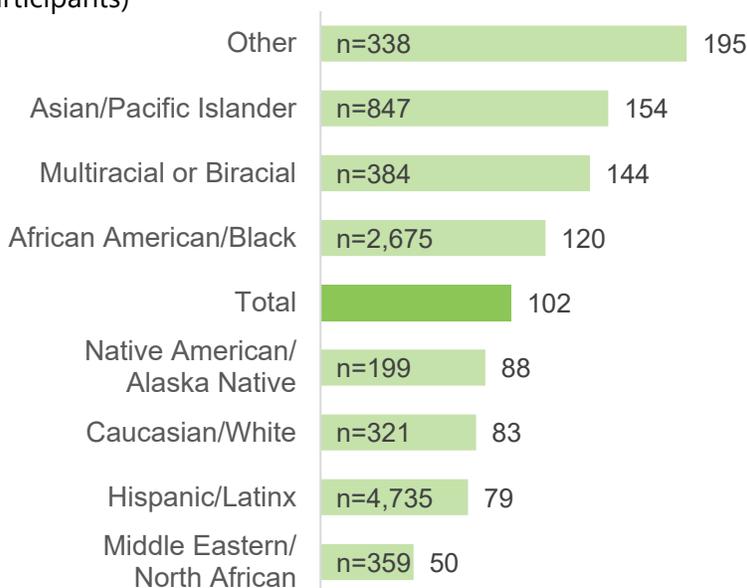
Average Hours of Attendance by Age (children and youth only, excluding Comprehensive Afterschool participants)

Age	Hours
0-2 years old	27
3-4 years old	71
5-6 years old	196
7-8 years old	65
9-10 years old	141
11-12 years old	204
13-14 years old	63
15-16 years old	86
17-18 years old	77
19-20 years old	128
Over 20 years old	97

On the other hand, there was some variation in the amount of time youth spent in programming across race and ethnicity. Asian/Pacific Islander, multiracial/biracial, and African American/Black youth spent more time in programming than the average participant. Some of this difference is related to the ages of participants. For example, Middle Eastern/North African participants were most likely to participate in early childhood programs, where average hours of service tend to be lower.

> On average, Asian/Pacific Islander, multiracial or biracial, and African American/Black youth spent more time in programming than the average OFCY participant.

Average Hours of Attendance by Race/Ethnicity (children and youth only, excluding Comprehensive Afterschool participants)

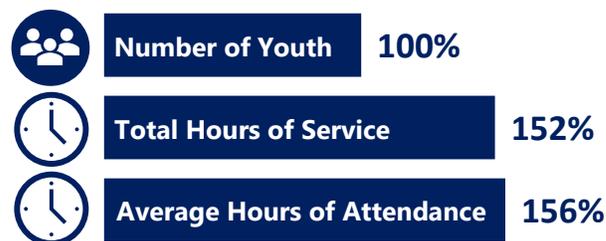| Race/Ethnicity	n	Hours
Other	n=338	195
Asian/Pacific Islander	n=847	154
Multiracial or Biracial	n=384	144
African American/Black	n=2,675	120
Total		102
Native American/ Alaska Native	n=199	88
Caucasian/White	n=321	83
Hispanic/Latinx	n=4,735	79
Middle Eastern/ North African	n=359	50

How Well Did Programs Do It?

OFCY tracks a series of indicators to assess how well programs met their objectives and supported youth. The first three indicators include progress toward (1) projected number of youth served, 2) projected total hours of service, and (3) average hours of attendance per participant.[7] As shown to the right, **program attendance was very high**, with participating students attending programs for more hours than anticipated. On average, programs also successfully served the number of youth they projected serving. However, **there was a lot of variability in progress toward the number of youth served**: some programs served more than double the number of youth they projected enrolling, while 15% of programs served less than half.

In addition to these indicators, the evaluation investigates participant perceptions of critical aspects of program quality that are tailored for each strategy, as measured through participant surveys. Research has shown that these indicators are foundational positive youth development practices that encourage youth to thrive in programming. As shown to the right, most participants felt safe, identified adults who cared about them, and engaged in activities that interest them at their programs.
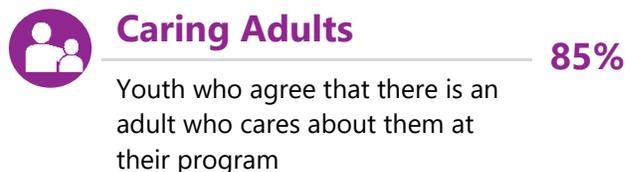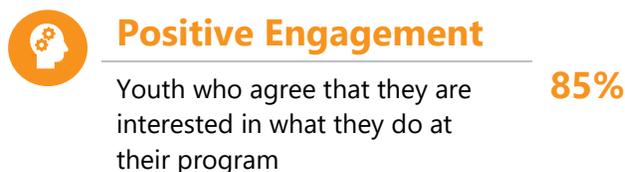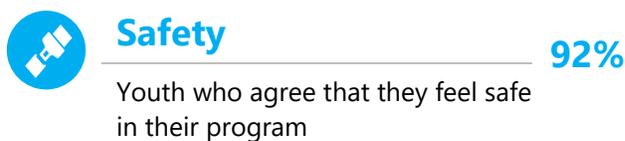
> " *All the teachers and mentors are able to put you out of your comfort zone in the right way. They know exactly what to say to get you to the place where you need to be to become better.*
>
> - *Youth, Music is eXtraordinary's Explorations in Music*

Program Performance: Average Progress Toward Projected Enrollment and Attendance

Number of Youth	100%
Total Hours of Service	152%
Average Hours of Attendance	156%

Program Quality: Participant Survey Responses
Children and Youth (n=5,147)

Safety — 92%
Youth who agree that they feel safe in their program

Positive Engagement — 85%
Youth who agree that they are interested in what they do at their program

Caring Adults — 85%
Youth who agree that there is an adult who cares about them at their program

Parents and Caregivers (n=690)

Supportive Environment — 96%
Parents/caregivers who say staff make them feel comfortable and supported

Diversity and Inclusion — 94%
Parents/caregivers who say staff work well with families of different backgrounds

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[7] At the start of the year, programs estimate the units of service they will provide and the number of participants they will enroll.

These successes are particularly striking given the challenges created by the pandemic and shelter-in-place orders, which forced most programs to shift to all or mostly virtual programming.

Through interviews, program staff discussed the ways in which they built a culture of safety, positive engagement, and caring relationships with staff:

- Programs start by **creating a physically safe space** for youth. This means having enough staff, actively supervise youth and monitor sign-in and sign-out procedures, and for many programs, creating safety plans in the case of neighborhood violence. To protect participants and families during the pandemic, programs have also created on-site protocols, provided PPE, and educated children, youth, and adults about prevention and the science of COVID-19.

- **Assisting participants and families with basic needs** supports their wellbeing, builds trust, and allows children and youth to fully participate. Programs like OUSD's African American Male Achievement College and Career Performance Program reached out directly to families to make sure they had enough food and access to computers for successful engagement. At the Oakland LGBTQ Community Center, the LGBTQ Youth Development program often builds trust with youth by providing groceries and information about community resources before youth ask for more personal support, such as information and resources related to safe sex.

- All programs maintained a focus on **supporting diversity, equity, and inclusion** by hiring staff that represent the participants, celebrating and honoring a wide range of cultures through programming and events, and integrating the cultures and backgrounds of participants.

- **Creating opportunities for staff and participants to get to know each other** was a priority at all programs we interviewed. Safe Passages' Elev8 Youth started the year with team building games and interactive ice breakers to build strong relationships before moving into academics and enrichment. Hidden Genius'

> ❝ *The most important thing is the emotional safety of youth in our program.* *It's a one-on-one relationship that's built between the counselor and the young person. Building that trust initially is really, really important. If somebody feels unwelcomed or not listened to or misunderstood, which is often the case for [the students with special needs we serve] they won't come back.*
>
> *-Staff, Bridges Inc.'s Bridges from School to Work*

> ❝ *There's not much that you can say or do where we're not going to show up the same way for you the next day and still try to offer you the same type of support and sense that **this is your home away from home.***
>
> *-Staff, Hidden Genius' Oakland Programming Series*

> ❝ *We made space for and honor students of all backgrounds, especially Black students to be seen and be heard and have opportunities that are culturally relevant and culturally sustaining so they don't come and feel othered or like an outsider.*
>
> *-Staff, Music is eXtraordinary's Explorations in Music*

Oakland Programming Series and College Track build opportunities for staff to engage youth in conversations about their interests, goals, and needs in the application process.

- **Focusing on emotional safety and wellbeing** was more important than ever given the stressors caused by COVID-19. Programs drew on trauma-informed practices and offered opportunities for youth to express how they are doing in group activities and individual conversations. For example, many programs, such as Music is eXtraordinatory's Explorations in Music and College Tracks' Empowering Oakland Students to and Through College, used opening rituals, including opening circles, mindfulness practices, and ice breakers, to build a sense of emotional safety, belonging, and predictability. Some Comprehensive Afterschool programs led warm welcomes during school-day remote instruction. Bridges from School to Work and Hidden Genius' Oakland Programming Series holds individual check-ins between staff and participants to create that sense of safety and foster a deeper relationship between youth and staff.

- Some programs found that **being available to youth outside of program hours** helped build trust between staff and participants. At OUSD's African American Male Achievement College and Career Performance Program, staff often stayed on Zoom calls with participants after program ended to discuss the day's curriculum or what's going on in their lives. Participants are encouraged to text staff with academic or personal questions.

- **Allowing student interest to guide programming** allows programs to adapt programming to maximize engagement. Programs solicited feedback through surveys or conversations to inform enrichment activities, offered a range of activity options to choose from, and created activities where youth could follow their passions. For example, Hidden Genius' Oakland Programming Series worked with students interested in video games to create an online tournament with participants and families.

> " *Our staff took time out the class to just sit in a breakout room and have a conversation. Some of our students needed that."*
>
> *-Staff, Safe Passages afterschool program at United for Success*

> " *[We spend] the first 10 to 15 minutes building community through our mindful moment and the icebreaker that are in every single workshop at College Track...That has not only helped students in feeling safe and that they can trust us, but it also normalizes [taking care of yourself.]*
>
> *-Staff, College Track's Empowering Oakland Students to and Through College*

> " *[During remote learning], we were **still able to replicate some of the standards like giving students choice in their activities** or the curriculum that they learned... [We offered] three or four activities that might orbit the same content, so that they didn't feel like they were just being talked to through a screen or watching a PBS show. Allowing them [to] make decisions and move around or just being asked about things that weren't school related [was important].*
>
> *-Staff, Safe Passages' Elev8 Youth*

Is Anyone Better Off?

Participant survey results also demonstrate that most participants met key outcomes aligned to the strategy in which they participated. For example, 80% of survey respondents from *Youth Development and Leadership* and *Summer* programs felt more connected to their community because of their program. The strategy summaries include more information about how programs supported strategy-specific outcomes, including outcomes for parents/caregivers.

In addition to these key RBA indicators, participant survey data tell a more comprehensive story about the ways that programs support the mindsets, competencies, values, and social skills that help youth become successful adults. The following page presents survey results related to four key youth development goals. We observed some variation in survey responses by participant demographics.

- Older youth reported the strongest outcomes in several youth development areas, including decision-making and goal setting, development and mastery of skills, confidence, and sense of belonging.

- African American/Black children and youth were most likely to agree that an adult at their program cared about them and have positive responses to other questions related to connections to adults.

- Asian/Pacific Island were most likely to progress in outcomes related to improved development and mastery of skills.

- Latinx youth were most likely to report progress in the area of improved decision making.

Participant Outcomes: Youth Survey Responses (n=5,147)

Career Goals — **94%**
Youth who learned about jobs they can have in the future

Employment Skills — **92%**
Youth learned what is expected in a work setting

Interpersonal Skills — **88%**
Youth who feel they know how to get along with others in a work setting

Support with School — **84%**
Youth who report that they learned skills that help with their schoolwork

Community Connectedness — **80%**
Youth participants who feel more connected to their community

Motivated to Learn — **78%**
Youth who report that they are more motivated to learn in school

Youth Leadership — **73%**
Youth participants who view themselves as more of a leader

- There was no statistical difference in survey results between youth who identified as LGBTQ+ on the survey (9% or 377 youth) and those who did not, indicating that LGBTQ+ youth felt as safe and engaged in programs as their peers and were just as likely to reach key outcomes.

All findings were statistically significant at p<.01.

Increased Confidence and Self-esteem

Since coming to this program, I feel I can make more of a difference.	**81%**
Since coming to this program, I feel I have more control over things that happen to me.	**76%**
Since coming to this program, I feel more comfortable sharing my opinion.	**80%**

Development and Mastery of Skills

At this program, I get the opportunity to talk about what I have learned.	**89%**
In this program, I learned new information about a topic that interests me.	**85%**
In this program, I try new things.	**92%**

Increased Persistence and Resilience

Because of this program, I am better able to handle problems and challenges when they arise.	**81%**
In this program, I have a chance to learn from my mistakes.	**90%**
Since coming to this program, I am better at something that I used to think was hard.	**82%**

Improved Decision-Making and Goal Setting

In this program, I learned how to set goals and meet them.	**84%**
This program helps me to think about the future.	**89%**
Since coming to this program, I am better at saying 'no' to things I know are wrong.	**74%**
Since coming to this program, I am better at staying out of situations that make me feel uncomfortable.	**74%**

*This is the first program where I can really be as much myself as possible because sometimes, I'll go into a place and I'll mask part of myself because I just feel like I don't fit in, but this program, I am around people who are exactly like me. **I've never been able to connect with other people like that before.***

-Youth, Music is eXtraordinatry's Explorations in Music

*College Track keeps me where I need to go every step of the way, especially right now with all the applications I need to fill out and everything I need to do. They let us know what we need to do it and how to do it, and all these workshops **really keep us on track**.*

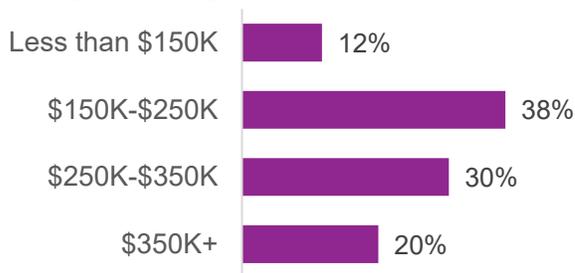*- Youth, College Track's Empowering Students To and Through College*

Funded Programs

Program capacity allows organizations and their leaders to develop competencies and skills that make them more effective in serving children, youth, and families and supporting the mission of OFCY. This section describes four foundational components of program capacity, including a description of program budgets, staffing, training and professional development, and partnerships.

Budget

Programs combine OFCY grants with other resources to fund the services they offer. Program budgets vary significantly in size, depending on the design and scale of the program. Half of programs operated on a budget under $250,000, while 20% had a budget of over $350,000.[8]
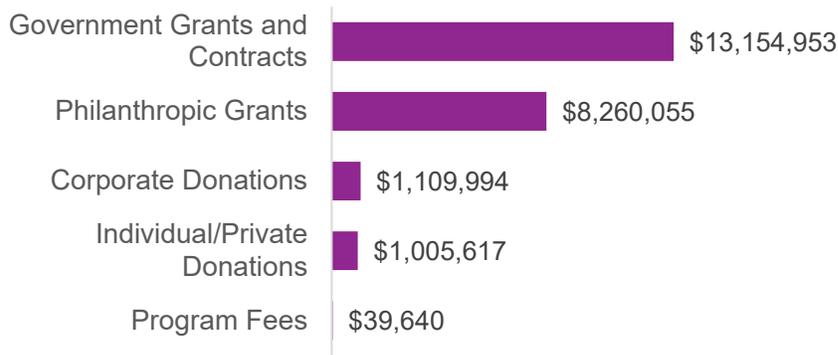
OFCY Program Budgets (FY20-21)

The average program budget was $287,123. Budgets ranged from $48,424 (Girls Incorporated's Concordia Summer) to $1,835,731 (College Track's Empowering Oakland Students To and Through College).

OFCY requires that programs bring in additional funding to cover at least 20% of their total program budget. In FY20-21, programs brought in $23,570,259 to fund services for children, youth, and families. As shown in the chart on the following page, nearly half of these matched funds came from government grants and contracts, with $7,694,005 million coming from ASES/21st Century

The average program budget was $287,123. Budgets ranged from $48,424 to $1,835,731.

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[8] Budget information was missing for three programs: City of Oakland Parks Recreation & Youth Development's Community Adventure Pre-K Playgroups; Friends of Peralta Hacienda's Peralta Hacienda Youth Programs; and Motivating, Inspiring, Supporting and Service Sexually Exploited Youth's STAR Leadership Collaborative.

contracts in support of comprehensive afterschool. The largest philanthropic and private donations came from the Sergey Brin Family Foundation ($500,000) and Kaiser Permanente ($495,000).

Origin and Amount of Matched Funds

Source	Amount
Government Grants and Contracts	$13,154,953
Philanthropic Grants	$8,260,055
Corporate Donations	$1,109,994
Individual/Private Donations	$1,005,617
Program Fees	$39,640

Government grants and contracts made up about half of the matched funding that agencies contributed to programs.

Staffing

Strong, high-quality programming requires qualified and trained professionals. Through an annual survey completed in the winter of 2020, OFCY programs reported information on the staff that helps them to effectively serve Oakland communities.

Research suggests that employing staff who are representative of the community strengthens programming for children and youth and that relationships between adults and youth based on cultural- and interest-based connections is foundational to positive youth development.[9] On average, 70% of OFCY program staff identified as African American/Black or Hispanic/Latinx, reflecting the ethnic composition of participants. In addition, 43% of programs were led by Executive Directors or CEOs who identified as African American/Black or Hispanic/Latinx. About 74% of programs have at least 50 percent of staff who are Oakland residents.

Over half of the programs were fully staffed throughout the year. On average, 67% of staff from OFCY programs had been employed at their agency for more than 18 months at the time of the survey, compared to 45% in FY2019-2020. Some of the barriers that programs faced included COVID-19, difficulty recruiting and hiring male and multilingual candidates, filling part-time positions, and

On average, 70% of staff identified as African American/ Black or Hispanic/Latinx.

Almost 75% of OFCY programs have at least 50 percent of staff who are Oakland residents.

Compared to previous years, a higher proportion of program staff had employed with their agency for more than 18 months.

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9   (https://www2.ed.gov/rschstat/eval/highered/racial-diversity/state-racial-diversity-workforce.pdf) (https://doi.org/10.1177%2F0044118X10386077) .

the high cost of living in the Bay Area. Like previous years, Comprehensive Afterschool programs were the most likely to report challenges recruiting (38%), hiring (34%), and retaining staff (31%) compared to other strategies.

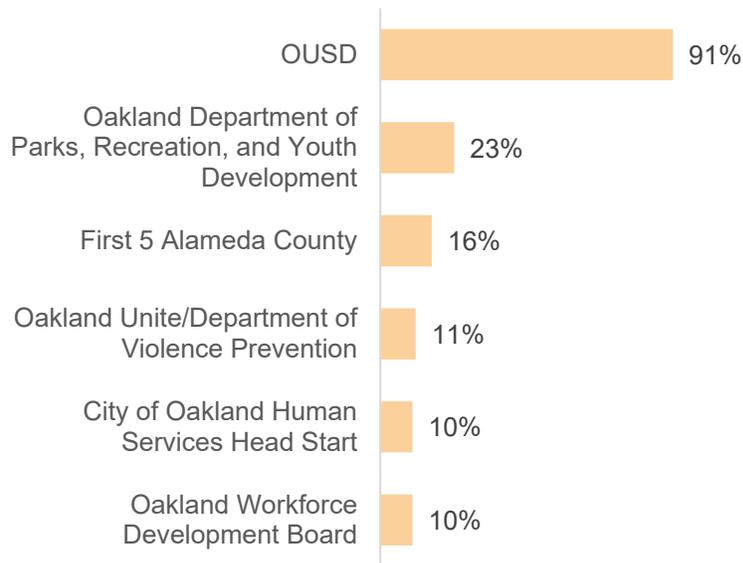## Training and Professional Development

Maintaining a skilled workforce and high-quality services requires training and professional development to support the staff that serves Oakland's children, youth, and families. These opportunities were particularly important in the last year when OFCY programs adjusted their participant recruitment practices and programming in response to COVID-19 and remote learning. In the annual staff survey, OFCY programs identified program planning and curriculum development; youth development and engagement; coaching, mentoring, and counseling; social justice and restorative justice; and family engagement as the most important professional development content areas. Virtual training and meetings allowed staff to participate in professional development more easily. Additional training topics that OFCY programs found helpful include technology, community care meetings, self-care supports, place-based learning strategies, and grant writing.

Program staff identified 1) program planning and curriculum development; 2) youth development and engagement; 3) coaching, mentoring, and counseling; and 4) social justice and restorative justice as the top four most important areas for professional development.

Partnerships

Oakland has a rich network of organizations that work toward improving outcomes for children, youth, and families. In addition to partnering with other community-based agencies, OFCY programs work closely with key public agencies. The table below presents the percent of programs that reported partnering with key public partners in the annual staff survey.

Percent of Programs Partnering with Key Public Agencies

Agency	Percent
OUSD	91%
Oakland Department of Parks, Recreation, and Youth Development	23%
First 5 Alameda County	16%
Oakland Unite/Department of Violence Prevention	11%
City of Oakland Human Services Head Start	10%
Oakland Workforce Development Board	10%

Nine out of ten OFCY programs reported partnering with OUSD.

Oakland Unified School District is a partner for nine out of ten OFCY programs. For example, programs reported working with OUSD on recruitment and referrals to OFCY programs, providing push-in support during the school day, implementing in-person learning pods, and increasing school day and after school program alignment. Programs also participated in OUSD trainings and professional development opportunities. The City of Oakland's Oakland Unite/ Department of Violence Prevention provided funding to some OFCY programs and partnership on participant recruitment and referrals. Early childhood programs collaborated with Oakland Human Services Head Start on literacy programs, family events, parent education workshops, and programming for young children; programs also continued to leverage trainings led by First 5 Alameda County. Lastly, the Oakland Workforce Development Board co-funds summer jobs programs with OFCY, serves as a referral source for youth employment, and funds several programs in the Youth Development and Leadership strategy, Career Awareness and Employment strategy, and OUSD after school programs.

OFCY programs leverage training and professional opportunities led by key public agencies in Oakland.

Support from OFCY

While OFCY's mission is to provide strategic funding to support Oakland's children and youth, it also provides *opportunities and resources* to grantees to support their capacity and to strengthen their networks so that the ecosystem of diverse organizations working to support Oakland families can flourish. Specific examples include:

- **Providing data to support continuous quality improvement.** OFCY works with its evaluation partner, SPR, to ensure that evaluation efforts support grantees in program improvement efforts. To that end, SPR provides grantees with critical performance information, via grantee profiles, at the midway point and end of each year in the funding cycle. SPR works with grantees at each of these points to help them understand the data and how to use it to assess what is working well and identify areas of improvement. OFCY staff also use this information in their work with grantees to support effective goal setting and reporting.

- **Creating space for peer learning and networking.** Recognizing that its grantees are the experts in how to best serve children and families in Oakland, OFCY dedicates time at each of its quarterly grantee convenings for peer learning and networking. These sessions typically focus on best practices as well as addressing common challenges identified by grantees. Examples of topics covered include trauma-informed care for participants and staff and effective recruitment and retention practices. OFCY supports peer learning outside of quarterly meetings by sharing grantee announcements and creating a resource guide with grantee contact information.

- **Sharing opportunities and resources from systems partners.** OFCY leverages its unique vantage point within the ecosystem of partners working in service of Oakland youth and families to provide opportunities for grantee organizations and their participants to benefit from a broader array of resources and capacity building opportunities afforded through these partners. These are shared through OFCY's communications channels and grantee convenings.

Conclusion

As a result of **OFCY's investment of $18,111,301 million, 149 programs delivered vital resources to support 15,289 of Oakland's children and youth,** particularly in neighborhoods facing the greatest stressors and serving populations most deeply affected by inequity. Reflecting the City of Oakland's commitment to racial equity, **OFCY served a particularly high percentage of Oakland's African American and Latinx youth** (20%), the group that faces the highest levels of inequity in access to employment and educational opportunity.

COVID-19 and the shelter-in-place order created significant challenges for programs. Many programs and participants did not feel comfortable meeting in person; agencies faced staffing shortages, in-person meetings had to comply with strict public health regulations, often limiting cohort sizes; many families lacked access to technology for virtual engagement; and programs could not rely on many of their traditional recruitment practices, such as attending events and recruiting through schools. In response to these challenges, programs demonstrated creativity and adaptability as they shifted to **engaging virtual enrichment experiences and safe, socially-distanced opportunities for in-person participation**. In response to the stressors families faced during the shelter-in-place, programs offered **more individualized services, including wellness checks and connections to resources**. Notably, despite the limitations on how programs could recruit youth, on average, programs served 100% of the participants they projected to serve.

The experiences of programs, staff members, youth, and adult participants demonstrate the critical role that community-based programming plays in creating a city where all children and youth are safe, supported, and able to thrive, particularly given the increasing economic, social inequities, and racial injustices that disproportionately impact African Americans, Latinx communities, immigrants and refugees.

Career Awareness and Employment Support

OFCY's Career Awareness and Employment Support strategy supports career exploration, work-readiness training, on-the-job experience, skill-building supports, exposure to career options, and employment. This report draws on interviews with two programs (Bridges from School to Work and East Bay Asian Local Development Corporation's Havenscourt Youth Jobs Initiative), attendance and wage records, a participant survey, and program reports to summarize strategy achievements and progress to date.

FUNDED PROGRAMS

- Alameda County Health Care Services Agency - Career Exploration Program
- Alameda Health System - Oakland Health Careers Collaborative
- Biotech Partners - Biotech Partners' Biotech Academy at Oakland Technical High School
- Center for Young Women's Development - Sisters on The Rise
- Civicorps - Civicorps Academic and Professional Pathway
- East Bay Asian Local Development Corporation - Havenscourt Youth Jobs Initiative
- Lao Family Community Development, Inc. - Oakland Youth Industries Exploration (YIE) Program
- Lao Family Community Development, Inc. - The Oakland Youth on the Move (YOM) Summer Employment Program
- Bridges, Inc. - Bridges from School to Work
- New Door Ventures - New Door Ventures Employment Program for Oakland Opportunity Youth 16-21
- Oakland Unified School District - Exploring College and Career Options (ECCO)
- The Youth Employment Partnership, Inc. - Level Up - Options for Real Careers
- The Youth Employment Partnership, Inc. - Summer Jobs
- Youth Radio dba YR Media - Digital Media Pathways
- Youth UpRising - YU Achieve (Summer Youth Employment

Strategy Results

1,778 Youth
participated in programming

98 Average Hours
per youth participant

15 Programs
provided jobs and career exploration

94%
learned about jobs they can have in the future.

84%
participated in a job or internship

$1,491,816
Wages/stipends earned by youth

$2,423,809
granted to programs

Strategy Results

 OFCY uses a Results Based Accountability (RBA) framework to assess its role in contributing toward city-wide goals. The RBA model is a comprehensive approach for assessing the quantity of services provided by programs, the quality of those services, and the effect of those services on the lives of children, youth, and families. It does this by addressing three guiding questions: *(1) How much did we do? (2) How well did we do it? (3) Is anyone better off?*

How Much Did We Do?	
Number of Programs Funded	15
Number of Youth Served	1,778
Total Hours of Service Provided	173,794
Average Hours of Service per Youth	98
Number of Youth Placed in Internships and Jobs	1,496
Total Hours Youth Spent in Jobs or Internships	132,279
Total Wages and Stipend Earned by Youth	$1,491,816
How Well Did We Do It?	
Enrollment: Average progress toward projected number of youth served[1]	102%
Total Hours of Service: Average progress toward projected total hours of service	90%
Average Hours of Service: Average progress toward projected average hours of service	88%
Job Placement: Youth placed in a job or internship	84%
Work Experience: Youth receiving at least 10 hours of work experience	71%
Safety: Youth who agreed that they felt safe in their program	94%
Caring Adults: Youth who agreed that there is an adult at their program who really cares about them	83%
Is Anyone Better Off?	
Career Goals: Youth who agreed that they learned about jobs they can have in the future	94%
Employment Skills: Youth who agreed that they learned what is expected of them in a work setting	92%
Interpersonal Skills: Youth who agreed that they learned how to get along with others in a work setting	88%

The remainder of this report includes an overview of program participants followed by sections aligned with this RBA framework:

1) Overview of Programs and Participants
2) How much did the programs provide?
3) How well did programs do It?
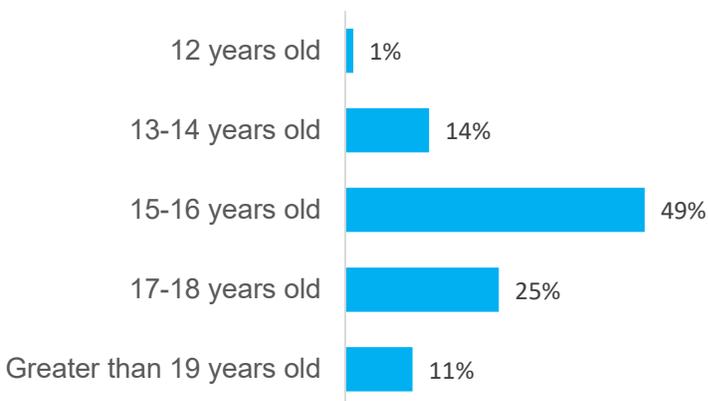4) Is anyone better off because of the strategy's work?

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[1] At the start of the fiscal year, programs estimate their annual enrollment and the total number of hours of service they will provide. Progress is calculated as the actual enrollment divided by the projected enrollment.

SPR

Participants and Programs

During FY20-21, **1,778 unduplicated youth participated in the Career Awareness and Employment programs**. These programs provided career exploration, supportive services, skill-building opportunities, and placements in jobs and internships. Participants included high school students interested in high-demand career pathways (such as health), opportunity youth, and youth who face high barriers to self-sufficiency. While shelter-in-place continued to pose recruitment challenges, programs used a range of strategies to connect with young people in virtual and physical spaces: group presentations in online classrooms, one-on-one communication with teachers, social media, door-to-door canvassing, and holding public events and projects in the community. Creative and persistent follow-up—drawing on multiple communication channels, including in-person check-ins, calling, texting, emails, and calendar invites—was key to recruitment during a pandemic.

In line with the focus on preparing youth for productive adulthood, most youth served by the career awareness programs were age 15 or older. Programs were most likely to serve high-school aged youth, but 11% of youth served were age 19 or above.

Age of Participants

- 12 years old: 1%
- 13-14 years old: 14%
- 15-16 years old: 49%
- 17-18 years old: 25%
- Greater than 19 years old: 11%

Career Awareness programs offer work experience and career exploration to youth from across Oakland, including opportunity youth and others who face barriers to self-sufficiency.

Program Spotlights

To inform this report, SPR conducted interviews with staff from two Career Awareness and Employment Support programs:

Bridges, Inc.'s Bridges from School to Work provides comprehensive job-readiness skills training, job development, placement, and retention services to opportunity youth and youth with special needs for up to 2 years. The program places youth in competitive, unsubsidized jobs in their community and encourage a successful transition to adult employment.

The East Bay Asian Local Development Corporation's Havenscourt Youth Jobs Initiative develops career readiness skills in high school age youth and provides direct employment to opportunity youth. Young adults participate in career exploration programs, job readiness trainings, paid internship, hiring fairs, and financial coaching.

Aligned with the goal of reducing race-based disparities in employment, programs served predominantly BIPOC youth residing in under-resourced communities. As shown in the graph below, over 85% of participants identified as Hispanic/Latinx, African American/Black, or Asian/Pacific Islander.[2]

Race/Ethnicity of OFCY Participants and Oakland Youth

As illustrated below, most participants lived in zip codes that experience high levels of community stress, including Fruitvale, Webster Tract, Sobrante Park, and Eastmont.

Zip Code of Residence

94601: Fruitvale	25%
94621: Webster Tract, Coliseum	15%
94603: Sobrante Park, Elmhurst	11%
94606: Highland Park, East Lake	10%
94605: Eastmont, Havenscourt	9%
94607: West Oakland, Chinatown	5%
94602: Glenview, Lincoln, Oakmore	5%

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[2] City of Oakland youth data comes from American Community Survey (ACS) 2018 5-year Estimate. Middle Eastern/North African is not represented in racial/ethnic categories collected by the ACS.
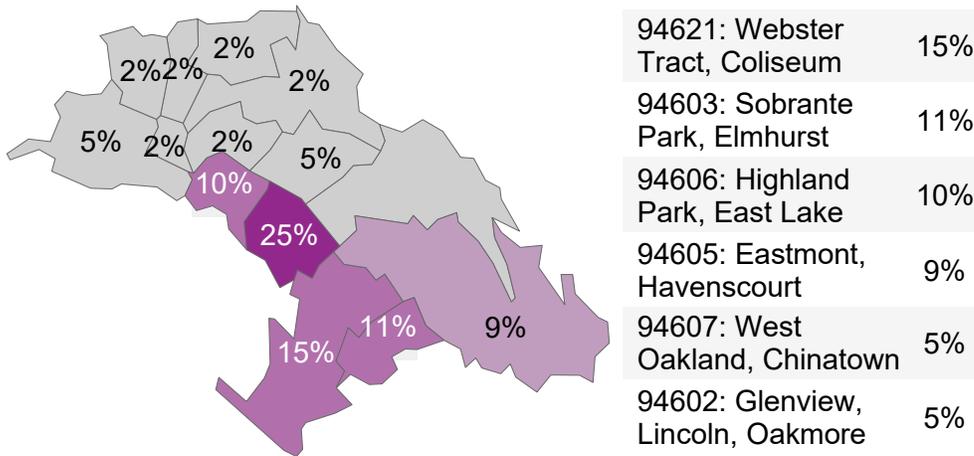
The largest group of youth identified as Hispanic/Latinx.

Relative to the city's population, youth who identify as African American/Black, Asian/Pacific Islander and Hispanic/Latinx were most likely to be served.

Youth participants were most likely to live in East Oakland.

" *We are very conscious that we're working toward the positive outcomes of young people of color who have [received the message] that they're not going to be able to achieve adult positive outcomes.*
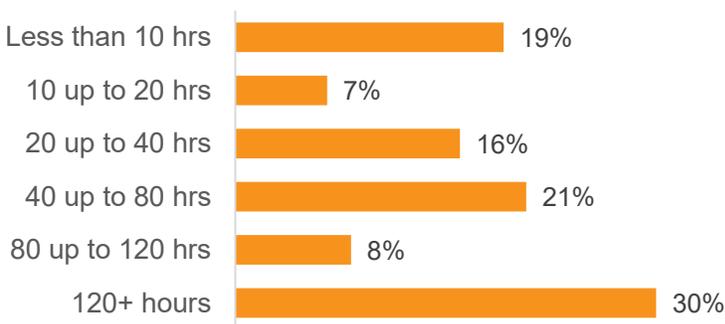
- *Staff, Bridges from School to Work*
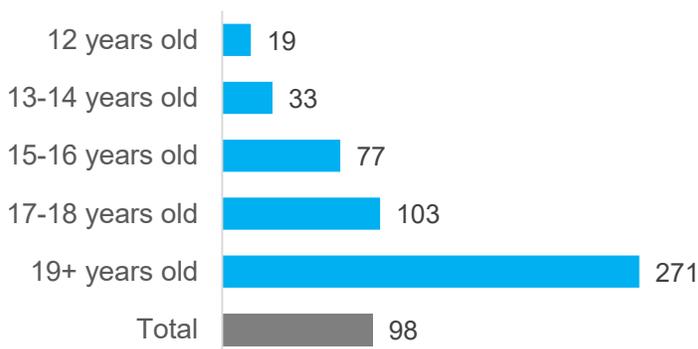
How Much Did Programs Do?

Programs provided 173,794 hours of service. During the ongoing shelter-in-place order, programs adapted to provide services safely to youth from across Oakland. Programs identified job training opportunities that supported the community during COVID-19, such as food distribution for seniors, and built their leadership and facilitation skills through activities like restorative justice trainings. Close to two-thirds of youth (62%) received 40 or more hours of career awareness and employment support services. Compared to previous years, hours of attendance were somewhat lower. About 5% of participants attended more than one career program.

Programs provided virtual and in-person programming that focused on career preparation and work experience opportunities that met the needs and safety concerns of youth during the pandemic.

Hours of Attendance in Career Programs

Category	Percentage
Less than 10 hrs	19%
10 up to 20 hrs	7%
20 up to 40 hrs	16%
40 up to 80 hrs	21%
80 up to 120 hrs	8%
120+ hours	30%

On average, youth spent 98 hours in programming. As shown below, older youth spent more time in career programing and work experience opportunities than their younger peers, consistent with the needs of youth as they transition to adulthood.

Youth spent an average of 98 hours in career awareness programming and work experience opportunities. Transitional-aged youth spent the most time in programming.

Average Hours of Attendance by Age

Age	Hours
12 years old	19
13-14 years old	33
15-16 years old	77
17-18 years old	103
19+ years old	271
Total	98

The number of hours spent in programming varied somewhat by race/ethnicity. As shown below, African American/Black youth and multiracial or biracial youth had the highest average hours of participation.

Average Hours of Participation by Race/Ethnicity

Race/Ethnicity	Average Hours
Multiracial or Biracial (n=86)	147
African American/Black (n=457)	131
Other (n=15)	118
Total	98
Caucasian/White (n=59)	97
Asian/Pacific Islander (n=273)	96
Hispanic/Latinx (n=824)	77
Native American/Alaska Native (n=5)	74
Middle Eastern/North African (n=39)	63

African American/Black youth and multiracial youth spent the most time in programming.
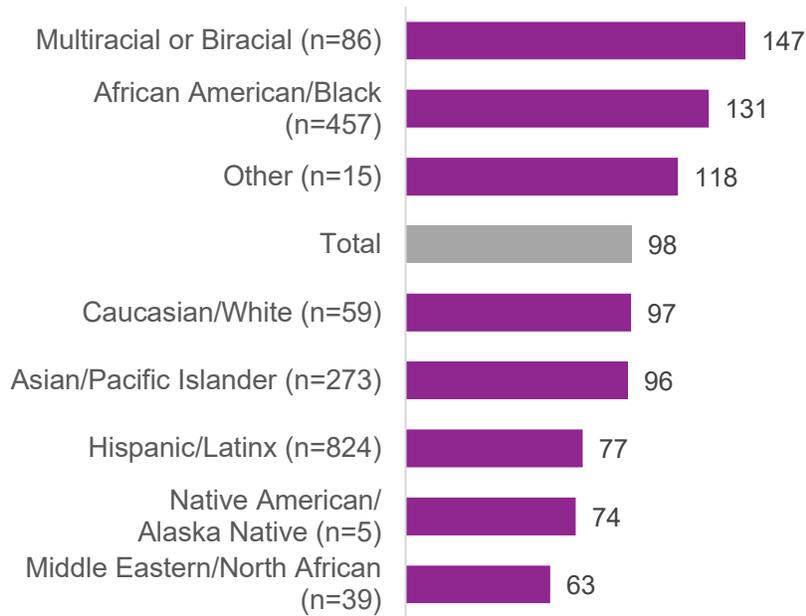
Through their programs, **1,496 unduplicated youth participated in jobs and internship opportunities**, comprising 84% of all participants. Programs creatively modified placements to provide valuable career exploration and work experiences despite the shelter-in-place order, as described below in the Participant Outcomes section. About half of participants who were placed in jobs or internships spent between 15 and 100 hours in work settings.
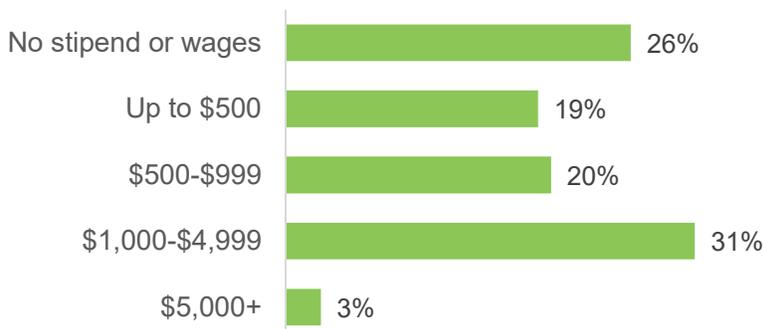
Hours Spent in Placements

Hours	Percentage
Less than 15 hours	18%
15-49 hours	25%
50-99 hours	27%
100-199 hours	22%
200-499 hours	6%
500+ hours	2%
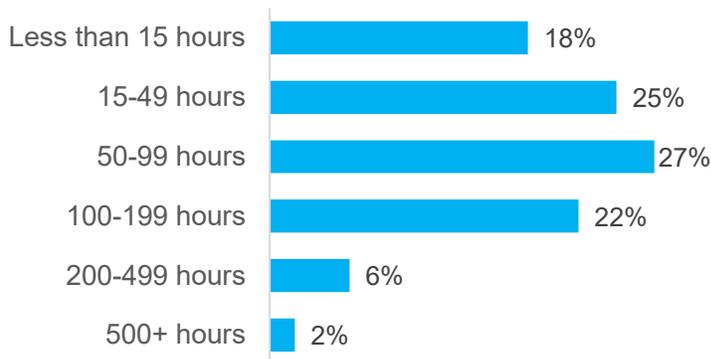
In addition to gaining experience, about three-quarters of youth and young people participating in placements received a wage that ranged from less than $100 to over $30,000. On average, these participants earned about $1,355 for their time and effort. Overall, programs distributed $1,491,816 in stipends and wages youth.

Stipends and Wages Earned

→ **1,101** youth received wages

→ **$1,491,816** total wages

→ **$1,355** average wages earned

Wages	Percentage
No stipend or wages	26%
Up to $500	19%
$500-$999	20%
$1,000-$4,999	31%
$5,000+	3%

Despite the shelter-in-place order, 84% of participants received work experience through a virtual internship or modified in-person job placement.

" *The majority of jobs that our students get are front-facing customer service jobs...We had to be very clear that the decision was theirs to make and that it was made thoughtfully.*
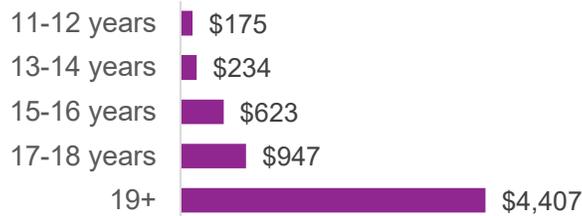
- *Staff, Bridges from School to Work*

About three-quarters of youth and young adults participating in work experience received a wage, ranging from less than $100 to over $30,000.

The amount earned depended on the time youth spent in placements and the type of work experience they participated in. Programs designed to prepare older youth to transition into unsubsidized generally offered hourly wages, while programs focused more on career exploration generally provided a flat stipend for participation and served younger participants.

For example, participants received an average of $332 at Alameda Health System's Oakland Health Careers Collaborative, where middle and high school students shadowed medical professionals, attended seminars, and learned about a range of medical processions. In contrast, at Civicorps, where young adults received $14.36 per hour for paid job training in environmental management and recycling, the average payment was $11,380. As shown below, older youth earned more than their younger peers. They generally spent more time in their placements and were more likely to receive hourly wages.

Depending on the type of placement, participants received a flat stipend or an hourly wage.

Total Stipends and Wages by Age

Age	Amount
11-12 years	$175
13-14 years	$234
15-16 years	$623
17-18 years	$947
19+	$4,407

Older youth generally earned more during their placements.

The total payment that participants received varied by race. African American youth received the highest average payment.

African American/Black youth received the highest average payment.

Total Stipends and Wages by Race/Ethnicity

| Race/Ethnicity	Amount
African American/Black (n=327)	$1,844
Multiracial/Biracial (n=64)	$1,388
Other (n=9)	$1,251
Hispanic/Latinx (n=416)	$1,231
Caucasian (n=38)	$1,163
Asian/Pacific Islander (n=210)	$986
Middle Eastern/North African (n=18)	$639

How Well Did Programs Do It?

OFCY tracks a series of indicators to assess <u>how well</u> grantees have implemented their programming.

The first three indicators include progress toward projected program enrollment, total hours of service, and average hours of service per participant.[3] As shown to the right, **program attendance and enrollment were strong**. On average, programs enrolled over 100% of the youth they anticipated.

In addition to these performance measures, the Career Awareness and Employment Support strategy has indicators of program quality, including the percentage of youth who received work experience, and youth perceptions of critical aspects of programming. In the FY2020-2021, 84% of participants were placed in a job or internship and 71% spent at least ten hours in a job or internship.

Also shown to the right, the 764 participants who completed a survey generally felt safe and connected to adults that cared about them in their programs. Programs emphasized that having staff that are reflective of youth demographics and are from their neighborhoods play a key role in establishing a welcoming environment and building trusting relationships. These ratings are similar to how youth assessed program quality in FY19-20. In addition to focusing on physical and psychological safety, programs employed COVID-19 safety measures, including access to personal protective equipment, trainings, and on-site protocols for internships and jobs.

Program Performance: Average Progress Toward Projected Enrollment and Attendance

Number of Youth Served	102%
Total Hours of Service	90%
Average Hours of Attendance	88%
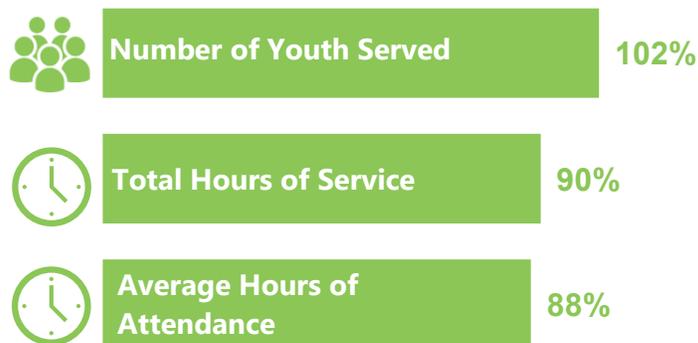
Program Performance: Rate of Job Placement and Work Experience

| Percent Placed in Job or Internship | 84% |
| Percent Receiving 10+ Hours of Work Experience | 71% |

Program Quality: Youth Survey Responses (n=764)

Safety — 94%
Youth who agree that they feel safe in their program

Caring Adults — 83%
Youth who agree that there is an adult who cares about them at their program.

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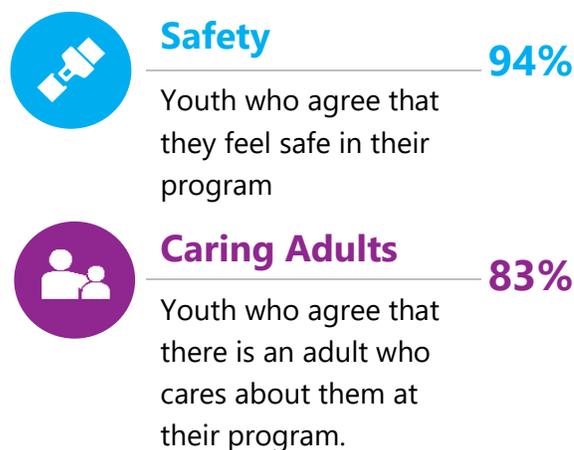
[3] At the start of the fiscal year, programs estimate the units of service enrollment they expect to meet. By the end of the year, programs are expected to reach at least 80% of their projected enrollment and units of service.

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Is Anyone Better Off?

As part of the RBA framework, OFCY tracks indicators of job and career readiness to assess if program participants are better off because they participated. As shown below, the vast majority of youth reported gaining the experience and skills that the Career Awareness and Employment Support strategy aims to provide.

Program Outcomes: Youth Survey Results (n=764)

Career Goals

Youth who agree that they learned about jobs they can have in the future

94%

Employment Skills

Youth who agree that they learned what is expected in a work setting

92%

Interpersonal Skills

Youth who agree that the program taught them how to get along with others in a work setting

88%

In addition to these RBA indicators, participant survey data and program interviews tell a more comprehensive story about the ways that career awareness programs prepare youth for success in youth employment and their future careers. [4]

89%

of youth agreed: This program helps me understand how to get the kind of job I want.

Awareness of Job and Career Options

Many programs provide opportunities for participants to explore different careers. Pre-COVID, programs often organized field trips and hosted job fairs and in-person panels with professionals from different fields. In the second year of the pandemic, programs continued to modify these opportunities to protect the health, safety, and wellbeing of participants. For example, Havenscourt Youth Job Initiative transformed their career explorations into immersive online experiences where youth received boxes of supplies and learned how to make homemade

" *[Because of COVID-19], we changed our hiring fairs to virtual career explorations or demonstrations. [It was] very engaging. The hands-on approach that we tried to capture even [during COVID] is extra work, but it's worth it. It really keeps them coming back.*

- *Havenscourt Youth Job Initiative, Staff*

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[4] Program participants also report on their progress toward youth development outcomes, which are reported in the OFCY FY20-21 Final Report.

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pasta and cold brew coffee while gaining insight into careers in the food industry and customer service skills from employers like Starbucks.

Interpersonal Skills and Professionalism

Programs supported professional and soft skills through training and on-the-job experience. This year, programs offered these activities virtually or through a hybrid in-person/virtual format to meet the needs and safety concerns of youth. For example, the Havenscourt Youth Job Initiative at EBALDC transitioned to holding their professionalism trainings and internship interviews online. At Bridges from School to Work, program staff offered one-on-one, In addition to traditional interpersonal like communication, career awareness programs provided individualized support in person, over the phone, or online because youth were burnt out from virtual group meetings. youth with COVID safety training as part of professionalism training to prepare them for their internships and placements. Topics included understanding the science behind COVID-19, PPE and masks, sanitation and handwashing, access to vaccination opportunities, and best practices when engaging with community members in-person.

Increased Participation in Internships and Other Work Opportunities

Internship and work experience opportunities are typically a core component of OFCY career awareness programs as it provides youth a positive, productive activity during out-of-school time and important monetary incentives in the form of wages and stipends. During 2020-2021, COVID-19 and shelter-in-place orders continued to force programs to adjust the scope of their internship and employment opportunities. Throughout the year, Bridges from School to Work placed youth in unsubsidized essential worker jobs like courtesy clerks at Safeway. Bridges offered all their pre-readiness skills trainings to youth and families who were not comfortable with front-facing, customer service jobs, and all youth and guardians had to sign COVID-19 acknowledgement forms. EBALDC's Havenscourt Youth Job Initiative continued to run its year-round afterschool

91%

of youth agreed:
Because of this program, I have learned new skills that will help me get a job.

"

Communication is the key.
If something is happening in your life, please let your counselor know.

- *Staff, Bridges from School to Work*

61%

of youth agreed:
Because of this program, I have an internship, volunteer position, or paid job now or lined up for the future.

"
*[Because of COVID-19], we changed our hiring fairs to virtual career explorations or demonstrations. [It was] very engaging. The **hands-on approach** that we tried to capture even [during COVID] is extra work, but it's worth it. It **really keeps them coming back**.*

- *Staff, Havenscourt Youth Job Initiative*

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internship program and implemented a smaller, pilot version of the summer internship program that they were unable to launch in Summer 2020 due to shelter-in-place. This included placements as a creative intern at the San Francisco Symphony, a program intern at United Way Bay Area, and a social media and marketing intern at Bay Cities Realty & Home Loan, a local real estate company.

Survey Responses by Subgroups

An analysis of survey responses by subgroup revealed some differences in outcomes across race, gender, and age:

- **Latinx/Hispanic youth reported higher scores** than their peers in several general youth development outcomes, including *Goal Setting, Development and Mastery of Skills, Confidence and Self-Esteem, and Sense of Belonging*.
- **Females were more likely than males to report *feeling safe* in their program** and reported higher scores than males around in questions related to *Sense of Belonging*.
- **African American youth were more like to report that there is an adult in the program who cares for them.**

- There was no statistical difference in survey results between youth who identified as LGBTQ+ on the survey (12%, or 89 youth) and those who did not, indicating that LGBTQ+ youth felt as safe and engaged in programs as other youth and were just as likely to reach key youth outcomes.

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Agency   Alameda County Health Care Services Agency

Program   Career Exploration Program

OFCY
OAKLAND FUND FOR
CHILDREN & YOUTH

End-of-Year Profile
FY2020-2021

Strategy: Career Awareness and Employment Support
Annual Grant Funding: $182,000

The HCSA Career Exploration Program (HCSA-CEP) is designed to: 1) Encourage Oakland youth of color to explore non-clinical health careers and Allied health careers; 2) Increase awareness of health services-related jobs, and 3) Prepare the future health workforce for entry-level positions in the County. To this end, HCSA-CEP provides 30 10th-12th graders with a comprehensive 100-hour summer internship and another 20 youth with 160-hour year-long internships. In HCSA-CEP, HCSA acts as our own primary employer, providing an extensive menu of workforce placements connecting youth to mentors.

Program Score Card

These select performance measures were identified by program staff, OFCY and the evaluation team as indicative of programs' quality and success in working towards the strategic objectives for the Career Awareness and Employment Support strategy.

Program Achievements: How much did we do?

Total Youth Served: **51**

Number of Youth Placed in Jobs or Internships: **51**

Total Hours of Service Provided: **6,000**

Total of Work Experience Provided: **4,560**

Program Performance and Quality: How well did we do it?

Progress Toward Projected Enrollment and Attendance		Strategy Average
Progress towards projected number of youth served	102%	102%
Progress towards average hours of service per participant	57%	88%
Progress towards projected hours of service	58%	90%

Work Experience		Strategy
Percent of youth placed in a job or internship	100%	84%
Percent of youth receiving at least 10 hours of work experience	94%	71%

Percent of Youth in Agreement		
I feel safe in this program.	96%	94%
There is an adult at this program who cares about me.	77%	83%

Participant Outcomes: Is anyone better off?

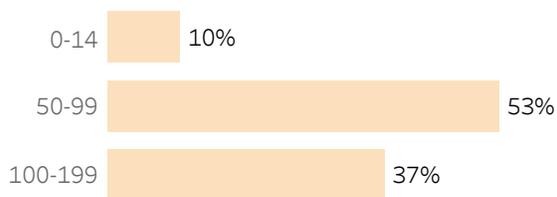| Percent of Youth in Agreement		
At this program, I learned what is expected in a work setting.	97%	92%
In this program, I learned about jobs I can have in the future.	100%	94%
This program taught me how to get along with others in a work setting.	87%	88%

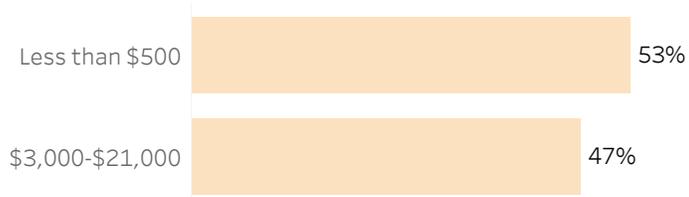## Work Experience Outcomes Total Placed in Internships and Jobs: 51
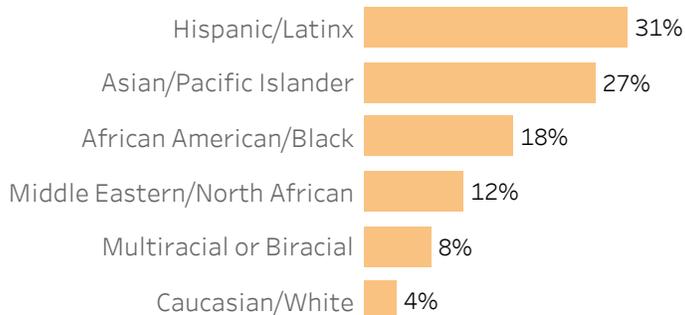
Hours of Work Experience
Average Hours: 89

- 0-14 — 10%
- 50-99 — 53%
- 100-199 — 37%

Wages Earned
Average Wages:400.0

- Less than $500 — 53%
- $3,000-$21,000 — 47%

Youth Demographics Total Enrollment: 51

Race/Ethnicity

- Hispanic/Latinx — 31%
- Asian/Pacific Islander — 27%
- African American/Black — 18%
- Middle Eastern/North African — 12%
- Multiracial or Biracial — 8%
- Caucasian/White — 4%

Age (as of first day of grant)

- 13-14 years old — 14%
- 15-16 years old — 65%
- 17-18 years old — 18%
- 19-20 years old — 4%

Hours of Attendance

- 10 up to 20 hrs — 2%
- 40 up to 80 hrs — 8%
- 80 up to 120 hrs — 53%
- 120+ hours — 37%

Gender

- Female — 82%
- Male — 16%
- Nonbinary — 2%
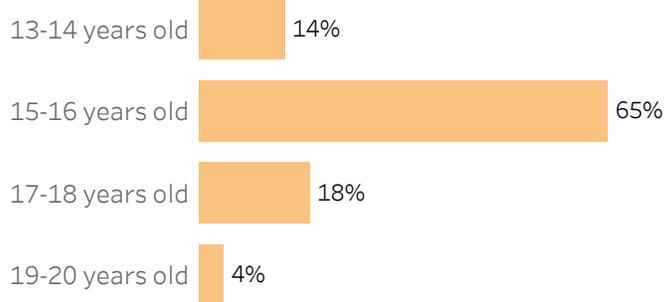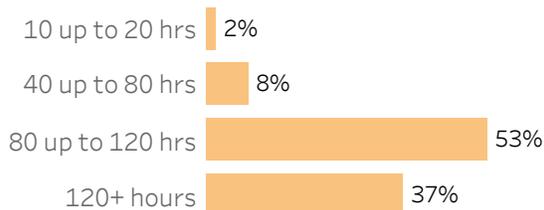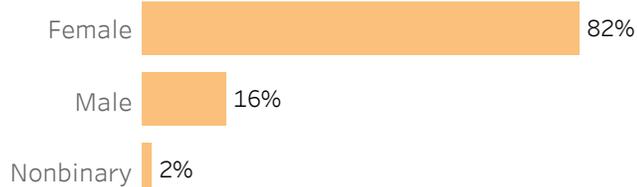
Distribution of Participants by Zip Code

Number of Youth: 1 — 11

Map zip codes: 94618, 94608, 94611, 94607, 94612, 94602, 94606, 94601, 94619, 94605, 94621, 94603

© 2021 Mapbox © OpenStreetMap

- 94601 — 22%
- 94606 — 20%
- 94619 — 10%
- 94621 — 10%
- 94605 — 8%
- 94602 — 6%
- 94603 — 6%
- 94607 — 6%
- 94612 — 6%
- 94608 — 2%
- 94609 — 2%
- 94611 — 2%
- 94618 — 2%
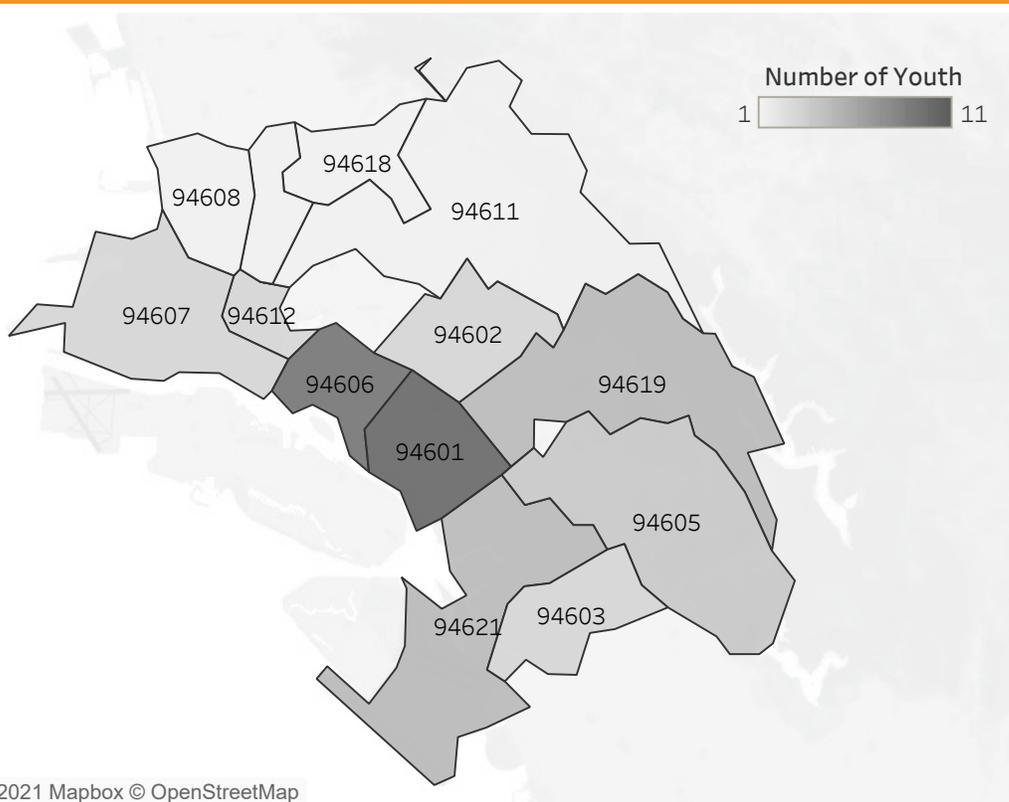
Youth Survey Results (Number of surveys collected: 69)

General Youth Development Outcomes

Outcome scores represent the percentage of youth who agreed or strongly agreed with the questions mapped to each outcome. The strategy-level scores reflects all youth who completed surveys at 15 Career Awareness and Employment Support programs (764).

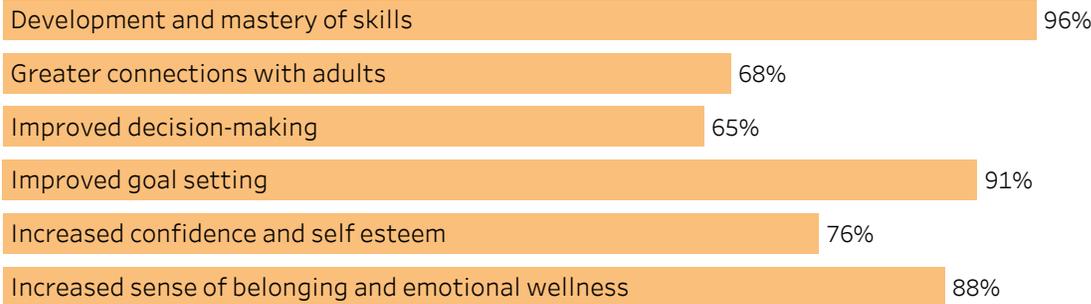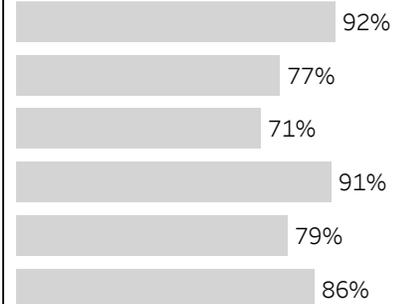| Program Scores		Strategy-Level Scores	
Development and mastery of skills	96%		92%
Greater connections with adults	68%		77%
Improved decision-making	65%		71%
Improved goal setting	91%		91%
Increased confidence and self esteem	76%		79%
Increased sense of belonging and emotional wellness	88%		86%

Outcome	Question	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Development and mastery of skills	At this program, I get the opportunity to talk about what I have learned.	0%	1%	3%	49%	46%	1%	1%	5%	49%	45%
	In this program, I learned new information about a topic that interests me.	0%	3%	1%	51%	45%	1%	2%	7%	39%	51%
	In this program, I try new things.	0%	0%	3%	51%	46%	1%	1%	4%	43%	50%
Greater connections with adults	The adults in this program tell me what I am doing well.	0%	3%	14%	42%	41%	1%	2%	10%	44%	44%
	There is an adult at this program who cares about me.	0%	1%	22%	49%	28%	0%	1%	15%	46%	37%
	There is an adult in this program who notices when I am upset about something.	0%	7%	49%	26%	17%	1%	5%	35%	37%	22%
Improved decision-making	Since coming to this program, I am better at saying 'no' to things I know are wrong.	0%	7%	30%	35%	28%	1%	5%	24%	44%	27%
	Since coming to this program, I am better at staying out of situations that make me feel uncomfortable.	0%	4%	28%	38%	30%	1%	3%	26%	41%	30%
Improved goal setting	In this program, I learned how to set goals and meet them.	0%	3%	10%	52%	35%	1%	3%	9%	49%	38%
	This program helps me to think about the future.	1%	0%	4%	38%	57%	1%	0%	3%	42%	53%
Increased confidence and self esteem	Since coming to this program, I feel I can make more of a difference.	0%	4%	12%	45%	39%	0%	3%	14%	44%	38%
	Since coming to this program, I feel I have more control over things that happen to me.	0%	4%	28%	41%	26%	1%	4%	19%	48%	29%
	Since coming to this program, I feel more comfortable sharing my opinion.	0%	3%	22%	45%	30%	1%	4%	19%	46%	31%
Increased sense of belonging and emotional wellness	I feel like I belong at this program.	0%	0%	17%	46%	36%	1%	1%	12%	50%	36%
	I feel supported and respected at this program.	0%	0%	3%	51%	46%	1%	0%	5%	47%	47%
	This program helps me to get along with other people my age.	0%	6%	14%	43%	36%	1%	4%	16%	47%	32%
	This program helps me to talk about my feelings.										
	This program is a place where people care about each other.	0%	0%	9%	61%	30%	0%	1%	13%	47%	39%

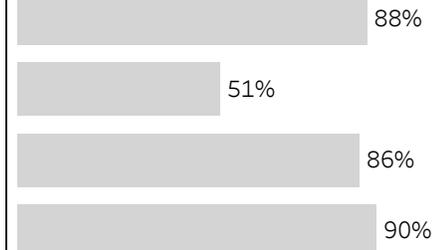# Youth Survey Results (Number of surveys collected: 69)
Career Awareness and Employment Support Strategy Outcomes

Outcome scores represent the percentage of youth who agreed or strongly agreed with the questions mapped to each outcome. The strategy-level scores reflects all youth who completed surveys at 15 Career Awareness and Employment Support programs (764).

Program Scores

Outcome	Score
Increased awareness of job and career options	97%
Increased participation in internships & work experience	38%
Increased persistence and resiliency	85%
Increased professionalism and work soft skills	92%

Strategy-Level Scores

Score
88%
51%
86%
90%

Outcome	Question	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Increased awareness of job and career options	In this program, I learned about an industry that I am interested in (IT, healthcare, culinary arts).	0%	1%	4%	51%	43%	1%	5%	13%	42%	40%
	In this program, I learned about jobs I can have in the future.	0%	0%	0%	51%	49%	1%	1%	5%	44%	50%
	This program helps me to understand how to get the kind of job I want.	0%	1%	3%	65%	30%	1%	2%	8%	45%	44%
Increased participation in internships and other work-experience opportunities	Because of this program, I have a paying job now or lined up for the future.	4%	21%	41%	21%	13%	3%	20%	31%	26%	20%
	Because of this program, I have an internship or volunteer position now or lined up for the future.	1%	13%	42%	22%	22%	3%	14%	27%	30%	26%
Increased persistence and resiliency	Because of this program, I am better able to handle problems and challenges when they arise.	0%	1%	19%	42%	38%	1%	2%	15%	47%	36%
	In this program, I have a chance to learn from my mistakes.	0%	0%	9%	49%	43%	1%	1%	6%	52%	41%
	Since coming to this program, I am better at something that I used to think was hard.	0%	3%	13%	49%	35%	1%	4%	13%	47%	36%
Increased professionalism and work soft skills	At this program, I learned what is expected in a work setting.	0%	0%	3%	41%	57%	1%	1%	6%	42%	50%
	Because of this program, I have learned new skills that will help me to get a job (e.g. job search, interviewing, resume development).	0%	1%	7%	38%	54%	1%	3%	6%	45%	46%
	This program taught me how to get along with others in a work setting.	0%	1%	12%	43%	43%	1%	2%	9%	46%	42%