



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

October 16th, 2019: 6:00 p.m. - 8:00 p.m.

Oakland City Hall, Hearing Room #4

1 Frank H. Ogawa Plaza, 2nd floor, Oakland, CA 94612

AGENDA

1. Call to Order

- *Introductions & Announcements*
- *Agenda Review/Modifications*

2. Open Forum

3. Presentation by Social Policy Research Associates (SPR) of the OFCY Year-End Evaluation Report for FY 2018-2019

4. Overview of Evaluation 2019-2020 Framework by SPR

5. Administrative Matters

- *General Announcements*

6. Adjournment

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

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

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

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



Final Evaluation Report FY2018-2019

Prepared by: Social Policy Research Associates (SPR)

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ACKNOWLEDGEMENTS

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



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Introduction

The Oakland Fund for Children and Youth (OFCY) funds community-based organizations and public agencies to support children and youth, from birth through twenty years of age, in leading safe, healthy, and productive lives. Over the last two decades, OFCY has distributed over \$200 million in funding and has become a key institution in the provision of high-quality, free or low-cost services for children and youth in Oakland. During FY2018-2019, OFCY invested over \$15 million to support 146 programs throughout Oakland.

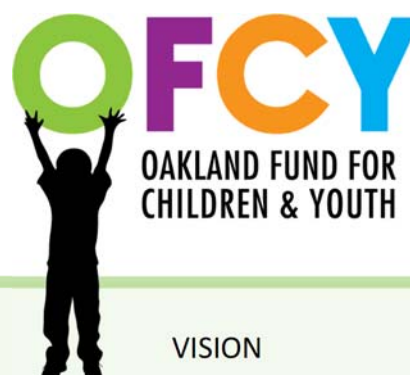
In FY2018-2019

\$15 million invested
146 programs received support
25,404 unduplicated youth participated in programming
\$590 cost per youth participant

OFCY History

The Kids First! Oakland Children's Fund was established by the voter-approved Oakland Kids First! ballot initiative in 1996. It required the City of Oakland to allocate 2.5 percent of the city's annual unrestricted General-Purpose Fund revenue to provide services and programming to support children and youth from birth to 21 years of age. The City of Oakland Charter specifies that this funding should be used exclusively to support the healthy development of young children; help children and youth succeed in school and graduate high school; prevent and reduce violence, crime, and gang involvement among children and youth; and help youth transition to productive adulthood. In 2009, Oakland voters reauthorized OFCY for the next 12 years (2010–2022).

Continued funding has fostered a growing community of nonprofit providers that in turn have brought additional philanthropic and public dollars into the city to bolster the quality and reach of supportive services for children, youth, and their families. OFCY also works in collaboration with city departments and other public agencies, leveraging complementary efforts to address the needs of children and youth.



VISION

All children and youth in Oakland will thrive and have the support of the entire community to lead safe, healthy, and productive lives.

MISSION

We provide strategic funding to support Oakland's children and youth from birth to 21 years of age to become healthy, happy, educated, engaged, powerful, and loved community members.

OFCY Funding Strategies

OFCY has seven funding strategies that fall into four funding areas, described below. These funding areas align with OFCY's overarching goals. Every program is funded under one of these strategies.

OFCY Funding Areas



Early Childhood

sets the stage for health development

Mental Health Consultation

programs provide consultation to teachers and parents around the mental health and developmental needs of children.

3 Programs - \$772,500 invested

Parent Support & Education programs build parenting skills and knowledge to meet the needs of young children and strengthen families.

14 Programs - \$1,788,272 invested



Student Success in School

connects students to school and enriching out-of-school time experiences

Student Engagement in School

programs provide targeted academic support to meet the specific needs of participants.

9 Programs - \$783,171 invested

School-Based Afterschool programs offer academic support and enrichment at schools where most students qualify for free or reduced lunch.

59 Programs - \$5,006,596 invested



Youth Development & Empowerment

nurtures youth development and community leadership

Year-Round programs engage youth in sports, the arts, technology, and entrepreneurship to support leadership skills and community engagement.

36 programs - \$3,646,760 invested

Summer programs engage youth in learning and offer opportunities to have fun, develop leadership skills, and contribute to their community.

12 programs - \$1,075,218 invested



Transitions to Productive Adulthood

prepares youth to achieve their career goals

Career Awareness and Academic Support programs help youth explore career opportunities in high-demand industries and prepare for college and career success.

13 programs - \$2,109,349 invested

Overview of the Report

This Final Report summarizes the evaluation of the 146 programs funded by OFCY in FY18-19, beginning with an overview of OFCY funding and cross-strategy findings, followed by strategy-level summaries. The OFCY overview begins with a description of OFCY *programs*, including services offered, capacity, and progress toward OFCY performance measures. The next section summarizes characteristics of OFCY's program *participants* and the services they received. The remaining two sections cover *program quality* and progress towards youth development *outcomes*. Finally, the report concludes with a section focused on considerations for OFCY's 2019-2020 program year.

This report draws on multiple data sources, summarized below:

Evaluation Data Sources

Cityspan	Programs track participant characteristics and attendance in OFCY's client management system, Cityspan. During FY2018-2019, data were available for 25,404 children and youth and 2,161 adults that participated in programs.
Participant Surveys	Participant surveys gathered participant perspectives on program quality and outcomes. A total of 6,597 youth, 545 caregivers in early childhood parent support programs and 209 educators from mental health consultation programs completed surveys.
Program Quality Self-Assessment	During spring 2019, program staff completed program quality self-assessments to identify their strengths, priorities for growth, and wishes for peer learning and capacity-building support. In total, 334 individuals completed the assessment. ¹
Site Visits and Interviews	During summer 2018 and spring 2019, SPR visited seven programs to interview staff, hold participant focus groups, and observe program activities. In addition, SPR spoke with program staff from 18 programs over the phone.
Oakland Unified School District Data	SPR accessed de-identified data on student attendance and English Language Learner status from Oakland Unified School District schools receiving school-based afterschool funding from OFCY.

¹ Programs under the School-Based Afterschool and Early Childhood Mental Health Consultation strategies did not take the survey.

OFCY Programs

This section provides an overview of the diverse programs funded by OFCY in FY2018-2019. We begin by describing the services provided by programs. Next, we describe various elements of program capacity, including budget, staffing, professional development, and partnerships. The section concludes with an overview of program progress on OFCY performance measures.



We're looking at **enrichment of the whole child**...physical activity, belonging, having a safe environment for students...Those pieces are really important to us, not just kids getting their homework done.

-Program Staff, Bay Area Community Resources-School-Based Afterschool

Services

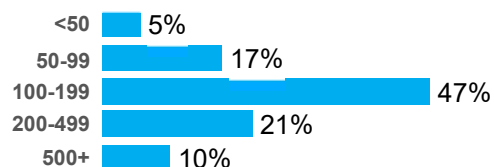
In order to meet the diverse needs of Oakland's children, families, and services, OFCY funds a diverse group of programs offering different service delivery models.

Programs varied in size and the average amount of service provided to participants.

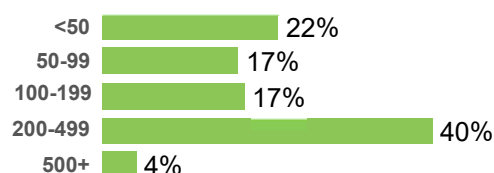
The number of participants served ranged from 17 (Rose Foundation's New Voices Are Rising) to 1,215 (Refugee Transitions' Newcomer Community Engagement Program). The average hours of attendance ranged from six at OUSD's Student Engagement in Restorative Justice, to over 400 hours at six programs.

Program Characteristics (Percent of Programs)

Number of Participants Served



Average Hours per Participant



Programs operated in locations across Oakland, concentrating along the International Corridor and in West Oakland.

Many programs provide services at multiple locations. For example, programs that provide internship opportunities place students at a wide variety of locations, including hospitals, schools, and community-based organizations. Other programs operate out of multiple locations to ensure that OFCY programming is accessible across



Program Capacity

OFCY funds programs with varying levels of capacity, including well established programs with large programmatic budgets and small, emerging programs operating with a fiscal sponsor.

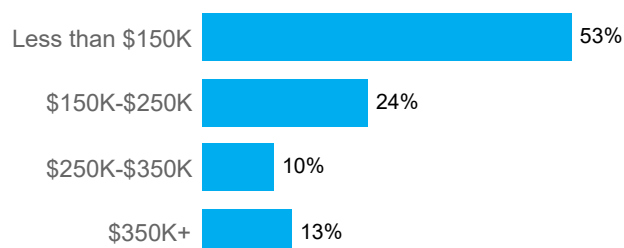
Budget

Programs combine OFCY grants with other resources to fund the services they offer. Their budgets vary significantly in size, depending on the design and scale of the program.

Budgets varied; the average program budget hovered just over \$250,000.

Almost one-third of programs operated on a budget under \$150,000, while about a quarter had a budget of over \$350,000.

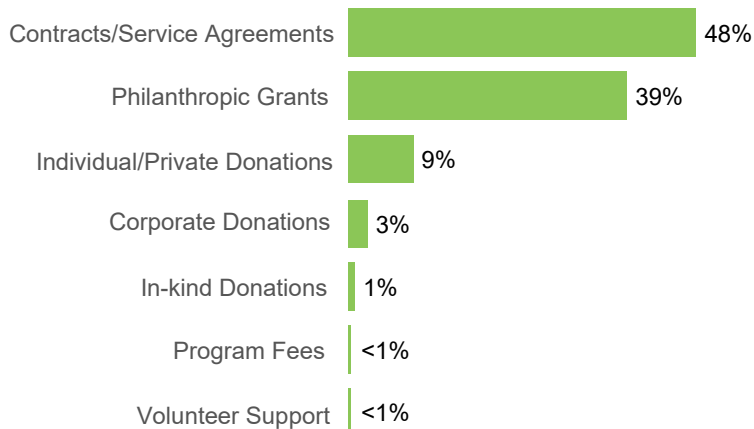
Program Budget



Programs secured matched funds totaling almost \$23 million.

OFCY requires that programs bring in additional funding of at least 25% of their OFCY grant award to support the program budget. Nearly half of these matched funds came from contracts and service agreements, with a large share coming from ASES to support school-based afterschool funding. The largest philanthropic and private donations came from the Tipping Point Community Foundation and Atlantic Philanthropies.

Type of Match Funds



Top Ten Private Donors

	Total Donated	Number of programs
ASES/21st Century	\$7,508,144	61
OUSD	\$1,054,692	8
City of Oakland	\$605,428	7
Tipping Point Community	\$450,000	1
Atlantic Philanthropies	\$425,420	1
Thomas J. Long Foundation	\$397,500	3
CrankStart Foundation	\$395,000	8
Alameda County	\$393,735	6
Hellman Foundation	\$300,000	4
GirlSMART	\$300,000	3

Staffing

OFCY programs could not exist without the staff that serves children, youth, and families. Through surveys, program staff reported on the level of staff that allows them to operate their programs. On average, programs had nearly 11 staff members, with staff size ranging from 1 to over 50 at two programs. Because research

has shown that both employing staff who are representative of the community and maintaining consistent staffing offers many benefits to participants, programs were also asked to report on the proportion of their staff who live in Oakland and/or identify as a person of color, as well as the length of time staff have been engaged with their organization.

“

(Our youth) need **staff who understand where they come from**, who they are and how they view the world.

-Staff, BACR at Brookfield Elementary

Over half of staff at OFCY-funded programs had been employed at their agency for at least 18 months.

At 65% of programs, at least half of the staff had been employed with the organization for 18 months or longer.

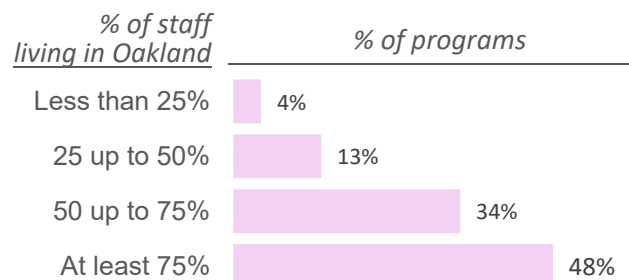
Length of Time Program Staff Have been with their OFCY-Funded Organization (across all programs)



Roughly 68% of staff and contractors working at OFCY-funded programs are Oakland residents.

At almost half of programs, at least 75% of staff were Oakland residents. Programs also reported that they had staff who were raised in Oakland and now live in surrounding cities.

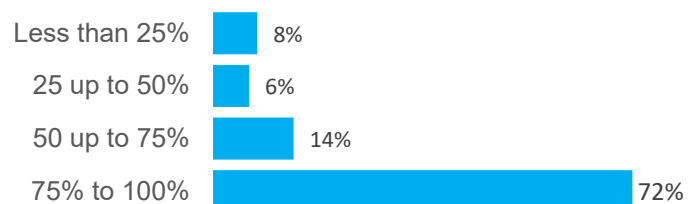
Proportion of Staff who Live in Oakland (by program)



Roughly 78% of staff and contractors working at OFCY-funded programs identify as a person of color (POC)

POCs comprised at least 75% of staff at 72% of programs.

Proportion of Staff who Identify as a Person of Color (by program)



Many programs easily recruited staff that represents their communities; others struggled to hire and retain representative staff who had the necessary qualifications.

“

Hiring staff who represent the community we serve is very beneficial to our youth ... We may have to hire staff who are younger and new to youth work... **We have chosen to invest heavily in staff training** to support retention of staff and meet our program objectives while staffing our site with folks who are from Oakland or similar communities.

– Staff, Girls Inc. at La Escuelita

Several programs expressed a need for more resources for staff wages and compensation.

This concern was most frequently expressed by school-based afterschool programs and those employing licensed clinicians.

Programs reported struggling more to fill part-time positions and those requiring clinical licenses or specialized experience. **The high cost of living in Oakland also poses a barrier**, as many former Oakland residents have relocated to surrounding cities and those who remain struggle to live on the wages programs are able to provide.

Several programs reported that they were able to recruit and hire representative staff but had less success retaining them due to the high cost of living in Oakland; staff frequently left their positions early to relocate to more affordable cities or because they needed a higher salary.

Strategies that help programs hire staff that are representative of the community included tapping into deep networks in the community, hiring former participants or interns, and hiring family members of current and former participants. Several programs highlighted the importance of proactively keeping in touch with former participants and families to maintain a strong network in the community. Many also offer intensive professional development, training, and mentoring so that they can hire people who represent the community and have an interest in this work but do not yet have the desired experience. Other promising practices include having participants or families from the program involved in the hiring process, having a rubric or guidelines to ensure representation during hiring, and having a diversity committee to provide recommendations.

“

Safe Passage is committed to a diverse staff that represent the after-school communities we serve. We have developed an internal **workforce development pipeline open to the student and adult family members served**. We institutionalized our recruitment and retention processes to produce a strong pool of applicants and provide talent development to build staff capacity on an ongoing basis.

– Safe Passages at Coliseum College Prep Academy, Communities United Elementary School, Laurel Community Partnerships, and United for Success Academy.

Training & Professional Development

Effective programming requires knowledgeable, skilled staff who understand the communities they serve. To ensure that a highly qualified workforce supports OFCY's children, youth, and families, programs offer a wide array of training and professional development opportunities.

89% of programs report staff participating in professional development training in the past 12 months.

Internal training facilitated by organizational staff was the most frequently reported type of professional development.

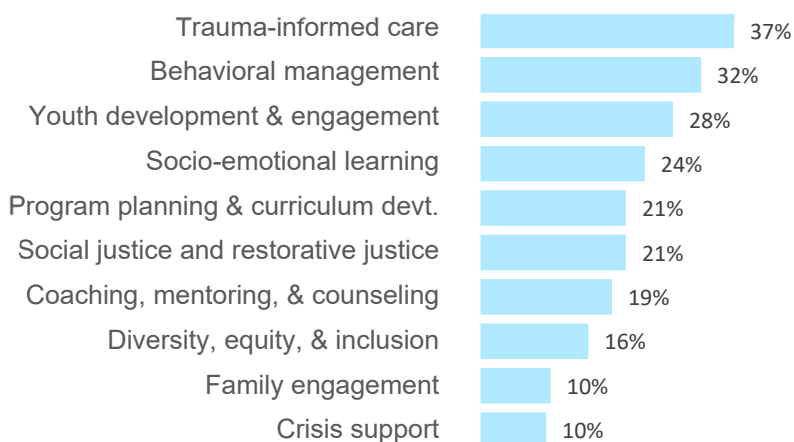
Types of Professional Development Offered to Staff
(by program)



Programs frequently ranked trauma-informed care and behavioral management as the most important PD content areas.

Other highly prioritized areas included youth development and engagement and socio-emotional learning. Of the most prioritized content areas, programs were most likely to identify a need for more opportunities related to social/restorative justice; family engagement; and coaching, mentoring; and counseling.

Areas of Professional Development Identified as Most Important
(% of programs ranking content area as one of three most important)



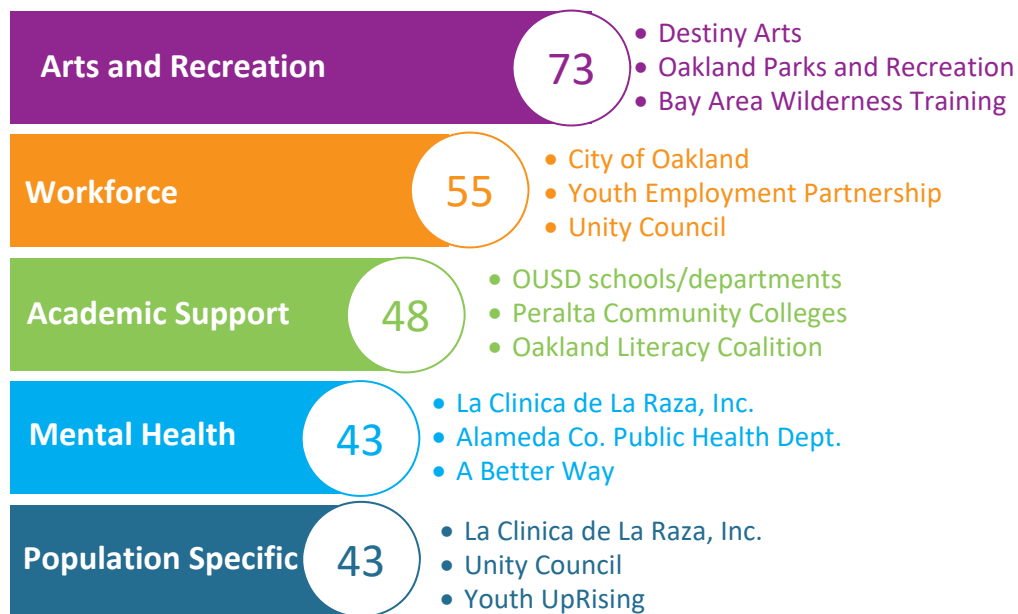
Partnerships

OFCY youth programs are part of a network of organizations and coalitions that work to improve outcomes for children, youth and families. Partner organizations can help to provide vital wrap-around services, enrichment experiences, serve as referral sites, and provide professional development and training to program staff. Key partners identified by OFCY programs are listed on the following page.

On average, OFCY programs identified 5 partners, including over 300 external partners.

Programs most frequently identified arts and recreation partners (73), followed by work partners (55). The wealth of partnerships reported demonstrate the strong ecosystem of supports that OFCY programs weaves together for participants.

Number of Partners Identified by OFCY Programs (including the most commonly identified partner)



Performance Measures

OFCY has two official performance measures: progress toward projected program enrollment (number of participants served) and progress towards projected units of service (total hours of service). At the start of the fiscal year, programs estimate their anticipated enrollment and units of service. By the end of the year, programs are expected to reach at least 80% of their projected enrollment and units of service. In addition, SPR developed two additional evaluation indicators which are designed to assess OFCY programs in the areas of survey completion rates and hours of service. An overview of performance measures by program and strategy is included in Appendix 1.

Official OFCY Performance Measures

Almost all OFCY programs met their performance targets.

90% of programs met their enrollment targets.

85% of programs met their units of service targets.

Additional Evaluation Indicators

The survey response rate was lower than the goal of 60%. The evaluation team and OFCY will work with programs to increase the response rate and set tailored goals that are appropriate for each strategy.

33% of eligible participants submitted a survey.

56% of youth received at least 40 hours of service.

OFCY Participants

During FY2018-2019, over 25,000 unduplicated children and youth and over 2,000 unduplicated adults participated in OFCY-funded programs. Ten percent of youth participated in more than program, such as a summer program and an afterschool program.

Demographics

Participants reflect the diversity of the schools, communities, and families most impacted by inequity, including children of color living in Oakland's least-resourced neighborhoods. Programs specifically targeted immigrant and refugee youth, LGBTQ youth, children with disabilities, foster youth, and opportunity youth.



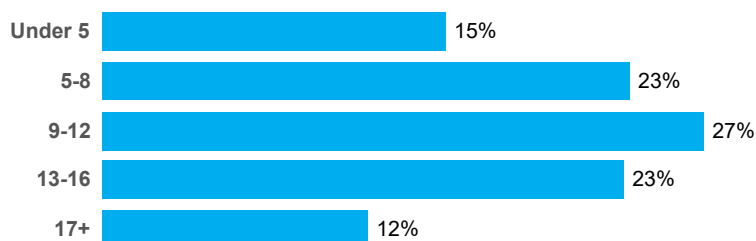
Come and spend the day with me. **Let me show you what I go through, see how I'm living, get to know me before you paint the picture (of who I am).** And that's what [FLY] does. They get to know you before they paint the picture. They figure out why you went through that and they bond with you and help you do everything... every step of the way.

-Participant, Fresh Lifelines for Youth, Inc.'s FLY Youth Leadership

Most participants were school-aged youth.

Close to three-quarters of OFCY participants were between the ages of five and sixteen. About half of caregivers were between thirty and forty years old.

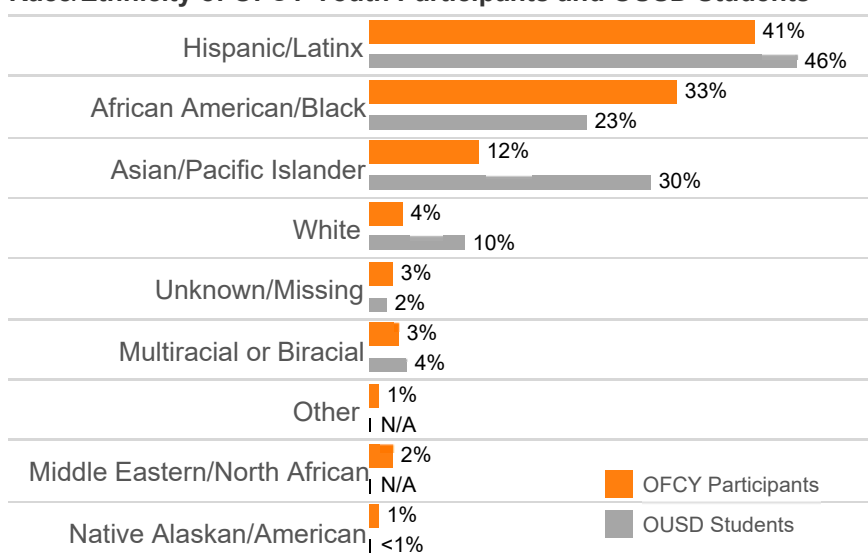
Age of Child and Youth Participants



Over 70% of participants identified as Latinx or African American, indicating that programs serve OFCY's priority populations facing the most disparities.

Compared to OUSD, OFCY served a larger proportion of African American youth. Race varied across strategies: Career Awareness and Academic Support programs served the highest proportion of African American youth.

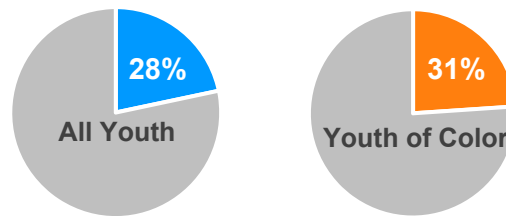
Race/Ethnicity of OFCY Youth Participants and OUSD Students



OFCY funding supported over 25% of all youth in Oakland under 20.

Over 30% of all youth of color participated in OFCY programming.

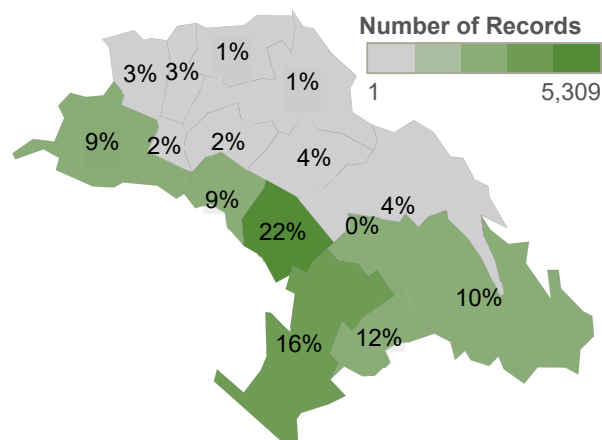
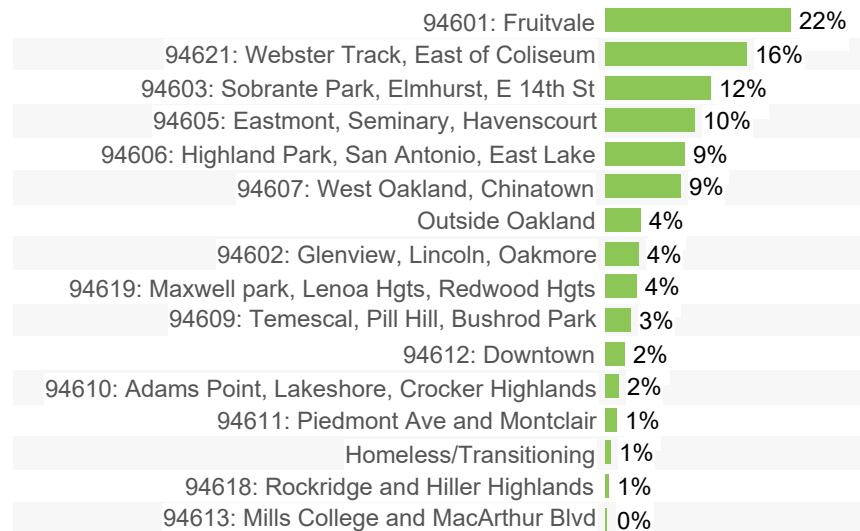
Percent of Oakland Youth Served



Most OFCY participants came from under-resourced neighborhoods in East and West Oakland.

As noted in OFCY's Strategic Plan, these neighborhoods face the cumulative effects of poverty and high levels of environmental stress. One percent of participants were unhoused or in transition at the time

Home Zip Code and Neighborhood



“

They're brilliant... we really believe that every single young person that we serve is **brilliant in their own right**. I think they are incredibly resilient. I think they're incredibly intelligent. I think they'll have **linguistic and cultural experience** that all make up a really strong asset base for them.

– Safe Passages at Coliseum College Prep Academy, Communities United Elementary School, Laurel Community Partnerships, and United for Success Academy

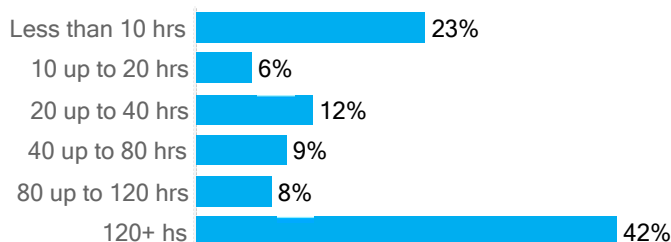
Level of Participation

OFCY does not fund “one-size-fits-all” programming. The graphics below demonstrate that programs provided **a broad range of services that varied in intensity and focus** depending on the needs of the target population and the design of the program.

The amount of time youth spent in OFCY programming varied.

Forty percent of participants spent more than 120 hours in programs and about one-quarter of youth spent fewer than 10 hours in program.

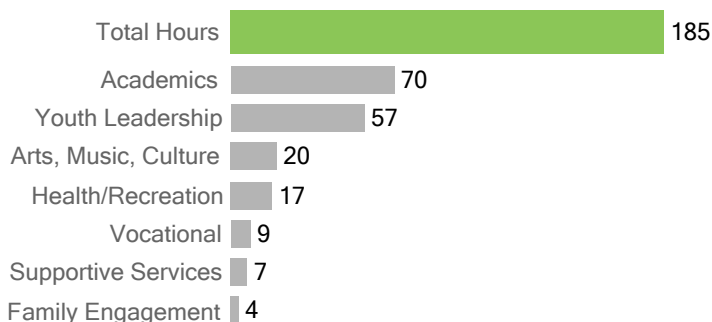
Hours of Participation in OFCY Programming



On average, youth spent 185 hours in OFCY programming. Overall, youth spent the most time engaged in academic activities and youth leadership.

Most youth participated in numerous types of activities.

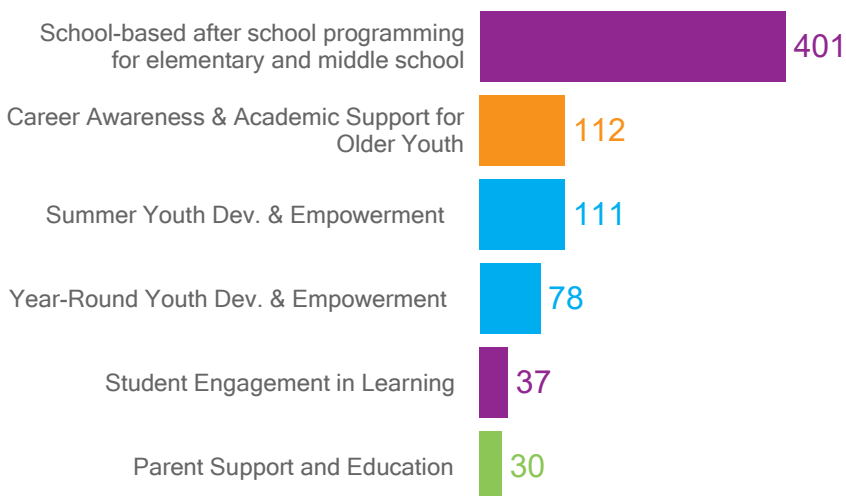
Average Hours by Type of Activity



School-based afterschool participants spent the most time in programming.

In comparison, participants in Student Engagement in Learning and Parent Support and Education programs spent the fewest hours in program.

Average Hours by Strategy



Quality

OFCY and the evaluation team draw on annual participant surveys to assess program quality. The surveys are aligned to dimensions of program quality that research has identified as central to ensuring high quality programs. In this section we highlight key findings on each dimension of program quality, drawing from participant survey data and qualitative interview data.



To get to that level of empowerment, [we are] **always making sure that physical safety and psychological needs are met.**

Sometimes, the trauma from violence, or turbulent households, or kids coming hungry. We must make sure that's taken care of to ensure they do well in our program.

—Staff, East Bay Asian Local Development Corporation's Lion's Pride

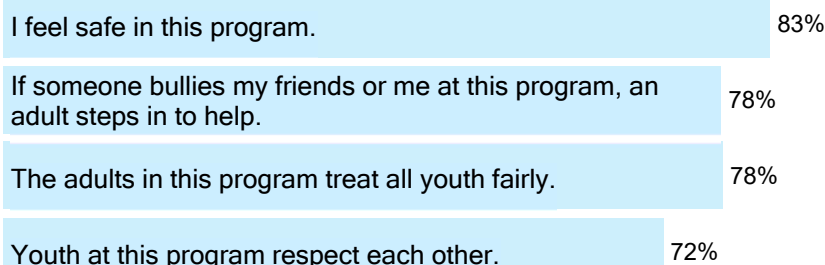
Safe and Healthy Environment

Research on youth and parent-serving programs highlight the importance of creating environments that are physically safe and healthy. These program environments not only safely support youth and parents/caregivers, but also allows for participants to thrive in these types of settings.

Youth and parents/caregivers felt safe in OFCY-funded programs.

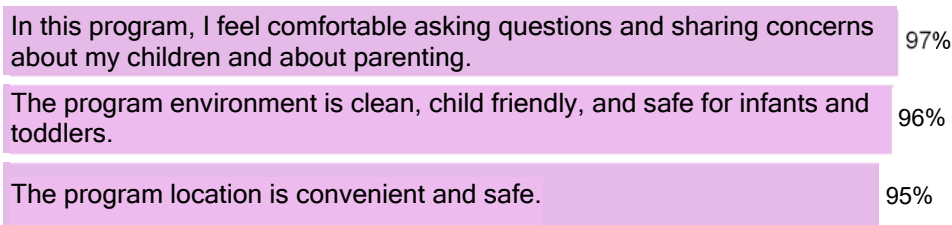
Youth

6,597 youth
114 programs



Caregivers

545 adults
13 programs



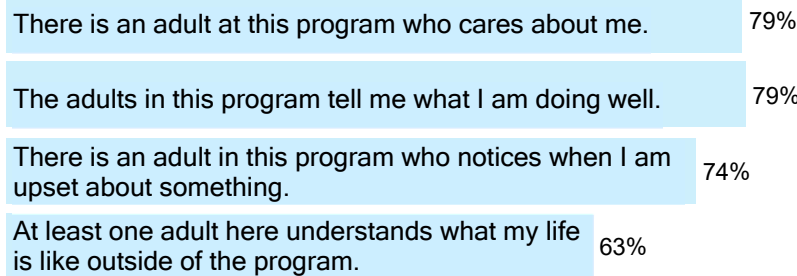
Supportive Environment

An additional dimension for program quality is to assess programs' ability to provide supportive environments for their participants that facilitate engagement and productivity while also fostering strong, positive relationships.

Youth and parents/caregivers have developed strong connections with program staff and their peers.

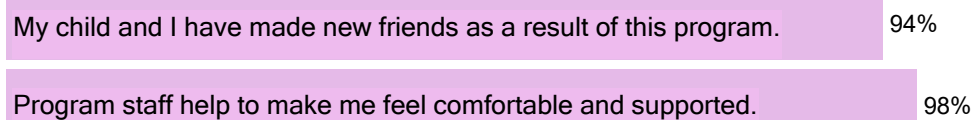
Youth

6,597 youth
114 programs



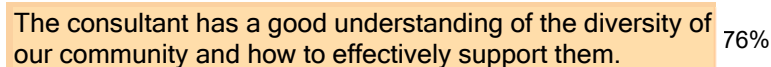
Caregivers

545 adults
13 programs



Educators

209 adults
3 programs



We **create an environment that provides space** for students to share without fear of being shamed/reprimanded. **This goes hand in hand with providing a safe space**, but we always have time allocated for students to share their experiences and they do. We **use ourselves as models to demonstrate skills** they need to understand and develop effectively over time within the program.

– Staff, Girls Rock After School Program (GRASP) and Girls Rock Summer Camp

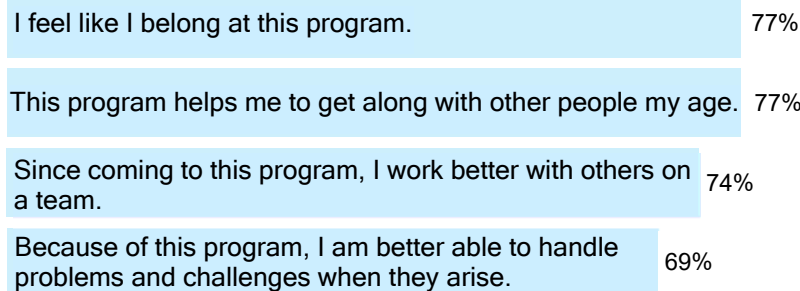
Interaction and Leadership

Research and tools that measure program quality also highlight the importance of programs providing opportunities for belonging, peer interaction and leadership.

Programs provide youth with a sense of belonging and encourage youth to get along with others.

Youth

6,597 youth
114 programs



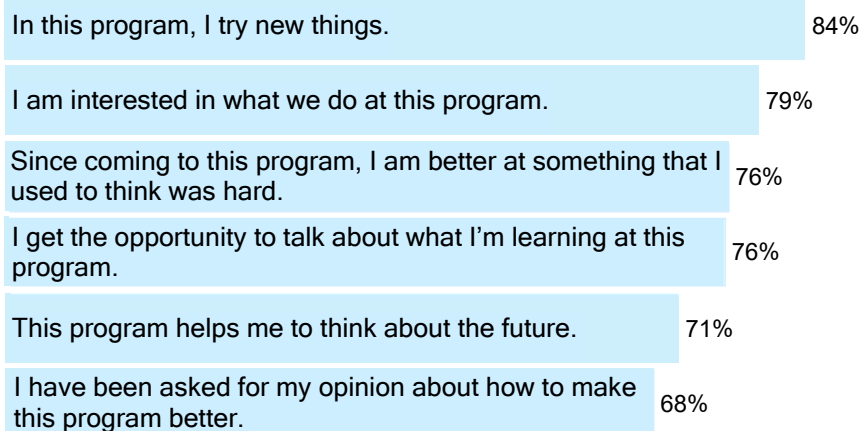
Planning, Choices, and Reflection

Structured activities that provide opportunities for planning, choices, and reflection have also been identified as a key dimension of program quality.

Youth are given structured opportunities to plan, make choices and provide feedback on their programs.

Youth

6,597 youth
114 programs



“

We try to be intentional with the goals of our young people, in terms of the leadership skills that they want to develop. We also look at what they bring to the space and what they want to gain from the space. We hope to **leverage student skillsets in a way that [young people] feel really seen**, and then also really working to invest in the areas that they want to work on.

-Staff, Oakland Kids First's REAL HARD Youth Leadership

Diversity and Inclusion

Oakland consistently ranks as one of the most racially and ethnically diverse small cities in the country, contributing to a rich cultural tapestry that is one of the city's best assets. Creating program environments that honor diversity and create spaces of welcome and inclusion for all program participants is thus a critical aspect of program quality.

Youth and parents/caregivers, and educators acknowledged that program staff understand their cultural backgrounds.

Youth

6,597 youth
114 programs

Because of this program, I feel more comfortable being around people who look or sound different than me. 76%

The people who work at this program understand my family's culture. 64%

Caregivers

545 adults
13 programs

Program staff work well with families from different backgrounds. 97%

Educators

209 adults
3 programs

The consultant has a good understanding of the diversity of our community and how to effectively support them. 76%

“

What we start to see is a deep respect for building community across those racial/cultural lines. It's super cool to watch young people learn other people's languages. To see Spanish-speaking students learning Arabic words, and Arabic-speaking students learning Spanish words... it's representative of what we want to breed in the larger space.

– Staff, Oakland Kids First's REAL HARD Youth Leadership

Additional Early Childhood Quality Dimensions

OFCY- funded Early Childhood programs operate differently than youth programs. With a goal of promoting healthy development of young children, these programs primarily focus on providing services to adults—parents, caregivers, and early childhood educators. Quality measures for this strategy include three which are unique to the early childhood strategy: partnerships, relevance, and responsiveness.

Partnerships

Partnerships are an important quality indicator to assess how programs best leverage their relationships and collaborations with other local organizations to best serve their participants.

Parents/caregivers and educators felt confident that programs effectively refer them to other organizations to meet their needs.

Caregivers

545 adults
13 programs

Program staff refer me to other organizations or programs when they can't help me with certain issues.

90%

Educators

209 adults
3 programs

Since I began working with the mental health consultant, I have been better able to identify and refer children in need of extra support and interventions.

74%

Relevance

To engage busy families and caregivers, programs should promote access to relevant, high quality content and curriculum that is relevant to their lives.

Early Childhood programs provided relevant developmental and educational resources to parents, caregivers, and educators.

Caregivers

545 adults
13 programs

The staff seem knowledgeable about children's needs.

96%

The program times work for our schedule.

95%

This program connected me with other programs and resources that can help me be a better parent.

92%

This program connected me with other programs and resources that can help my child learn.

91%

Educators

209 adults
3 programs

I regularly go to the mental health consultant when I need help with particular children or families.

78%

Since meeting with the consultant, I have a better understanding of why children behave the way they do.

73%

The consultant connects me with useful resources to help me strengthen my work with children and families.

72%

The mental health consultant works closely with parents to find resources that meet their children's needs.

77%

Working with the consultant helps me to ensure that more children have the skills they need to succeed in school.

79%

Working with the consultant increased my knowledge of resources that can support children and families.

72%

Responsiveness

To best serve families, it is important that programs have a clear process for assessing and responding effectively to families' needs.

Early Childhood programs have been responsive to caregiver and educator questions and concerns about how to support healthy child development.

Caregivers

545 adults
13 programs

Program staff do a good job of responding to my questions and concerns. 97%

Educators

209 adults
3 programs

The mental health consultant is available when I need her/him. 81%

The mental health consultant works as a partner with me to meet children's mental health needs. 88%

“

We're **really trying to be responsive** to what [educators] need and want and so we have purchased the Second Set Early Learning curriculum which focuses on socioemotional learning. Consultants go into some of the classrooms and ask the teachers if they want to use the curriculum together. **That would be a way of engaging the teachers as well as modeling** during that time for teachers and giving the teachers a sense of having something hands on to support socioemotional learning.

—Staff, Jewish Family Community Services' Integrated Early Childhood Consultation Program

Outcomes

The OFCY evaluation draws on participant surveys and qualitative data to assess five distinct sets of outcomes that align with the OFCY funding areas, described below.

Early childhood development outcomes. Programs under the Early Childhood funding area concentrate on improving outcomes for adults (parents, caregivers, and educators) that care for children ages 0-5. The participants surveyed for this funding area were: (1) parents and caregivers participating in community support and education groups, (2) parents and caregivers whose children were participants in the summer pre-kindergarten program, and (3) educators receiving support from mental health consultants. Key findings include:

- **95% of caregivers** in Parent Support and Education programs reported that they have a **better understanding of their child's development** as a result of the program.
- **Caregivers who attended programs for at least one month reported more progress** toward outcomes. This difference was most notable in family involvement in children's learning and growth.
- **77% of educators** reported that working with the consultant has **helped them feel more confident as a teacher**.

“ (The staff) was helping me, even on day one, telling me things that I could do to help my son learn. That was really good for me...**I've learned a lot about how I could help my son in different ways to learn.** ”
-Parent, Prescott Joseph Center's Pre-preschool Program

Tailored sets of outcomes for the three youth-focused funding areas. These include outcomes related to *Youth Development and Empowerment*, *Student Success in School*, and *Transitions to Productive Adulthood*. Youth respond to questions related to outcomes specific to the funding area that their program falls in. Key findings include:

- **93% of youth** attending Career Awareness and Academic Support for Older Youth reported that they **understand the importance of an education for getting the job they want** as a result of their program.
- **88% of youth** in Year-Round Youth Development and Empowerment programs reported that they **feel more comfortable sharing their opinion** since coming to the program.
- **75% of youth** participating in School-Based Afterschool Programs reported that their **program helps them feel like a part of their school**.

General youth development outcomes. OFCY youth participants in all youth strategies assess programs on the extent to which they support four youth development outcomes that research demonstrates contribute to positive outcomes in adulthood, including:

- Development and mastery of skills
- Increased confidence and self-esteem
- Greater connections to caring adults
- Improved decision-making and goal setting

The following section provides an overview of progress toward the four general youth development outcomes. Progress toward the early childhood outcomes and the funding area-specific youth outcomes (*Youth Development and Empowerment*, *Student Success in School*, and *Transitions to Productive Adulthood*) are described in more detail in the relevant strategy-specific reports.

“We give students **leadership roles** in the program. Over time, as the year progresses, a student's leadership skills progress, they'll actually start taking up more and more space in terms of the running of it, as well. That keeps students engaged. That **their leadership is really being recognized and requested**.

- Staff, *Safe Passages' Get Active*



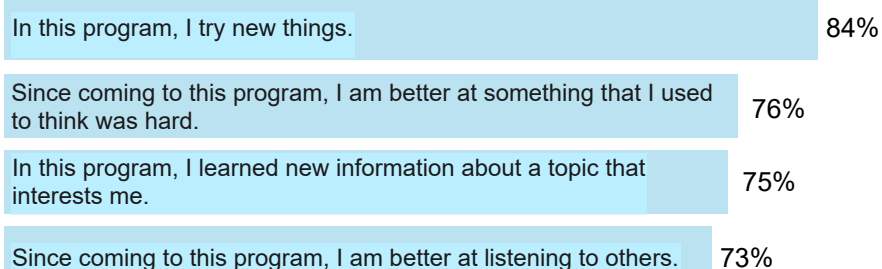
Youth Outcomes

The results of the FY18-19 survey, which was completed by 6,597 youth from 114 programs, are displayed below.

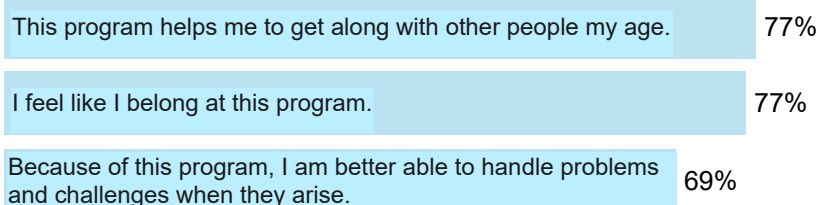
76% of youth reported that they are better at something they used to think was hard since going to the program.

Progress Toward Youth Development Outcomes (percent of youth agreeing or strongly agreeing)

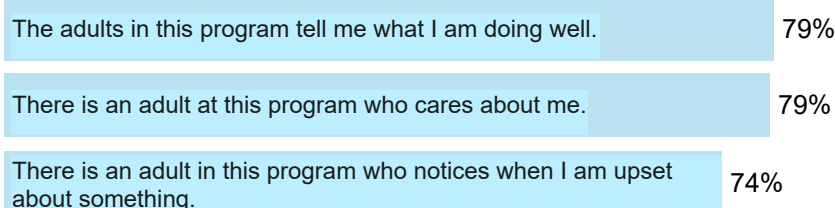
Development & Mastery of Skills



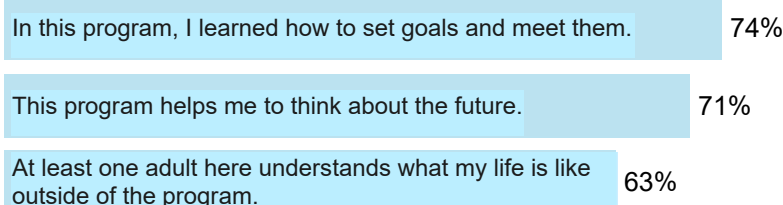
Increased Confidence & Self-Esteem



Greater Connections to Caring Adults



Improved Decision-Making and Goal setting



(At Civicorps) I got to be independent and not have to feel like a failure. My teachers really believed in me and that's what motivated me to begin thinking about the future and pursuing the things I want to do. My goal is to teach science and maybe become a science teacher at Civicorps. If I put my mind on it, stay focused, I know I can accomplish it.

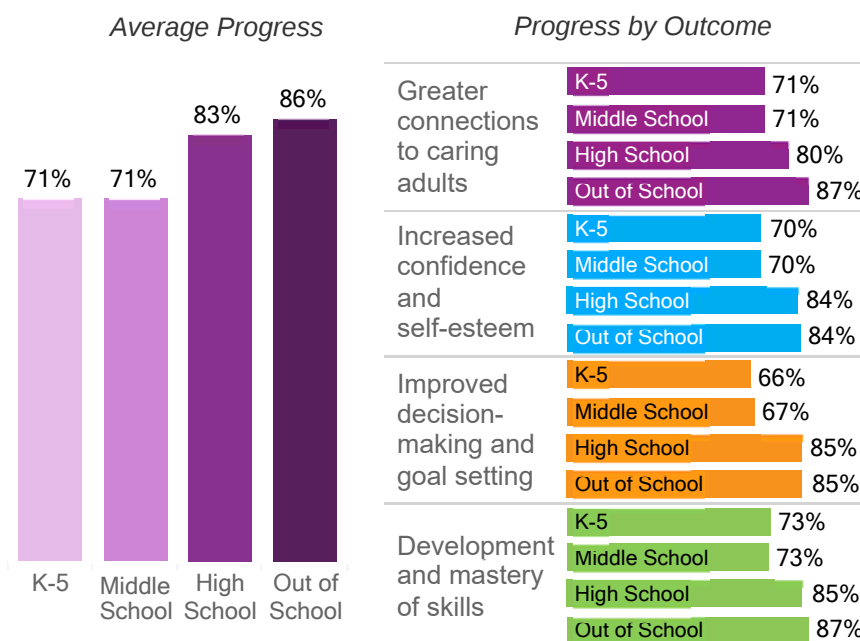
-Participant, Civicorps

Notably, some groups of youth reported more progress toward youth outcomes than others. For example, as shown below, Latinx and African American youth reported higher than average progress toward youth development outcomes. However, these differences were not always consistent when looking at differences by race *within* programs, suggesting that some of the difference may stem from the types of programs these youth tend to participate in. One noteworthy finding that persisted when we controlled for program was that African American youth were more likely to report having strong connections to adults than other youth.²

Older youth reported more progress toward youth development outcomes than their younger peers.

This trend persisted across the three years of this grant cycle. Although out-of-school youth and high school students reported similar progress, out of school youth were more likely to report

Progress Toward Youth Outcomes by Grade Level



Latinx and African American youth reported the most progress toward youth development outcomes.

Progress Toward Youth Outcomes by Ethnic Identity



² Although Native American youth also demonstrated high outcome scores compared to average youth, there were not enough Native American youth in youth programs to verify that there was a true difference.

Conclusion

As the 2018-19 program year ends, the results of our evaluation indicate that OFCY plays a key role in ensuring that programs in Oakland can effectively support Oakland's children and youth to be safe, healthy, and productive. We conclude with a summary of our observations and recommendations for how OFCY can continue to support programs in the next funding cycle.

- **Over 25,000 children and youth participated in OFCY-funded programming, comprising about 25% of the total Oakland youth population.** Participants received a broad range of services, including enrichment, academic support, work-based learning, and supportive services. As demonstrated by their continued participation and their feedback via participant surveys, Oakland's children, youth, and families find meaningful opportunities tailored to their needs and interests in the 145 diverse programs funded by the city.
- **Over the course of FY2018-2019, OFCY programs served and supported over 30% of the Oakland's youth of color.** Serving over 20,000 African American and Latinx youth every year, OFCY continues to play a key role in addressing racial inequity in the City.
- **OFCY programs continue to achieve their intended outcomes.** According to surveys from youth, parents/caregivers, and early childhood educators, programs are making an impact in the areas of youth development, academic success, workforce readiness, and caregiver support.
- **Trauma informed approaches continue to be perceived as a central component of effective youth development and family engagement.** There is a strong emphasis among programs on using trauma-informed approaches and promoting skills such as emotional regulation, social understanding, and resilience. Over the three years of this grant cycle, programs have consistently ranked trauma-informed care as the most important area for professional development. In response to this continuing need, OFCY has invited ReCAST (Resiliency in Communities After Stress and Trauma) program staff to attend grantee meetings to share about training-informed training opportunities and has worked directly with programs to help address this need.

“

Students who are enrolled in our programs, whether it's case management, after school, or on-site, are the ones who are the most connected.

For me is...the students are connected.

-Program Staff, East Bay Asian Youth Center

- **Some grantees struggle with staff retention and may benefit from support around recruiting and retaining staff.** The cost of living in the Bay Area and the part-time nature of many positions posed significant staffing challenges. Grantees that continue to struggle may benefit from learning about strategies other organizations use, such as drawing on strong networks in the community for recruitment and providing professional development opportunities to build an internal workforce development pipeline.

Tailored to the needs of distinct aspects of the Oakland community, OFCY plays a critical role in sustaining and strengthening programs for children, youth and families in Oakland. It provides vital grant funds, helping to create **a rich ecosystem of organizations** that bring enriching programming to under-resourced communities at little or no cost, while also promoting continuous improvement and high-quality programming.

The following sections of this report include strategy-specific results.

Strategy-Specific Reports

Appendix 1: Program Performance

The following table provides program-level performance information at the conclusion of FY2018-2019, including the number of unduplicated youth who participated in program activities and progress towards projected enrollment for the fiscal year; actual units of service and progress towards projected units of service. Where applicable, the tables include average hours of service per youth and adult participants, the percentage of youth and adult participants receiving 40 or more hours, and the percentage of participants completing surveys.

Progress towards projected enrollment and units of service draws on the Cityspan Administrative Reports and includes adult hours of service while enrollment only includes children and youth. Red shading indicates programs that did not meet their enrollment or units of service targets at the end of the year.

Early Childhood Mental Health Consultations

Agency	Program	Youth Enrollment			Total Units of Service		
		Projected	Actual	% Projected	Projected	Actual	% Projected
Family Paths, Inc.	Early Childhood Mental Health Collaborative	616	645	105	3,893	3,861	99
Jewish Family & Community Services East Bay	Integrated Early Childhood Consultation Program	1084	966	89	4,235	4,415	104
Lincoln	Early Childhood Mental Health Consultation	695	437	63	1,757	1,686	96

Parent Support and Education

Agency	Program	Youth Enrollment			Adult Enrollment			Total Units of Service			Youth Hours		Adult Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	Average	40+ (%)	Adults (%)
East Bay Agency for Children	Parent Child Education Support Program	68	57	84%	68	41	60%	6,972	6,477	93%	65	40%	68	40	73%
East Bay Community Recovery Project	Project Pride	20	15	75%	30	55	183	2,269	2,406	106	14	19	49	45	16

Agency	Program	Youth Enrollment			Adult Enrollment			Total Units of Service			Youth Hours		Adult Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	Average	40+ (%)	Adults (%)
Family Paths, Inc.	Abriendo Puertas/Opening Doors Parent Education	34	14	41	66	49	74	1,660	597	36	3	0	11	0	57
Lincoln	New Highland-Rise Family Resource Center	150	229	153	280	283	101	4,380	3,112	71	3	0	8	5	30
Lotus Bloom	Multicultural Family Resource Centers	120	405	338	120	346	288	33,300	38,743	116	52	38	51	38	18
Lotus Bloom	School Readiness Playgroups	25	66	264	25	71	284	10,095	12,268	122	93	71	87	59	39
Oakland Parents Together	Listening to Children Parent Cafes	150	204	136	150	142	95	8,576	7,300	85	17	13	27	26	1
Oakland Parks and Recreation	Sandboxes to Empowerment	100	195	195	100	154	154	20,268	23,265	115	68	51	65	49	36
Oakland Public Education Fund	Oakland Promise: Brilliant Baby	0	0		150	206	137	1,388	1,582	114	29	0	8	0	20
Oakland Unified School District	Summer Pre-K Program	72	66	92	72	57	79	3,026	2,628	87	38	36	2	0	28
Our Family Coalition	Building Strong Children in LGBTQ Families	260	209	80	320	315	98	4,016	5,246	131	12	4	9	3	14
Prescott-Joseph Center for Community Enhancement, Inc.	Prescott Joseph Center's Pre-preschool Program	36	80	222	40	68	170	5,354	9,030	169	63	35	58	29	22
Safe Passages	Safe Passages Baby Learning Communities Collaborative	600	666	111	400	402	101	10,575	12,501	118	11	8	12	8	33
Tandem, Partners in Early Learning	Community Capacity Building - Training in Early Learning	673	702	104	702	951	135	3,004	3,643	121	N/A	N/A	N/A	N/A	N/A

Student Engagement in Learning

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Alternatives in Action	FOCUS: Fremont - Our Community United for Success	300	522	174	61,309	31,361	51	60	31	0
Destiny Arts Center	DAC: Havenscourt Artists-at-School Residency	264	563	213	26,132	19,373	74	34	12	76
East Bay Asian Youth Center	9th Grade Transition	100	157	157	5,850	9,228	158	59	44	43
Girls Incorporated of Alameda County	Daytime Literacy Intervention and Engagement	250	182	73	8,271	8,613	104	47	52	65
Lincoln	West Oakland Initiative	50	54	108	2,976	3,709	125	69	50	81
Oakland International High School / Oakland Unified School District	OIHS Immigrant & Refugee Wellness Program	250	471	188	3,968	5,386	136	11	5	22
Oakland Unified School District	OUSD Student Engagement in Restorative Justice	809	919	114	3,930	5,538	141	6	4	3
Student Program for Academic and Athletic Transitioning	Middle School Student Engagement in Learning	250	316	126	5,184	35,003	675	112	90	49
Youth Alive	Youth ALIVE! Targeted Engagement for Youth Exposed to Violence	25	64	256	1,026	2,166	211	34	33	30

School-Based Afterschool Programming at Elementary and Middle Schools

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Alternatives in Action	Life Academy Middle School	193	209	108	124,828	42,764	34	205	83	0
Bay Area Community Resources	Alliance Academy	130	163	125	51,522	43,600	85	267	84	0
Bay Area Community Resources	Bridges Academy	100	163	163	50,448	67,012	133	411	96	65
Bay Area Community Resources	Brookfield Elementary	100	132	132	41,592	43,880	106	332	92	139

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Bay Area Community Resources	Elmhurst Community Prep	165	208	126	57,811	56,225	97	270	83	0
Bay Area Community Resources	Emerson Elementary	100	111	111	47,511	45,663	96	411	92	60
Bay Area Community Resources	Esperanza Elementary	100	120	120	52,868	49,533	94	413	97	63
Bay Area Community Resources	Fred T. Korematsu Discovery Academy	100	123	123	51,740	44,345	86	361	93	59
Bay Area Community Resources	Fruitvale Elementary School	100	114	114	58,559	45,115	77	396	91	52
Bay Area Community Resources	Futures Elementary	120	117	98	48,945	41,699	85	356	96	83
Bay Area Community Resources	Global Family	100	98	98	47,383	46,535	98	475	100	75
Bay Area Community Resources	Grass Valley Elementary	110	128	116	53,943	112,495	209	879	95	70
Bay Area Community Resources	Greenleaf Elementary	110	107	97	49,547	47,781	96	442	96	45
Bay Area Community Resources	Hoover Elementary	110	129	117	52,028	59,996	115	465	97	2
Bay Area Community Resources	Howard Elementary	110	103	94	55,259	48,652	88	472	96	17
Bay Area Community Resources	Lafayette Elementary	200	192	96	81,702	70,901	87	369	98	87
Bay Area Community Resources	Madison Park Academy (Middle)	360	192	53	45,894	56,725	124	295	86	32
Bay Area Community Resources	Markham Elementary	100	147	147	53,112	53,137	100	361	92	38
Bay Area Community Resources	Preparatory Literary Academy Of Cultural Excellence	110	90	82	46,441	20,093	43	223	96	92
Bay Area Community Resources	Sankofa Academy	200	152	76	58,408	62,335	107	410	95	73
Citizen Schools, Inc.	Roots International Academy	130	123	95	46,146	14,822	32	121	59	0
East Bay Agency for Children	Achieve Academy	100	141	141	51,581	54,512	106	387	91	65
East Bay Agency for Children	Rise Community	100	120	120	52,596	51,654	98	430	95	62

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
East Bay Asian Youth Center	Bella Vista Elementary	75	114	152	44,044	54,636	124	479	96	129
East Bay Asian Youth Center	Cleveland Elementary	75	90	120	44,044	60,707	138	675	100	69
East Bay Asian Youth Center	Edna Brewer Middle School	145	187	129	84,388	87,108	103	466	98	47
East Bay Asian Youth Center	Franklin Elementary	100	134	134	58,344	67,196	115	501	100	61
East Bay Asian Youth Center	Frick Middle School	81	133	164	41,038	46,461	113	349	92	50
East Bay Asian Youth Center	Garfield Elementary	150	239	159	88,650	99,763	113	418	97	84
East Bay Asian Youth Center	Lincoln Elementary School	130	156	120	76,830	89,248	116	572	99	96
East Bay Asian Youth Center	Manzanita Elementary	75	116	155	44,044	54,209	123	467	100	147
East Bay Asian Youth Center	Manzanita SEED	150	122	81	51,480	55,945	109	459	98	48
East Bay Asian Youth Center	Roosevelt Middle	255	333	131	148,500	153,470	103	461	100	30
East Bay Asian Youth Center	Urban Promise Academy Middle School	100	239	239	63,580	62,236	98	260	87	15
East Bay Asian Youth Center	Westlake Middle School	120	128	107	48,620	45,760	94	358	97	49
Girls Incorporated of Alameda County	Acorn Woodland Elementary School	117	141	121	59,402	64,763	109	469	96	87
Girls Incorporated of Alameda County	Allendale	100	118	118	53,309	48,378	91	410	96	25
Girls Incorporated of Alameda County	East Oakland Pride	100	115	115	53,298	43,553	82	379	90	46
Girls Incorporated of Alameda County	Horace Mann	100	112	112	54,351	41,812	77	373	94	71
Girls Incorporated of Alameda County	La Escuelita Elementary	136	164	121	96,604	56,687	59	346	89	49
Girls Incorporated of Alameda County	Reach Academy	100	108	108	53,855	45,799	85	424	97	81

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Higher Ground Neighborhood Development Corp	Madison Park Academy -(Elementary)	100	109	109	49,873	55,102	110	506	96	0
Higher Ground Neighborhood Development Corp	New Highland Elementary School	100	112	112	51,105	54,562	107	487	100	0
Higher Ground Neighborhood Development Corp	Parker Elementary School	125	120	96	62,256	54,519	88	454	93	0
Lighthouse Community Charter School	Lighthouse Community Charter School	200	191	96	66,621	64,268	96	336	97	69
Oakland Leaf Foundation	ASCEND	125	136	109	52,786	56,202	106	413	99	58
Oakland Leaf Foundation	Bret Harte Middle	160	160	100	48,380	59,513	123	372	81	21
Oakland Leaf Foundation	EnCompass	120	137	114	45,882	53,428	116	390	98	17
Oakland Leaf Foundation	International Community School	90	111	123	34,199	42,457	124	382	96	27
Oakland Leaf Foundation	Learning Without Limits	85	127	149	52,939	68,848	130	542	98	64
Oakland Leaf Foundation	Think College Now	90	116	129	45,012	47,688	106	411	97	32
Safe Passages	Coliseum College Prep Academy (CCPA)	200	216	108	48,248	49,299	102	228	95	15
Safe Passages	Communities United Elementary School (CUES)	98	109	111	56,016	46,662	83	428	97	44
Safe Passages	Laurel Community Partnership Academy	84	113	135	58,729	54,122	92	479	95	60
Safe Passages	United For Success Academy	160	172	108	56,154	62,004	110	360	88	18
Ujimaa Foundation	Burckhalter Elementary	100	143	143	65,667	64,940	99	454	97	29
Ujimaa Foundation	Carl B. Munck Elementary	109	128	117	48,060	62,527	130	488	99	71
YMCA of the East Bay	Piedmont Avenue Elementary	115	110	96	47,352	51,970	110	472	98	58
YMCA of the East Bay	West Oakland Middle	130	130	100	50,781	50,792	100	391	85	19

Summer Youth Development and Empowerment

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Project ed	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Aim High for High School	Aim High/Oakland	360	307	85	59,220	42,531	72	139	98	74
Destiny Arts Center	Summer with Destiny	290	486	168	9,734	22,952	236	47	64	94
East Bay Asian Youth Center	Camp Thrive	500	555	111	40,708	46,558	114	84	99	98
East Oakland Youth Development Center	Summer Cultural Enrichment Program	230	231	100	41,264	40,271	98	179	96	92
Edventuremore!	Camp Edmo	345	198	57	48,780	19,892	41	100	97	45
Family Support Services of the Bay Area	Kinship Summer Youth Program	55	53	96	9,199	9,225	100	174	85	81
Girls Incorporated of Alameda County	Concordia Summer	74	108	146	10,488	12,801	122	120	96	97
Lincoln	Oakland Freedom Schools	180	220	122	32,220	41,133	128	187	95	57
Oakland Leaf Foundation	Oakland Peace Camp (OPC)	150	144	96	10,412	12,986	125	90	90	0
Prescott Circus Theatre	Prescott Circus Theatre Summer Program	30	42	140	4,760	6,455	136	154	95	62
Rose Foundation for Communities and the Environment	New Voices are Rising	16	17	106	3,002	3,109	104	183	100	100
Social and Environmental Entrepreneurs (SEE), Inc.	Acta Non Verba: Youth Urban Farm Project	100	98	98	8,903	13,166	148	134	87	56

Year-Round Youth Development and Empowerment

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Covenant House California	DreamCatcher Youth Services	100	157	157	1,058	3,522	333	22	18	19
Alternatives in Action	Youth Development Leadership Communities (YDLC)	650	582	90	54,968	70,957	129	122	60	0
American Indian Child Resource Center	Culture Keepers	30	38	127	7,177	6,805	95	179	58	42
Asian Pacific Environmental Network (APEN)	AYPAL: Building API Community Power	100	91	91	21,436	20,930	98	230	100	89
Attitudinal Healing Connection, Inc.	West Oakland Legacy & Leadership Project	245	161	66	10,499	12,230	116	76	39	63

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Bay Area Girls' Rock Camp	Girls Rock After School Program (GRASP) and Girls Rock Summer Camp	101	84	83	4,882	4,453	91	53	98	91
Bay Area Outreach & Recreation Program	Sports & Recreation for Youth with Disabilities	40	57	143	4,371	4,299	98	75	26	79
Boys & Girls Clubs of Oakland	Educational Programs for the Youth of Oakland	1600	783	49	28,719	58,513	204	75	53	25
Brothers on the Rise	Brothers, UNITE!	150	189	126	14,258	12,906	91	68	55	25
Chapter 510 INK	Dept of Make Believe	400	438	110	5,165	8,284	160	19	15	16
College Track	College Track Oakland	248	272	110	43,008	40,022	93	147	87	23
Communities United for Restorative Youth Justice	Homies 4 Justice	20	46	230	3,840	5,299	138	118	91	27
Community Works West Inc	Project WHAT	20	18	90	2,984	1,781	60	99	78	78
Covenant House California	CHC Transitional Services	160	285	178	2,720	1,691	62	6	3	2
Dimensions Dance Theater, Inc.	Rites of Passage	140	111	79	20,080	23,588	117	213	71	61
East Bay Asian Local Development Corporation	Lion's Pride	105	152	145	33,793	31,839	94	209	59	18
East Bay Spanish Speaking Citizens' Foundation	LIBRE (Leading the Independence of our Barrios for Raza Empowerment)	60	82	137	5,508	6,124	111	75	37	13
East Oakland Boxing Association	SmartMoves Education and Enrichment Program	600	285	48	75,258	66,337	88	233	72	14
East Oakland Youth Development Center	After School Leadership Academy	130	351	270	58,450	36,159	62	105	46	14
First Place for Youth	First Steps Community Resource Center	200	222	111	5,324	8,490	159	38	29	7
Fresh Lifelines for Youth, Inc	FLY Leadership Program	50	84	168	2,459	2,323	94	28	16	
Health Initiatives for Youth (HIFY)	Youth Development and Empowerment	24	54	225	1,352	2,146	159	40	37	63
La Clinica de La Raza, Inc	Youth Brigade	160	171	107	4,928	5,286	107	31	22	15
Music is Extraordinary, Inc.	Preparatory Studies in Music	120	243	203	9,929	8,296	84	34	28	28
Native American Health Center, Inc.	Community Wellness Department Youth Services	180	328	182	26,055	27,294	105	83	30	21
Oakland Kids First	REAL HARD Youth Leadership	60	91	152	10,093	9,979	99	112	69	58
Oakland Leaf Foundation	Love Cultivating Schoolyards	25	123	492	7,466	7,254	97	59	48	18

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Oakland Parks and Recreation	Oakland Discovery Centers	400	261	65	29,910	27,395	92	105	63	29
Oakland Public Education Fund	Youth Beat	110	245	223	11,232	25,893	231	106	76	47
Project Re-Connect Inc.	Family Connections/Leaders Connect	32	58	181	1,433	820	57	14	2	49
Refugee Transitions	Newcomer Community Engagement Program	550	1221	222	30,123	43,988	146	36	30	11
Safe Passages	Get Active	97	135	139	14,074	15,664	111	116	93	49
Teen Success, Inc	Supporting Teen Mothers Program	48	25	52	1,304	982	75	39	44	53
Youth Alive	Teens on Target Youth Leadership	52	115	221	5,442	8,667	159	75	81	17
Youth Speaks, Inc.	Arts in Education	165	296	179	11,071	8,675	78	29	12	40
Youth UpRising	LOUD - Loving Our Unique Design	60	89	148	1,031	2,096	203	24	24	22

Career Awareness and Academic Support for Older Youth

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Alameda Health System	Oakland Health Careers Collaborative	396	440	111	30,952	30,555	99	70	65	18
Better Health East Bay Foundation	Youth Bridge Workforce Development Program	80	214	268	22,382	23,143	103	109	85	
Beyond Emancipation	GROW Oakland	24	81	338	6,203	3,502	56	44	27	6
Center for Media Change, Inc.	A-Team	100	42	42	3,560	1,224	34	29	29	19
Center for Media Change, Inc.	Hack the Hood Bootcamp	45	46	102	10,080	6,848	68	149	100	
Centro Legal de la Raza	Youth Law Academy	71	68	96	3,880	4,795	124	71	71	43
Civcorps	Academic and Professional Pathway	76	79	104	29,003	38,254	132	484	82	1
East Bay College Fund	Oakland Promise College and Career Access and Success Program	400	360	90	47,650	26,667	56	74	69	
Marriott Foundation for People with Disabilities	Bridges from School to Work	40	77	193	7,104	8,397	118	109	53	40
Oakland Unified School District	Exploring College and Career Options	250	400	160	37,120	49,782	134	124	99	81

Agency	Program	Youth Enrollment			Total Units of Service			Youth Hours		Survey
		Projected	Actual	% Projected	Projected	Actual	% Projected	Average	40+ (%)	8+ yr olds (%)
Spanish Speaking Unity Council of Alameda County, Inc.	Oakland Youth Engaged (OYE)	50	96	192	5,864	5,679	97	59	50	23
Youth Employment Partnership	Building Green Futures	40	65	163	18,080	19,000	105	292	95	
Youth Radio	Digital Communications Pathways	96	164	171	20,608	20,286	98	124	83	
Alameda Health System	Oakland Health Careers Collaborative	396	440	111	30,952	30,555	99	70	65	18

Early Childhood Mental Health Consultation Program Profiles

Parent Support and Education Program Profiles

Student Engagement in Learning

School-Based Afterschool at Elementary & Middle Schools Program Profiles

Summer Youth Development and Empowerment Program Profiles

Year-Round Youth Development and Empowerment Program Profiles

Career Awareness and Academic Support for Older Youth Program Profiles

Year-Round Youth Development and Empowerment: FY18-19

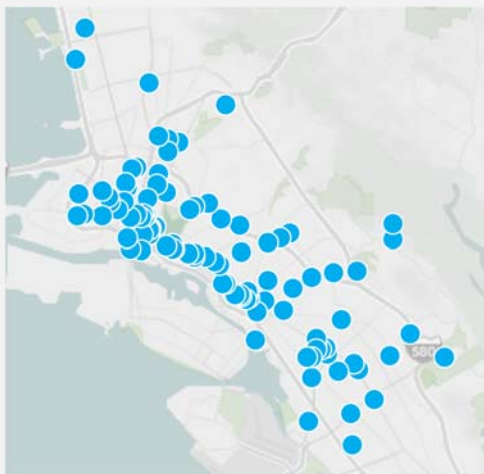


“We leverage learning experiences because we don't expect any of our young people to come in, flip a switch and be perfect. We provide a **peer support culture** where our youth can hold each other through those difficult moments.”

– Staff, Oakland Kids First's REAL HARD Youth Leadership Program

The programs funded under OFCY's Year-Round Youth Development and Empowerment (YDE) strategy are designed to help youth develop leadership skills, contribute to their community, and build friendships while engaging in the arts, technology, entrepreneurship, and sports. In addition to providing enrichment activities, programs allow youth to build relationships with adults and mentors. Many programs specifically support distinct populations, including foster youth, youth exposed to violence, homeless youth and LGBTQ youth. In the spring of 2019, SPR visited two programs (Fresh Lifelines for Youth's FLY Leadership Program and East Bay Asian Local Development Corporation's Lion's Pride) and interviewed program staff from two additional programs (Safe Passage's Get Active and Oakland Kids First's REAL HARD Youth Leadership Program).

Programs at a Glance



\$3,646,760 invested

7,650 unduplicated youth served

36 programs

141 sites

Photo courtesy of the Boys and Girls Club of Oakland's Educational Programs for the Youth of Oakland

Participants

During FY2018-2019, 7,650 unduplicated children and youth participated in *Year-Round YDE* programs. Although these programs share a common youth development framework and a commitment to **serving the communities most in need**, they support different groups of young people. For example, place-based programs, such as East Bay Asian Local Development Corporation's Lion's Pride, which offers afterschool enrichment to elementary students from the Lions Crossing public housing development, recruit **youth from their neighborhoods**. Other programs recruit youth interested in specific enrichment areas, such as visual arts, digital media, and music. Finally, population-specific programs offer service and activities tailored to specific groups, such as **boys and men of color, justice-involved youth, LGBTQ+ youth, and transitional-aged foster youth**. Key demographic findings based on participant-level data are displayed below.

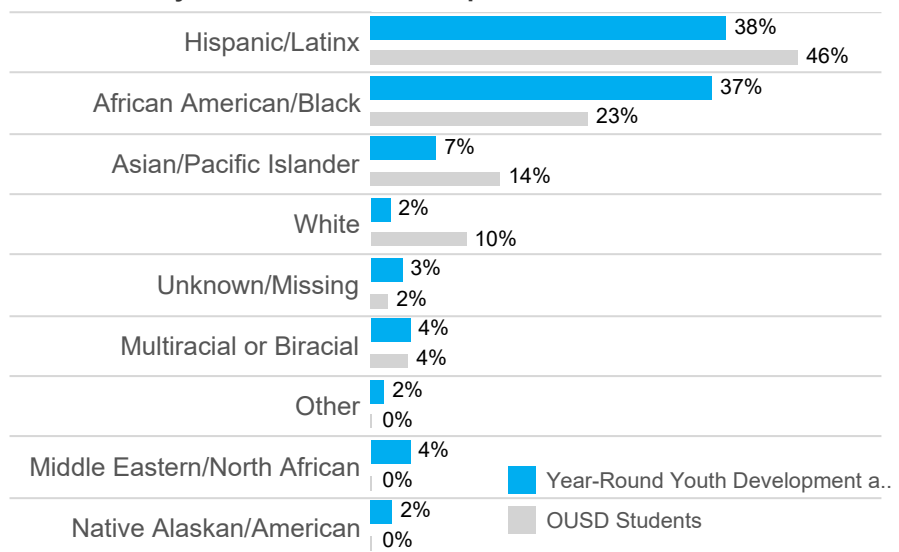
“Our youth deserve a chance to **become more than their past mistakes**... Our curriculum is designed to work with [Oakland youth.] It's all about life experiences and how they bring that into the classroom.”

—Fresh Lifelines for Youth, Inc.'s FLY Leadership Program

Reflecting OFCY's target population, over 70% of participants identified as Hispanic/Latinx or African American/Black.

Compared to OUSD, these programs served a larger proportion of African American youth.

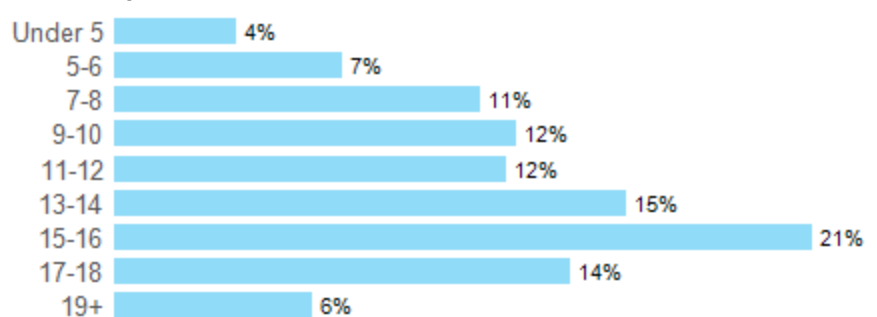
Race/Ethnicity of OFCY Youth Participants and OUSD Students



YDE programs were more likely to serve youth aged 13-18.

Youth in this age range represented over 50% of participants served by this strategy.

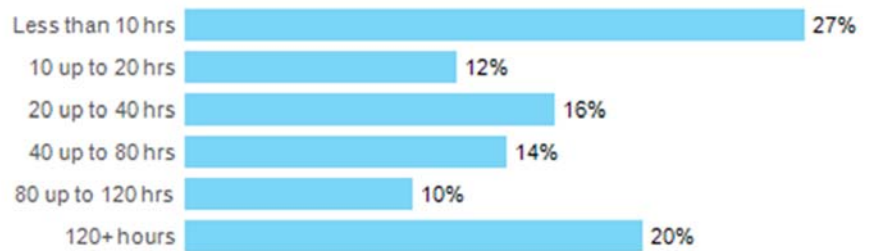
Age of Participants



The amount of time youth spent in programs varied.

About one-quarter of participants spent under ten hours in their program, while 20% engaged in their program for over 120 hours over the year.

Hours of Participation



School-aged youth spent the most time in programming.

On average, children and youth spent 78 hours in programming. Notably, children under five and youth over 18, who spent less time in programs, accounted for only 10% of all participants.

Average Hours of Participation by Age

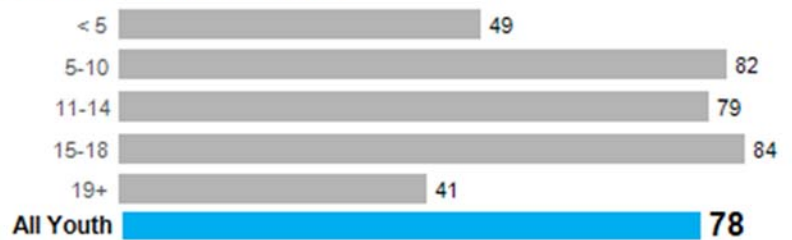


Photo Courtesy of Music is Extraordinary Inc.'s Preparatory Studies in Music

Program Activities

Year-Round YDE programs promote positive youth development through a focus on relationship building, skill building, social-emotional learning, promotion of positive peer relationships, and leadership development. With an understanding that **programs need to be tailored to the diverse interests and identities of Oakland youth**, the activities and approaches they use to engage young people vary. Below we provide a sense for the different types of programs that fall into this strategy.

Arts

- Visual arts
- Spoken word
- Music
- Media Arts
- Dance

Arts programs provided opportunities for youth to **build new skills**, promote **healthy risk taking**, provide opportunities for **self expression**, and build relationships to maintain youth engagement over time. Examples of arts programs include Dimensions Dance Theater's Rites of Passage, and Music is Extraordinary's Preparatory Studies in Music.

Community-Based Afterschool

- Academic, remediation, and literacy
- Leadership workshops
- Arts/media education
- College/career support
- Health and wellness
- Conflict resolution
- Mentoring

In addition to providing **academic support**, community-based afterschool programs sought to promote **youth leadership** through **peer-to-peer mentorship**. These programs also focused on developing **social and emotional learning** through workshops on resiliency, coping skills, stress management, and communication. Examples of community-based after school programs include East Bay Asian Local Development Corporation's Lion's Pride and Boys & Girls Clubs of Oakland's Educational Programs for the Youth of Oakland.

Population-Specific Programs

- Exploration and affirmation of identities, such as race and sexual orientation
- Support for youth with barriers, such as children of incarcerated parents and teen mothers
- Youth advocacy workshops

Population-specific programs provided structured opportunities for youth to **explore their identities, develop a sense of belonging, and learn about each other's individuality**. Examples of a population specific program include the First Place for Youth's First Steps Community Resource Center, which serves transition age foster youth, and East Bay Spanish Speaking Citizens' Foundation's LIBRE, which engages low-income Spanish speaking and bilingual Latinx youth.

High School Academic Support

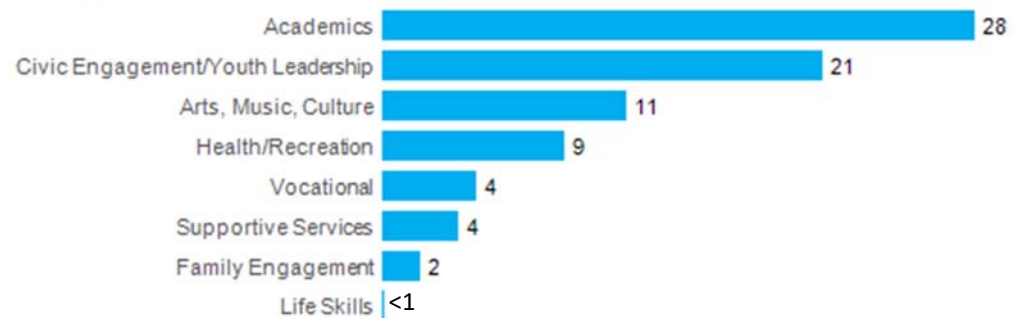
- Leadership opportunities
- Academic goal setting
- Life skills
- Tutoring
- College and careers
- Peer-led community engagement

The high school academic support programs provide training in leadership, life skills, and community change strategies. They also placed a strong focus on **social emotional learning** and **problem solving skills** to support success in college, career and community. Examples of high school academic program is College Track Oakland and Oakland Kids First REAL HARD Youth Leadership).

The tables below illustrate the amount of time youth spent in the activities delivered by Youth Development and Empowerment programs.

On average, youth spent the most time engaged in academic activities, followed by civic engagement and youth leadership.

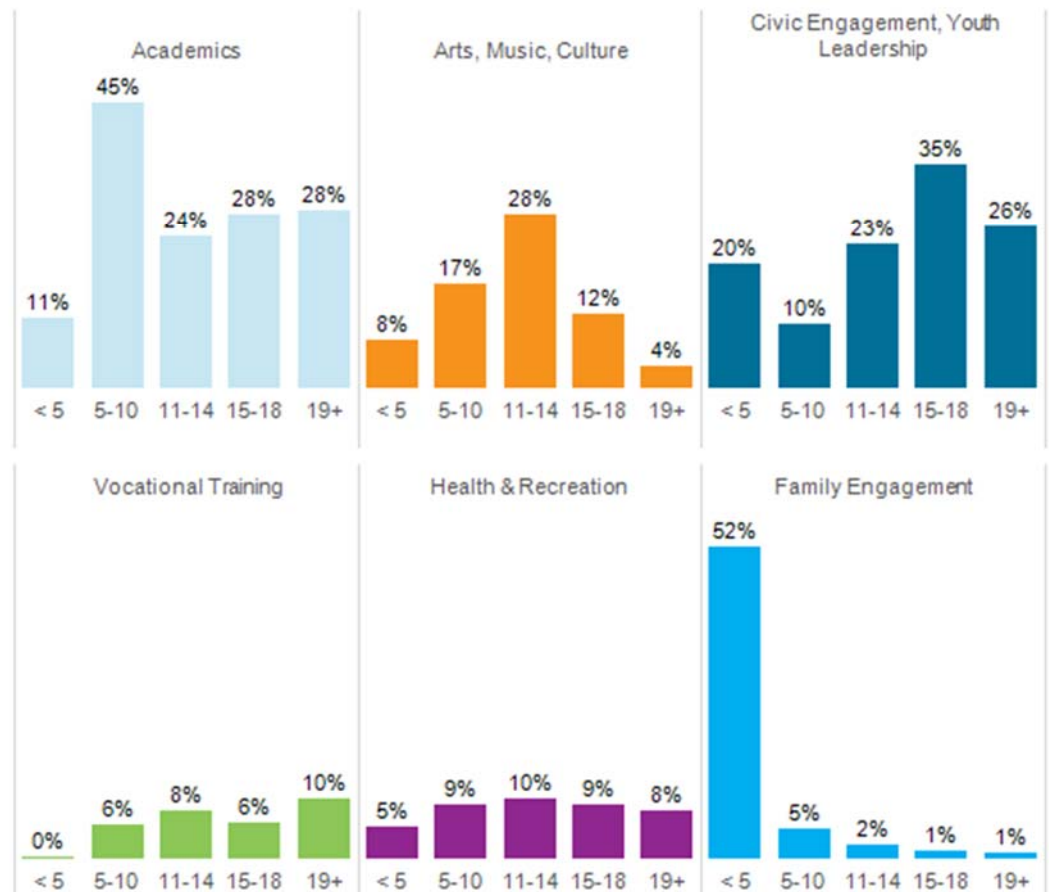
Average Hours by Type of Activity



Programs tailor services to the developmental needs of children and youth at different ages.

Elementary-aged youth (ages 5-10) spent close to half of their time engaged in academics. Older youth spent progressively more time engaged in leadership activities as they moved to middle school and high school. Children under five spent over half of their time in family engagement activities.

Percent of Time Engaged in Top Service Categories by Age Group

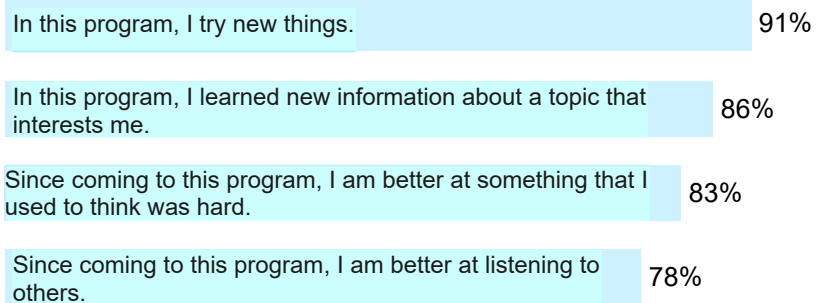


Outcomes

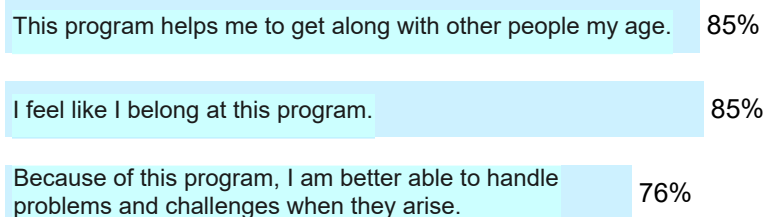
All youth participants had the opportunity to assess their progress toward youth development outcomes that research demonstrates contribute to improved health, academic success, and positive life outcomes in adulthood. On the spring 2019 survey, 1,583 youth (21% of all served) identified how strongly they agreed with various statements tied to the key outcome areas illustrated below and on the following page. **On average, 75% of youth agreed with statements related to youth development outcomes**, indicating that Year-Round Youth Development and Empowerment programs successfully supported youth in these areas.

Progress toward Youth Development Outcomes (frequency that youth agreed with questions tied to each outcome)

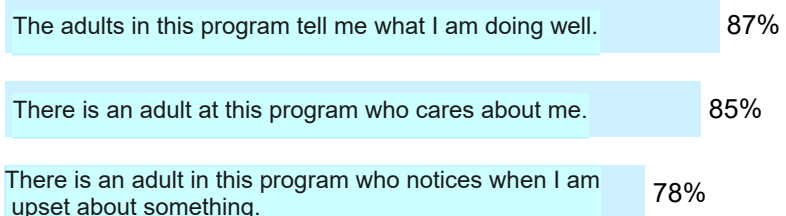
Development & Mastery of Skills



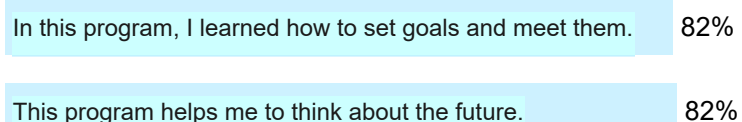
Increased Confidence & Self-Esteem



Greater Connections to Adults



Improved Decision-Making and Goal setting



“ [Our program] gives youth small and then larger **opportunities to lead their peers**. We see improvements [over time], like not being as shy. I have a student who didn't say a word for months... Now she has fire in her eyes, and she is yelling out, saying things. She's not shy anymore.

-Staff, East Bay Asian Local Development Corporation's Lion's Pride

“ You can trust Fly... **You can trust your case manager**. They gonna be there for you by your side. And people really need that, somebody to really be there every step of the way.

-Participant, Fresh Lifelines for Youth's FLY Leadership Program

Youth also had the opportunity to assess their progress toward youth empowerment outcomes related to leadership, agency, and conflict resolution. Youth reported strong progress toward these outcomes as well.

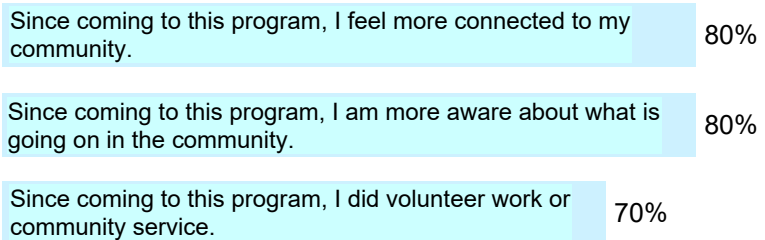
“ [We're] framed as a youth development program, and it certainly is, but it's also organizing. It's a **living civics education** of how systems work and how you **build solidarity to tackle complex issues**.
-Staff, Oakland Kids First's Real Hard Youth Leadership Program

“ [When a participant was recently stopped by police who thought he was someone else], he wasn't able to control what was happening around him or his environment, but **he was able to decide how he was going to respond and react**.
-Staff, Fresh Lifelines for Youth's FLY Leadership Program

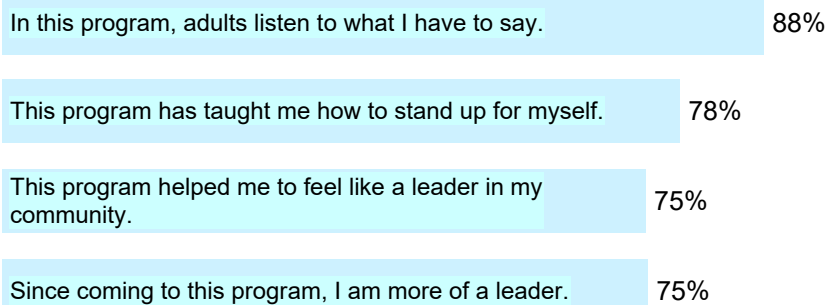
“ [Our youth] say, "I tried what you said again with the officer, and it worked. He actually let me go." That's where [we see] increasing youth confidence and self-esteem, because they walk away like, "Okay, I do have some rights. **I am in power. I'm not going to be a victim to my circumstances.**"
-Staff, Fresh Lifelines for Youth's FLY Leadership Program

Progress toward Youth Empowerment Outcomes
(frequency that youth agreed with questions tied to each outcome)

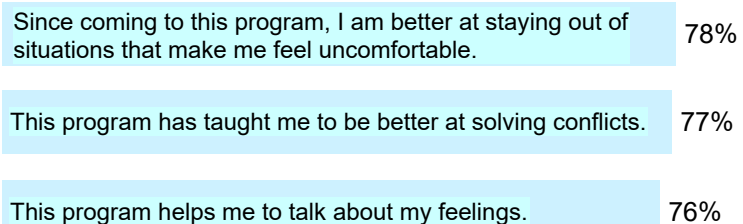
Increased Knowledge of & Engagement in Community



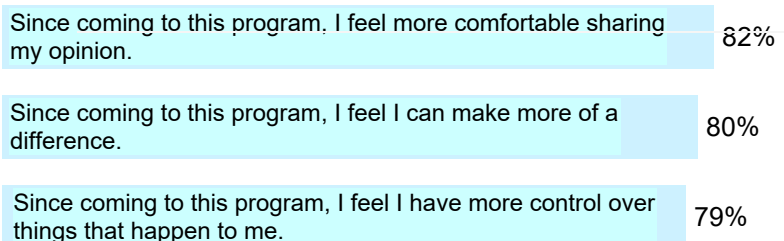
Increased Leadership Capacity



Increased Risk Avoidance & Conflict Resolution



Greater Empowerment & Agency



Some groups of youth reported more progress toward youth development and empowerment outcomes than others. An analysis of outcome scores by race revealed some differences by ethnicity. Specifically, Asian/Pacific Islander youth were more likely, and Latinx youth were less likely, to report progress toward youth development and empowerment outcomes. However, this finding was not consistent when we looked at differences in scores *within* programs, suggesting that some of the difference may stem from the types of programs these youth tend to participate in because some programs are racially specific and others are more diverse in their enrollment.

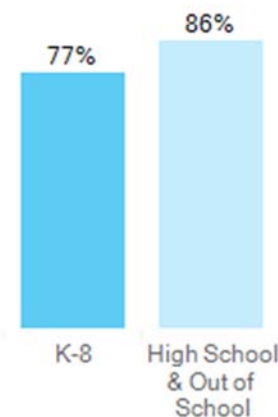
We also observed that differences in how strongly youth agreed with statements tied to the youth development outcomes varied across age groups, as shown below. The data indicates that youth receive more leadership opportunities as they move toward high school.

Average outcome scores increased between elementary, middle, and high school.

This trend reflects how youth development and empowerment occurs on a continuum as youth mature. For example, some programs use a cascading mentorship mode, where youth who have gained leadership and other skills can teach and mentor younger or newer youth.

Progress toward Development and Empowerment Outcomes by Grade

Youth Development Outcomes



Development and mastery of skills



Greater connections to caring adults



Improved decision-making and goal setting



Increased confidence and self-esteem



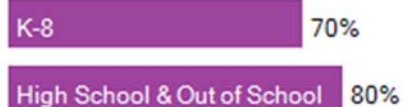
Youth Empowerment Outcomes



Increased knowledge of & engagement in community



Increased leadership capacity



Increased risk avoidance/ conflict resolution



Greater empowerment and agency





Photo Courtesy of Fresh Lifelines for Youth's FLY Program

“ This [volunteer from the program] just came...and we didn't know him and he's interested in our lives and we can relate to him. Like dang, **there are really people out there that actually care.** So, I'm not going to carry this weight on shoulders that nobody cares about me, because people do.”

-Participant, Fresh Lifelines for Youth's FLY Program

Year-Round Youth Development and Empowerment Programs

Alameda Family Services - *DreamCatcher Youth Services* ♦ Alternatives in Action – *Youth Development Leadership Communities* ♦ American Indian Child Resource Center - *Culture Keepers* ♦ Asian Pacific Environmental Network (APEN) - *AYPAL: Building API Community Power* ♦ Attitudinal Healing Connection, Inc. - *West Oakland Legacy & Leadership Project* ♦ Bay Area Girls' Rock Camp - *Girls Rock After School Program* and *Girls Rock Summer Camp* ♦ Bay Area Outreach & Recreation Program - *Sports & Recreation for Youth with Disabilities* ♦ Boys & Girls Clubs of Oakland - *Educational Programs for the Youth of Oakland* ♦ Brothers on the Rise - *Brothers, UNITE!* ♦ Center for Media Change, Inc. - *Hack the Hood Bootcamp* ♦ Chapter 510 INK - *Dept. of Make Believe* ♦ College Track - *College Track Oakland* ♦ Communities United for Restorative Youth Justice - *Homies 4 Justice* ♦ Community Works West Inc - *Project WHAT* ♦ Dimensions Dance Theater, Inc. - *Rites of Passage* ♦ East Bay Asian Local Development Corporation - *Lion's Pride* ♦ East Bay Spanish Speaking Citizens' Foundation – *LIBRE* ♦ East Oakland Boxing Association - *SmartMoves Education and Enrichment Program* ♦ East Oakland Youth Development Center - *After School Leadership Academy* ♦ First Place for Youth - *First Steps Community Resource Center* ♦ Fresh Lifelines for Youth, Inc - *FLY Leadership Program* ♦ Health Initiatives for Youth (HIFY) - *Youth Development and Empowerment* ♦ La Clinica de La Raza, Inc - *Youth Brigade* ♦ Music is Extraordinary, Inc. - *Preparatory Studies in Music* ♦ Native American Health Center, Inc. - *Community Wellness Department Youth Services* ♦ Oakland Kids First - *REAL HARD Youth Leadership* ♦ Oakland Leaf Foundation - *Love Cultivating Schoolyards* ♦ Oakland Parks and Recreation - *Oakland Discovery Centers* ♦ Oakland Public Education Fund - *Media Enterprise Alliance* ♦ Project Re-Connect Inc. - *Family Connections/Leaders Connect* ♦ Refugee Transitions - *Newcomer Community Engagement Program* ♦ Safe Passages - *Get Active* ♦ Teen Success, INC – *Support Teen Mothers Program* ♦ Youth Alive - *Teens on Target Youth Leadership* ♦ Youth Speaks, Inc. - *Arts in Education* ♦ Youth UpRising - *Queer & Allies Initiative*

Career Awareness and Academic Support: FY18-19

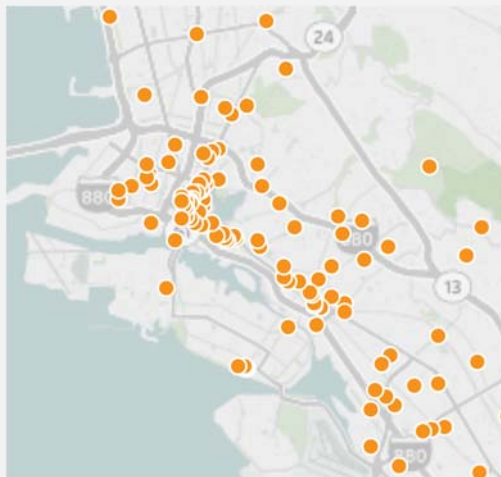


“The [program] experience can be **transformative for students** in thinking about what health careers they aspire to. Upon admission into the program, students have strong ideas about their future career aspirations; however, experiences in clinical rotations place students in **real-life scenarios that affect their long-term goals**.

—Staff, Alameda Health System's
Oakland Health Careers Collaborative

Programs funded under OFCY's *Career Awareness and Academic Support for Older Youth* strategy are designed to help youth explore career opportunities in in-demand industries and prepare for college and career success. Participants attend job readiness training, learn from worksite visits and guest speakers, receive academic support and college/career advising, and work in subsidized and unsubsidized employment. To learn more about this strategy, Social Policy Research Associates interviewed one program in the spring of 2019 (Youth Radio's Digital Communications Pathway). We also drew on interviews from FY2017-2018 and grantee reports.

Programs at a Glance



\$2,019,349 invested

2,022 unduplicated youth served

13 programs

191 sites

Photo courtesy of Civicorps' Academic and Professional Pathway

Participants

During FY2018-2019, over 2,000 unduplicated youth participated in *Career Awareness and Academic Support for Older Youth* programs. The programs in the CAAS portfolio provide activities and support tailored to a range of participants, including opportunity youth, youth with special needs, students interested in high-demand career pathways, and first-generation college students.

“

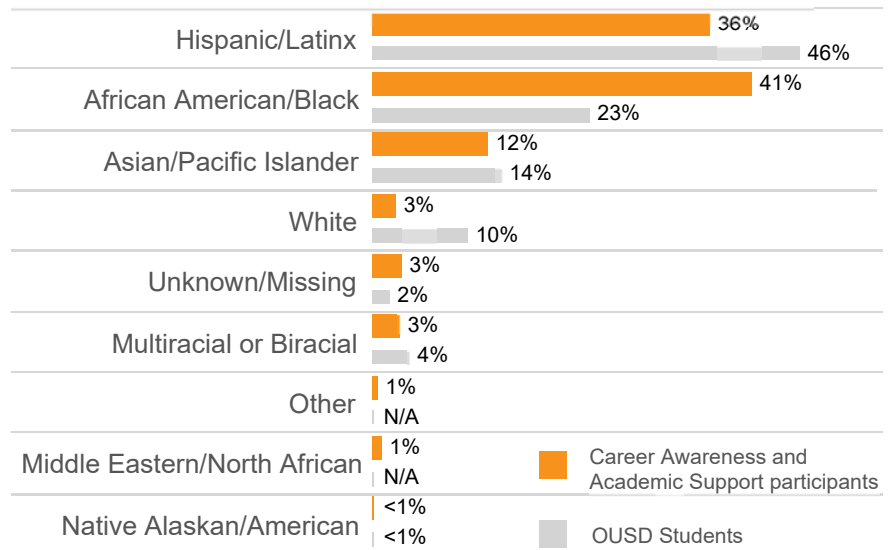
We're extremely diverse....We have young people...[from] completely different socioeconomic statuses... It's pretty even in terms of young men and young women and [we are] even now taking record of the trans young people that we serve.

—Staff, Youth Radio-Digital Communication Pathways

Reflecting OFCY's target population, over 75% of youth identified as Hispanic/Latinx or African American/Black.

Compared to OUSD, these programs served a much larger proportion of African American youth.

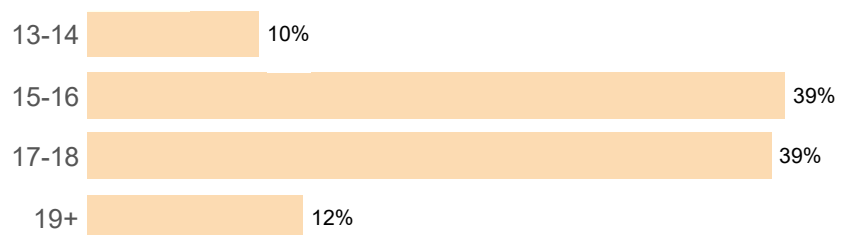
Race/Ethnicity of OFCY Youth Participants and OUSD Students



Career Awareness programs were more likely to serve youth over 15 years old.

Close to 80% of participants were between the ages of 15 and 18.

Age of Participants



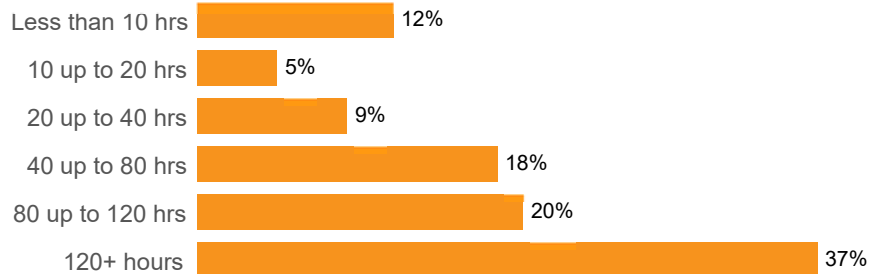
Participation

Although *Career Awareness and Academic Support* programs share the common goal of connecting youth to college and/or careers, they use different approaches and offer different levels of services to meet the diverse needs, interests, and aptitudes of Oakland's young people.

The amount of time participants engaged in programs varied widely.

Over half of participants spent at least 80 hours in their program.

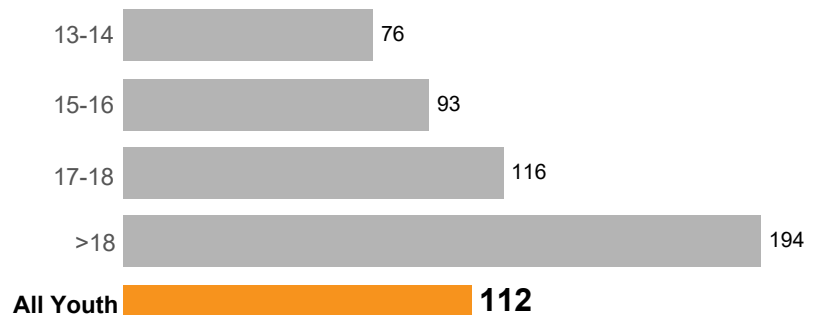
Hours of Participation per Program



Youth over 18 spent the most time in programming.

Many of these older youth were engaged in full-time programs that offered GED or high school courses in combination with paid internships and supportive services.

Average Hours of Participation by Age



“

We really **emphasize youth voice**, so many times our strategies come from the youth. They're the foundation and we build from there. That's what makes us unique.

– Staff, Youth Radio's Digital Communications Pathways



Photo courtesy of Alameda Health System's Oakland Health Careers Collaborative

Program Activities

Career Awareness and Academic Support programs offered a variety of activities to keep children and youth engaged in learning.

Vocational

- Internships and work-based learning
- Career exploration and work site visits
- Guest speakers and career fairs
- Job search skills and soft skills training

Exploring College and Career Options (ECCO) provides a linked college and career curriculum facilitated by a certificated Career Technical Education teacher throughout OUSD career academies and pathways. Students apply their learning in summer internships, hosted by a local industry professionals. **Marriott Foundation for People with Disabilities' Bridges from School to Work** provides unsubsidized job placement and support.

Supportive Services

- Case management and connection to resources
- Counseling and mental health care

Civicorps participants meet counselors about twice every week to help youth identify their assets and their challenges; discuss ways the program can help students meet their basic needs, such as transportation, housing, and food security; and provide support around personal challenges faced by students.

Academics

- Tutoring and seminars
- Academic counseling and College advising
- High school credit and GED classes

In addition to providing work experience, **Youth Employment's Building Green Futures** participants are enrolled at YEP's support hub that hosts Quest Academy, Adult Education, Next Step, & GED services.

“We're a certified on the job training program, so they **receive a certificate** through the state of California... They have something attainable that they can take with them..

– Staff, Youth Radio-Digital Communications Pathways

“Based on feedback from previous years, we hosted a “speed dating” opportunity for high school and college students to interview one another and discuss what they look for in a mentor/mentee. We want students to have access **to a relatable mentor that can support them in their education and career goals.**

– Staff, Alameda Health systems' Oakland Health Careers Collaborative

“(Our) workshops, from Career Awareness and Exploration to Financial Literacy... directed the youth with the appropriate **knowledge to gain greater confidence** within a sometimes new and frightening environment.

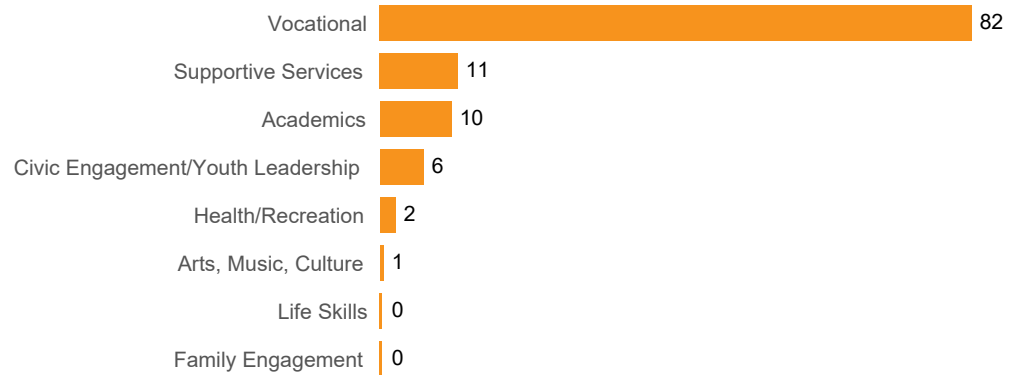
– Staff, Spanish Speaking Unity Council's Oakland Youth Engaged

The tables below illustrate the amount of time youth spent in the diverse activities offered by *Career Awareness and Academic Support* programs.

On average, youth spent the most time engaged in vocational activities.

Programs also focused on supportive services, academics, and civic engagement/leadership.

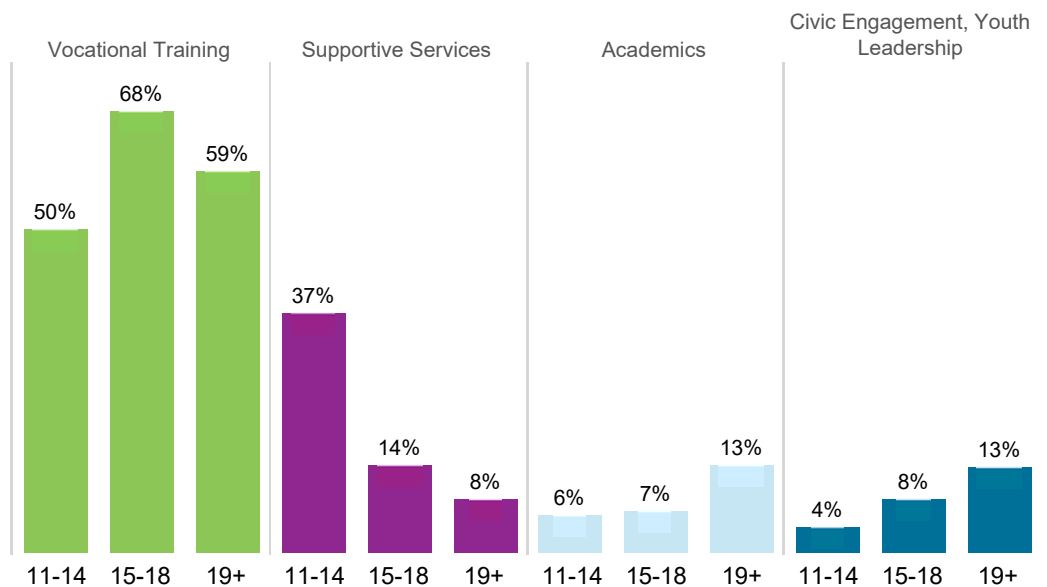
Average Hours by Type of Activity



Youth over 18 spent more time in academic and leadership activities than younger youth did.

Older youth were more likely to participate in programs designed for opportunity youth, which provide integrated academic support, wraparound services, and employment activities.

Percent of Time Engaged in Top Service Categories by Age Group



“

I particularly like their support. Some days when I don't feel like coming in or something like that, I still come here because **I know I could talk to somebody** or I can just go sit somewhere and I'll get my work done and just be okay.

—Participant, Civicorps' Academic and Professional Pathway

Outcomes

Youth participants had the opportunity to assess their progress toward key outcomes through a survey administered in spring 2019. On the survey, 495 youth identified how strongly they agreed with various statements tied to the key outcome areas illustrated below and on the following page. **On average, 88% of youth agreed with statements related to youth development outcomes**, indicating that *Career Awareness and Academic Support* programs successfully supported youth in these areas.

Progress toward Youth Development Outcomes (frequency that youth agreed with questions tied to each outcome)

“When I came in here it just felt so unreal at the beginning. Just being able to **explore what's in the hospital** instead of watching movies about it. It just felt better.”

- Participant, Alameda Health Systems' Oakland Health Careers Collaborative: HEAL

Development & Mastery of Skills

In this program, I try new things.	97%
In this program, I learned new information about a topic that interests me.	93%
Since coming to this program, I am better at something that I used to think was hard.	86%
Since coming to this program, I am better at listening to others.	88%

Increased Confidence & Self-Esteem

This program helps me to get along with other people my age.	89%
I feel like I belong at this program.	91%
Because of this program, I am better able to handle problems and challenges when they arise.	90%

Greater Connections to Adults

The adults in this program tell me what I am doing well.	92%
There is an adult at this program who cares about me.	88%
There is an adult in this program who notices when I am upset about something.	75%

Improved Decision-Making and Goal setting

In this program, I learned how to set goals and meet them.	91%
This program helps me to think about the future.	96%

“[In the CHAMPS program], each student attributed their positive development not only [to] their amazing internship supervisors, but the connections made with staff, peers and even our community partners.”

—Staff, Alameda Health Systems' Oakland Health Careers Collaborative: CHAMPS

Youth also had the opportunity to assess their progress toward career awareness outcomes related to knowledge about careers, connections to professionals, and work experience. Youth reported strong progress toward these outcomes as well.

Progress toward Career Awareness Outcomes
(frequency that youth agreed with questions tied to each outcome)

Increased Awareness of Educational Requirements for Specific Careers

As a result of this program, I understand the steps I need to take to get into college.	87%
As a result of this program, I understand the importance of an education for getting the job I want.	93%
Because of this program, I am more interested in my education.	89%

Increased Connections to Working Professionals

At this program, I met people who have the types of jobs that I want.	79%
This program helps me to connect with potential employers.	84%

Increased Professionalism

This program taught me how to get along with others in a work setting.	94%
At this program, I learned what is expected in a work setting (e.g., punctuality, appropriate dress, communication)	92%

Increased Knowledge of Careers & Career Paths

This program helps me to understand how to get the kind of job I want.	89%
Because of this program, I have learned new skills that will help me to get a job (e.g., interviewing, resume development, job search).	92%
In this program, I learned about an industry that I am interested in (IT, healthcare, culinary arts.)	84%
In this program, I learned about jobs I can have in the future.	93%

Placement into Internship or Employment

Because of this program, I have an internship or volunteer position now or lined up for the future.	68%
Because of this program, I have a paying job now or lined up for the future.	60%

“In the HEAL Program I learned how to introduce myself to the various people I worked with in department rotations. Now I feel confident introducing myself in a professional manner, which will help make good first impressions.

--Student, Alameda Health Systems' Oakland Health Careers collaborative: HEAL

“Before coming to HEAL I thought about being a Biology teacher, now I want to study to become a Respiratory Therapist.

--Student, Alameda Health Systems' Oakland Health Careers collaborative: HEAL

Internships and Work Experience

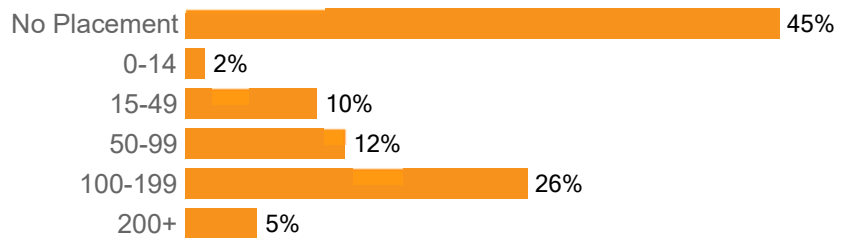
Over half of youth received work experience through an internship or job placement, giving them hands on experience, mentors in the community, and, in many cases, a paycheck.

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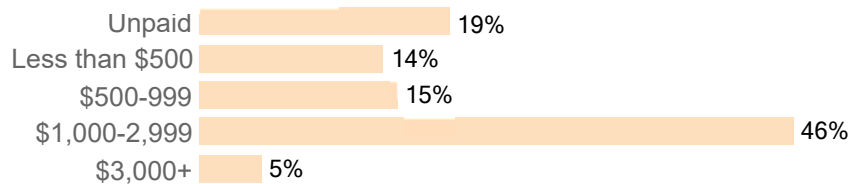
One intern [worked] at AlaMar Kitchen in downtown Oakland. While she was presenting her Demonstration of Mastery, **her mentor offered her a position** in the kitchen. Her first official day as a staff member at AlaMar is the day after her internship ends!

--Staff, Marriott Foundation for People with Disabilities' Bridges from School to Work Program

Hours Spent in Placement



Hours Spent in Placement



\$1,335,125.76

Total Wages Earned

\$1,199.57

Average Wages Earned

Career Awareness & Academic Support for Older Youth Programs

- Alameda Health System-Oakland Health Careers Collaborative
- Better Health East Bay Foundation-Youth Bridge Workforce Development Program
- Beyond Emancipation-GROW Oakland
- Center for Media Change, Inc.-A-Team
- Center for Media Change, Inc.-Hack the Hood Bootcamp
- Centro Legal de la Raza-Youth Law Academy
- Civicorps-Academic and Professional Pathway
- East Bay College Fund-Oakland Promise College and Career Access and Success Program
- Marriott Foundation for People with Disabilities-Bridges from School to Work
- Oakland Unified School District-Exploring College and Career Options
- Spanish Speaking Unity Council of Alameda County, Inc.-Oakland Youth Engaged (OYE)
- Youth Employment Partnership-Building Green Futures
- Youth Radio-Digital Communications Pathway