



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

April 1<sup>st</sup>, 2015 – 6:00 p.m. – 9:00 p.m.

Oakland City Hall, Hearing Room 4

1 Frank H. Ogawa Plaza, 2<sup>nd</sup> Floor

Oakland, CA 94612

## AGENDA

1. Call to Order
  - *Introductions & Announcements*
  - *Agenda Review/Modifications*
2. Open Forum
3. Adoption of Prior Meeting Minutes from January 21<sup>st</sup> 2015 *action*
4. Update on FY2016-2019 Strategic Planning *discussion*
5. OFCY FY 2014-2015 Mid-Year Evaluation Reports
  - *Public Profit report on School-based After School (62 programs)*
  - *Social Policy Research report on OFCY programs, excluding School-based After School (66 programs)*
6. Adoption of OFCY Program Grant Renewals for FY2015-2016 *action*
7. Administrative Matters
  - *General Announcements*
  - *Upcoming Meetings/Scheduling*
8. Adjournment

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

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

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

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

**MINUTES TO BE APPROVED**  
**Oakland Fund for Children and Youth (OFCY)**  
**Planning and Oversight Committee (POC) Meeting**  
Oakland City Hall, 1 Frank H. Ogawa Plaza, Hearing Room 4, Oakland, CA 94612  
**Wednesday, February 4, 2015**  
6:00 p.m. – 9:00 p.m.

Committee Members present: Marcus Montague, Julie Waters, Ajani Torres-Cedillo, Steven Wirt, Isaac Ruelas, Brandon Aninipot, Derrick Muhammad, Richard Raya, Kathy Dwyer, Yuliza Rios-Oregon, Kenna Castillo and Briana Dunn

Committee Members absent: Bolor-Erdene Erdenebat, Kisha Jackson, Kevin Wong, and Sheilagh Polk

Staff Members present: Sandy Taylor, Mike Wetzel, Marchelle Huggins and Scott Kim

**I. Call to Order**

The meeting was called to order at 6:14 p.m.

**II. Open Forum for Youth or Families with Small Children**

No speakers.

**III. Adoption of Prior Meeting Minutes from November 5<sup>th</sup>**

The meeting minutes from the January 21, 2015 POC meeting were reviewed and approved.

**IV. FY2013-2014 Program Evaluation Reports**

Public Profit provided an overview of the two evaluation reports produced for FY2013-2014: 1) OFCY Grantee Evaluation 2013-14 and 2) Oakland School-Based After School Programs Evaluation 2013-14 Findings Report. Both reports were approved and adopted by the POC and will be forwarded to City Council.

**V. OFCY Strategic Planning for 2016-2019**

Staff presented an overview of OFCY's Social and Economic Equity Value and the concept of Targeted Universalism to enact this value. Staff then reviewed how the 2013-2016 Strategic Investment Plan reflected the Social and Economic Equity Value and what each current strategy's target populations were.

**VI. Administrative Matters**

The next POC meeting is scheduled for April 1, 2014.

**VII. Adjournment**

The meeting was adjourned at 8:33 p.m.



**To:** OFCY Planning and Oversight Committee  
**From:** Sandra Taylor, Human Services Manager  
**Date:** April 1, 2015  
**Re:** OFCY FY2015-2016 Grant Renewal Recommendations

**Executive Summary**

The Oakland Fund for Children and Youth (OFCY) reviews programs for performance, quality, and grant management to guide the Planning and Oversight Committee (POC) in its recommendations for grant renewals for FY2015-2016.

OFCY staff recommends renewal of 126 out of 128 program grants for FY2015-2016, totaling \$11,044,173 in annual grant funding. Staff does not recommend renewal funding in year three for Through the Looking Glass – Chatterbox and for Youth Uprising – YU Excel, based on underperformance in years one and two.

**Review Process**

For renewal in **Year Three** of the current grant cycle (July 1, 2015 to June 30, 2016), OFCY staff reviewed grantee **year-end outcomes** from **Year One** of the grant cycle (July 1 2013 to June 30 2014), and **mid-year outcomes** from **Year Two** of the grant cycle (July 1 2014 to December 31, 2014). OFCY also reviewed FY2013-2014 mid-year outcomes for programs that were flagged for unsatisfactory performance at the FY2014-2015 mid-year review for review of persistent findings. Programs that do meet standards for minimum satisfactory performance based on the criteria considered by the POC may be required to develop and implement a Performance Improvement or Corrective Action Plan, or make revisions to the program budget and/or scope of work prior to recommendation for a conditional renewal.

**Criteria**

OFCY conducts its mid-year and year-end review based on the interim and year-end reporting provided by OFCY’s independent evaluators, Social Policy Research Associates and Public Profit. Programs are flagged for unsatisfactory performance if the programs have findings in the following categories:

	Mid-Year & Summer	Year-End
<b>Units of Service (UOS)</b>	Below <b>80%</b> of mid-year projections for UOS for year-round programs Below <b>80%</b> of annual projections for UOS for summer programs	Below <b>80%</b> of annual projections for Units of Service
<b>Youth Participation rate</b>	Below <b>35%</b> of mid-year projections for UOS for year-round programs Below <b>80%</b> of annual projections for UOS for summer programs	Below <b>80%</b> of annual projections for youth enrollment
<b>Youth Program Quality Assessment Findings</b>	Program ranked as <b>“Emerging”</b>	
<b>Grant Compliance Findings</b>	More than one late report without prior consent, provision of inaccurate or incomplete data, or lack of fulfillment of contractual obligations	

## FY2013-2014 – Year-End Review

109 out of 127 programs (86%) completed their first year with satisfactory performance. Eighteen (18) programs were flagged for underperformance in either youth enrollment or units of service. Thirteen of the 18 programs flagged at year end are on track in FY2014-2015 at mid-year review for satisfactory performance and program quality, and are recommended for renewal without reservation. Five of the 18 programs that were flagged for unsatisfactory year-end performance in FY13-14 have also been flagged for unsatisfactory performance at FY2014-2015 mid-year review. Recommendations for these programs will be discussed in further detail in the following section.

One program (Bay Area Community Resources – Claremont Middle School afterschool program) was flagged last year for low program quality as an ‘Emerging’ program. In the mid-year evaluation of the program, it was found to be ‘Performing’ with a strong YPQA average score of 4.34.

## FY2014-2015 – Mid-year Review

At the mid-year review, 113 out of 128 programs (88%) were on track for achieving performance targets for youth enrollment and units of service. All programs receiving a YPQA assessment in 2014-2015 were found to be “Performing” or “Thriving” program quality; no programs were assessed as “Emerging” at the mid-year review.

Four of the 15 programs that were not on track for performance at the six month mark have subsequently made adjustments to their scope of work and are showing progress towards achieving satisfactory performance for Units of Service (UOS) this year, and are recommended for renewal without reservation.

### FY14-15 Mid-Year Program Performance

#	Agency	Project Title	Funding Strategy	Enrollment			Units of Service		
				Projected Youth Served	Actual Youth Served	FY14-15 Enrollment Integrity	Projected Units of Service	Actual Units of Service	FY14-15 Enrollment Integrity
1	Bay Area Community Resources	Madison	School-based after school	320	343	107%	27038	16950	<b>63%</b>
2	Oakland Leaf Foundation	Encompass Academy	School-based after school	85	105	124%	25859	17968	<b>69%</b>
3	YMCA of the East Bay	West Oakland Middle School	School-based after school	144	122	85%	14848	11588	<b>78%</b>
4	Spanish Speaking Citizens' Foundation	LIBRE	Youth Leadership in Community Schools	115	99	86%	4149	2475	<b>60%</b>

Another four of the fifteen programs that were not on track for performance at the six month mark are new in FY2014-2015, in the *Pre-Kindergarten Summer Camp* and new *Safe Community Spaces for LGBTQ Youth* service strategies, and will be recommended for renewal based on adjustments to scope of work and activities for three of the four programs.

## FY14-15 Mid-Year Program Performance

#	Agency	Project Title	Funding Strategy	Enrollment			Units of Service		
				Projected Youth Served	Actual Youth Served	FY14-15 Enrollment Integrity	Projected Units of Service	Actual Units of Service	FY14-15 Enrollment Integrity
1	Oakland Unified School District	OUSD Summer Pre-K	Pre-Kindergarten Summer Camp	30	25	83%	1508	1044	69%
2	Destiny Arts Center	Moving in the Movement	Safe Community Spaces for LGBTQ Youth	90	24	27%	1637	1551	95%
3	La Clinica de la Raza	Juntos	Safe Community Spaces for LGBTQ Youth	80	19	24%	611	168	27%
4	Youth UpRising	YU's Queer & Allies Initiative	Safe Community Spaces for LGBTQ Youth	118	38	32%	484	406	84%

**Oakland Unified School District – OUSD Summer Pre-K.** Not having a coordinator until the end of the quarter delayed program development and student recruitment efforts. A coordinator has been hired and began recruitment efforts for Summer 2015 programming. The Scope of Work will not be adjusted. Grantee is confident existing projections will be met in the next program year.

**Destiny Arts Center – Moving in the Movement** experienced challenges in this first year of programming in recruiting and enrolling participants who are not already “out” to their families, or who don’t have a very clear and articulated sense of their own self-identification regarding gender identity and/or sexual orientation. Plan of action is to implement more peer led activities that increase the sense of social access for queer and questioning youth to participate in family focused programming. Fiscal Year 2015-2016 scope of work adjustments will be made based on outcomes of recruitment strategies implemented in quarters 3 and 4 of FY1415.

**La Clinica de la Raza – Juntos** shortfall in this first year of programming is attributed to difficulties in accessing OUSD Gay Straight Alliances (GSA’s) which limited their ability to conduct outreach and educational workshops. The agency also found it more challenging than anticipated to develop trust among a difficult to reach community. More creative outreach strategies were implement in quarter 2 including, expanding outreach beyond GSAs to include school and community youth groups that do not specifically identify as an LGBTQ. The new recruitment strategies are designed to reach youth who are questioning their sexuality but not linked to support systems that foster identity exploration. Fiscal Year 2015-2016 scope of work adjustments will be made based on outcomes of recruitment strategies implemented in quarters 3 and 4 of FY1415.

**Youth UpRising – YU Queer & Allies Initiative** attributes enrollment shortfall in this first year of programming to late start of program due to staff recruitment issues, difficulties in engaging OUSD GSA’s, challenges in accessing schools to conduct training and, program participants reluctance to provide demographic information due to the sensitive nature of activity content. During quarters 3 and 4 the program is implementing alternative recruitment strategies, solidifying relations with GSA campus leadership and adding sexual orientation to the Youth UpRising intake sheet to better identify the need for in-house LGBTQ programming. Fiscal Year 2015-2016 scope of work adjustments will be made based on outcomes of recruitment strategies implemented in quarters 3 and 4 of FY1415.

Seven of the 15 programs have been flagged for unsatisfactory performance at FY2014-2015 mid-year review, and were previously flagged for unsatisfactory performance at the FY2013-2014 mid-year or year-end reviews.

### FY14-15 Mid-Year Program Performance

#	Agency	Project Title	Funding Strategy	Enrollment			Units of Service			Flagged FY13-14 – Mid or Final
				Projected Youth Served	Actual Youth Served	FY14-15 Enrollment Integrity	Projected Units of Service	Actual Units of Service	FY14-15 Enrollment Integrity	
1	Children's Hospital Oakland	Integrated Developmental Playgroups Program	Parent and Child Engagement	65	83	128%	5218	4098	79%	Final
2	Oakland Parents Together	Listening to Children Parent Cafes	Parent and Child Engagement	80	56	70%	1728	1348	78%	Final
3	Through the Looking Glass	Chatterbox	Parent and Child Engagement	18	11	61%	921	577	63%	Mid-Year
4	Oakland Kids First	PASS-2 Peer Mentoring Program	Transition programs	1800	364	20%	10524	5799	55%	Mid-Year
5	Destiny Arts Center	Camp Destiny	Summer Program	190	165	87%	9778	6264	64%	Final
6	Youth UpRising	YU Excel	Youth Workforce	8	5	63%	289	141	49%	Mid-Year
7	AIDS Project East Bay	Save Our LGBTI-Youth (SOL)	Safe Community Spaces for LGBTQ Youth	250	221	88%	13948	5574	40%	Both

**Children’s Hospital Oakland – Integrated Developmental Playgroups Program.** The program exceeded projected number of participants but fell short of overall projected units of service due to the program strategy of limiting enrollment in playgroups because of space concerns. The subsequent pattern of lower attendance of enrolled families coupled with under enrollment resulted in lower units of service achieved. During quarters 3 and 4 the program will over-enroll families into scheduled playgroups to account for the higher than anticipated absentee and dropout rates. The program is on track to meet the year-end renewal threshold of 80% Service Integrity by the end of the contract year.

**Oakland Parents Together (OPT)** had a slow start first fiscal year in regards to children attendance as well as space for adults. The program as of mid-year for second fiscal year has increased their Unit of Services (UoS) significantly (78%), but still landed short of the 80% threshold for mid-year performance. There were couple environmental challenges that took place during the fall that attributed to the agency’s actual UoS outcome. There was a PG&E gas leak over the entire West and Downtown Oakland that affect most of the community, which required mandatory closures to Oakland Housing Authority, OUSD, and nearby businesses. The second challenge was extreme storm and half of the participants did not attend programming on that particular day. The Parent Café program is vital to the West-Oakland Community. The program is valuable component in helping parents learn the five protective factors in strengthening families. In most cases, the Parent Café’ is the parents’ only access for parenting support.

**Through the Looking Glass- Chatterbox** Chatterbox continues to attribute Unit of Service shortfalls to challenges identified in the second quarter of FY2013-2014. The organization sites the difficulties associated with recruiting parents with intellectual disabilities into a new group.

While the program has been proactive in developing and implementing solutions to challenges faced, the number of participants has remained low. Staff does not recommend renewal of funding in year three based on underperformance in years one and two. If a year three grant is recommended for approval by the POC, staff recommends a reduction to the funding amount and revision to the scope of work.

**Oakland Kids First – PASS-2** program had low enrollment in the first two quarters due to inclement weather and changes in the school calendar outside of PASS-2 control resulting in the cancelation of several scheduled activities. As of the end of Q3, the program is on track to meet and/or exceed annual goals for enrollment and units of service.

**Destiny Arts Camp** For summer 2014, Destiny Arts worked with Oakland Unified School District to expand their program to seven weeks and operate as a lead agency for one of its summer hub programming Sankofa Elementary school, serving students from Sankofa, Peralta, and Piedmont Elementary. OUSD over projected the number of youth to be referred to Camp Destiny at 140. The actual number referred was 99. For summer 2015, Destiny Arts will reduce the projected number of youth served through the summer hub to 100, which better reflects OUSD's referral capacity.

**Youth Uprising – YU Excel** was originally funded to serve 30 youth, but was reduced down to eight youth in year one. Grantee attributes mid-year under enrollment in years one and two to OFCY age restrictions. The policy of enrolling WIA and Oakland Unite slots first has also contributed to under enrollment in OFCY slots. The agency anticipates reaching Unit of Service projections by year-end however, cohorts enrolled after the mid-year point do not benefit from the full one-year, four-phased program (Personal & Academic Development 2 months, Work & Learning 6 months, Post Work Experience, Follow Up 3-6 months) funded by OFCY. Staff does not recommend renewal of funding in year three based on underperformance in years one and two. If a year three grant is recommended for approval by the POC, staff recommends a reduction to the funding amount and revision to the scope of work.

**AIDS Project of the East Bay - SOL** is a collaborative effort between AIDS Project of the East Bay (APEB) and SMAAC Youth Center that supports the provision of LGBTI (lesbian, gay, bisexual, transgender and intersexed) youth drop-in-center services in three locations: West Oakland, East Oakland, and downtown Oakland. This program has underperformed in years one and two and faces multiple challenges with their sub-contractor (SMAAC Youth Center). The lead agency proposes to reduce their grant from \$150,000 to \$90,000 in the 3rd year cycle and terminate MOU with existing sub-contractor. Issues include subcontractor denying lead agency access to conduct fiscal and program audits, submission of falsified youth program surveys for the OFCY independent evaluation, and lack of referrals to the lead agency, impacting participant integrity. APEB wishes to use the \$90,000 to continue doing existing work along with more collaborative work in Oakland High Schools as outlined in their new proposed scope of work. Lead agency has recently hired a permanent Executive Director after having an interim Executive Director for one year.

#### **Additional Changes to Note:**

OFCY is working with BACR to re-assign their grant of \$67,000 as lead agency for school-based afterschool programming at Horace Mann elementary to Girls Inc. to operate the program next school year (FY2015-2016), in agreement with school site leadership, OUSD district office, and CBO partners.

#### **Request:**

Due to the overall high level of performance and program quality for OFCY grantees, staff recommends renewal for 126 program grants for FY2014-2015 with grants totaling \$11,044,173. Refer to attachment #1 for a detailed list of OFCY programs and funding renewal recommendations.

#### **Attachments**

- 1) OFCY Grant Renewal Recommendations FY2015-2016 – List of Programs & Funding Amounts
- 2) OFCY Grant Renewal Policy FY2015-2016

OFCY 2015-2016 Grant Renewal Funding Recommendations

Grant ID#	Agency Name	Project Title	FY2015-2016 Funding
<b>Strategy #1: Mental Health and Developmental Consultations in Early Care and Education</b>			
1	Family Paths, Inc.	The Oakland Early Childhood Mental Health Collaborative	\$243,310
2	Jewish Family & Children's Services of the East Bay	Integrated Early Childhood Consultation Program	\$321,875
3	Lincoln Child Center	Early Childhood Mental Health Consultation	\$122,515
<b>Subtotal:</b>			<b>\$687,700</b>
<b>Strategy #2: Parent and Child Engagement in Early Learning and Development</b>			
4	Children's Hospital & Research Center Oakland	Integrated Developmental Playgroups Program	\$160,000
5	City of Oakland - Office of Parks and Recreation	Sandboxes to Community Empowerment	\$180,000
6	East Bay Agency for Children	Parent Child Education and Support Program (PCESP)	\$91,059
7	Lotus Bloom	Multicultural Playgroups	\$124,436
8	Oakland Parents Together	Listening to Children Parent Cafes	\$49,998
9	Our Family Coalition	Building Strong Children in LGBTQ Families	\$48,187
10	Safe Passages	Safe Passages Baby Learning Communities Collaborative	\$200,000
<b>Subtotal:</b>			<b>\$853,680</b>
<b>Strategy #3: Summer Pre-Kindergarten Camps</b>			
11	Oakland Unified School District	OUSD Summer Pre-K	\$80,000
<b>Subtotal:</b>			<b>\$80,000</b>
<b>Strategy #4: School-Based After School Programming for Elementary &amp; Middle School</b>			
12	Bay Area Community Resources	Alliance Academy	\$82,000
13	Bay Area Community Resources	Bridges Academy	\$67,000
14	Bay Area Community Resources	Claremont After School Program	\$82,000
15	Bay Area Community Resources	Elmhurst Community Prep	\$82,000
16	Bay Area Community Resources	Emerson Elementary	\$67,000
17	Bay Area Community Resources	Esperanza Elementary	\$67,000
18	Bay Area Community Resources	Fred T. Korematsu Discovery Academy	\$67,000
19	Bay Area Community Resources	Global Family	\$67,000
20	Bay Area Community Resources	Grass Valley Elementary	\$67,000
21	Bay Area Community Resources	Greenleaf Elementary	\$67,000
22	Bay Area Community Resources	Hoover Elementary	\$67,000
23	Bay Area Community Resources	Howard Elementary	\$67,000
24	Bay Area Community Resources	Lafayette Elementary	\$67,000
25	Bay Area Community Resources	Madison Middle	\$82,000
26	Bay Area Community Resources	Markham Elementary	\$67,000
27	Bay Area Community Resources	Martin Luther King, Jr. Elementary	\$67,000
28	Bay Area Community Resources	Melrose's Community Bridges Program	\$82,000
29	Bay Area Community Resources	Preparatory Literary Academy Of Cultural Excellence	\$67,000
30	Bay Area Community Resources	Reach Academy	\$67,000
31	Bay Area Community Resources	Sankofa Academy	\$67,000
32	Bay Area Community Resources	Urban Promise Academy	\$82,000
33	Eagle Village Community Center Youth and Family Services, Inc.	Parker Elementary	\$67,000
34	Eagle Village Community Center Youth and Family Services, Inc.	Westlake Middle	\$82,000
35	East Bay Agency for Children	East Oakland Pride Elementary	\$67,000
36	East Bay Agency for Children	World Academy	\$67,000
37	East Bay Asian Youth Center (EBAYC)	Bella Vista Elementary	\$67,000
38	East Bay Asian Youth Center (EBAYC)	Cleveland Elementary	\$67,000
39	East Bay Asian Youth Center (EBAYC)	Franklin Elementary	\$67,000
40	East Bay Asian Youth Center (EBAYC)	Garfield Elementary	\$67,000
41	East Bay Asian Youth Center (EBAYC)	La Escuelita Elementary	\$67,000
42	East Bay Asian Youth Center (EBAYC)	Lincoln Elementary	\$67,000
43	East Bay Asian Youth Center (EBAYC)	Manzanita Community	\$67,000
44	East Bay Asian Youth Center (EBAYC)	Roosevelt Middle	\$82,000
45	East Oakland Youth Development Center	Futures Elementary	\$67,000
46	East Oakland Youth Development Center	Roots International Academy	\$82,000
47	Girls Incorporated of Alameda County	Acorn Woodland Elementary	\$67,000
48	Girls Incorporated of Alameda County	Horace Mann Elementary	\$67,000
49	Higher Ground Neighborhood Development Corp	Allendale Elementary	\$67,000

OFCY 2015-2016 Grant Renewal Funding Recommendations

Grant ID#	Agency Name	Project Title	FY2015-2016 Funding
50	Higher Ground Neighborhood Development Corp	Brookfield Elementary	\$49,000
51	Higher Ground Neighborhood Development Corp	Madison Park Academy TK-5	\$67,000
52	Higher Ground Neighborhood Development Corp	New Highland Academy	\$67,000
53	Higher Ground Neighborhood Development Corp	Rise Community***	\$67,000
54	Lighthouse Community Charter School	Lighthouse Community Charter	\$82,000
55	Oakland Leaf Foundation	Ascend	\$82,000
56	Oakland Leaf Foundation	Bret Harte Middle	\$82,000
57	Oakland Leaf Foundation	EnCompass Academy	\$67,000
58	Oakland Leaf Foundation	International Community	\$67,000
59	Oakland Leaf Foundation	Learning Without Limits	\$67,000
60	Oakland Leaf Foundation	Think College Now	\$67,000
61	Safe Passages	Coliseum College Prep Academy	\$82,000
62	Safe Passages	Community United Elementary	\$67,000
63	Safe Passages	Edna Brewer Middle	\$82,000
64	Safe Passages	Frick Middle	\$82,000
65	Safe Passages	United For Success Academy	\$82,000
66	SFBAC, Learning for Life	Carl B. Munck Elementary	\$67,000
67	SFBAC, Learning for Life	Fruitvale Elementary	\$67,000
68	SFBAC, Learning for Life	Laurel Elementary	\$67,000
69	SFBAC, Learning for Life	Manzanita Seed	\$67,000
70	Spanish Speaking Citizens' Foundation	Lazear Charter Academy	\$49,000
71	Ujima Foundation	Burckhalter Elementary	\$67,000
72	YMCA of the East Bay	Piedmont Avenue Elementary	\$49,000
73	YMCA of the East Bay	West Oakland Middle	\$82,000
<b>Subtotal:</b>			<b>\$4,355,000</b>
<b>Strategy #5: Transition Programs for Youth into Middle and High School</b>			
74	Alternatives in Action	Fremont Initiative for Reaching Success Together (FIRST) Transitions Program	\$65,000
75	East Bay Asian Youth Center (EBAYC)	Break The Cycle	\$133,200
76	Oakland Kids First	PASS-2	\$124,999
77	Safe Passages	Safe Passages Transitions Program	\$152,901
<b>Subtotal:</b>			<b>\$476,100</b>
<b>Strategy #6: Youth Leadership in Community Schools</b>			
78	Alternatives in Action	Youth Development Leadership Program at McClymonds & Life Academy	\$162,000
79	Oakland Unified School District	OUSD Peer Restorative Justice Program	\$149,670
80	Spanish Speaking Citizens' Foundation	LIBRE United	\$150,000
<b>Subtotal:</b>			<b>\$461,670</b>
<b>Strategy #7: Community-based Out-of-School Time Programs</b>			
81	American Indian Child Resource Center	Culture Keepers	\$73,728
82	Bay Area Outreach & Recreation Program	Sports & Recreation for Youth with Disabilities	\$43,200
83	City of Oakland - Office of Parks and Recreation	Oakland Discovery Centers	\$150,000
84	Community Initiatives	Media After School (MAS)	\$50,000
85	Dimensions Dance Theater, Inc.	Rites of Passage	\$50,000
86	East Bay Asian Local Development Corporation	Lion's Pride Afterschool and Summer Youth Program	\$67,500
87	East Oakland Boxing Association	SmartMoves Education & Enrichment Program	\$91,720
88	Girls Incorporated of Alameda County	Girls in Oakland Achieve and Lead	\$97,673
89	Native American Health Center, Inc.	Indigenous Voices II	\$127,500
90	Refugee Transitions	Newcomer Community Engagement Program	\$67,489
91	San Francisco Study Center	Brothers, UNITE!	\$49,891
<b>Subtotal:</b>			<b>\$868,701</b>

OFCY 2015-2016 Grant Renewal Funding Recommendations

Grant ID#	Agency Name	Project Title	FY2015-2016 Funding
<b>Strategy #8: Summer Programs</b>			
92	Aim High	Aim High/Oakland	\$150,000
93	City of Oakland - Office of Parks and Recreation	Summer Camp Explosion	\$100,000
94	College Track	Academic Summer Advancement Program	\$35,000
95	Destiny Arts Center	Camp Destiny	\$32,525
96	East Bay Asian Youth Center (EBAYC)	Summer Matters	\$99,407
97	East Oakland Youth Development Center	Summer Cultural Enrichment Program	\$60,950
98	Family Support Services of the Bay Area	Kinship Summer Youth Program	\$80,000
99	Girls Incorporated of Alameda County	Concordia Park Summer Program	\$57,568
100	Lincoln Child Center	Oakland Freedom Schools	\$125,000
101	Prescott Circus Theatre	Prescott Circus Theatre Summer Program	\$30,000
			<b>Subtotal:</b> \$770,450
<b>Strategy #9: Youth Leadership and Community Safety</b>			
102	East Bay Asian Youth Center (EBAYC)	API Youth Promoting Advocacy and Leadership	\$125,000
103	Human Services Department	Friday Night in the Park Program Support	\$70,000
104	La Clinica de La Raza	Youth Brigade	\$119,990
105	Peace Development Fund	BAY-Peace: Better Alternatives for Youth	\$50,000
106	Project Re-Connect	Project Re-Connect	\$50,000
107	Safe Passages	Get Active Urban Arts Program	\$115,000
			<b>Subtotal:</b> \$529,990
<b>Strategy #10: Youth Career and Workforce Development</b>			
108	Alameda Health System	Model Neighborhood Collaborative	\$200,000
109	Alta Bates Summit Foundation	Youth Bridge Career and Workforce Development Program	\$73,568
110	Beyond Emancipation	Gaining Resources and Opportunities for Work (GROW): a Culinary Training Program	\$75,000
111	Center for Media Change	Hack the Hood Summer Bootcamp	\$50,000
112	East Side Arts Alliance	ArtWorks at ESAA	\$82,500
113	Juma Ventures	Pathways to Advancement	\$100,000
114	OUSD College & Career Readiness Office	Exploring College & Career Options in Oakland (ECCO!)	\$70,000
115	The Unity Council	Oakland Youth Engaged (OYE)	\$100,000
116	The Youth Employment Partnership, Inc	Career Try-Out	\$150,000
117	Youth Radio	Pathways to Digital	\$100,344
			<b>Subtotal:</b> \$1,001,412
<b>Strategy #11: Academic Support for Older Youth</b>			
118	Centro Legal de la Raza	Youth Law Academy	\$125,000
119	College Track	College Track After School Program	\$128,880
120	Youth Radio	Pathways to Higher Education	\$81,720
121	Youth Together, Inc.	Youth Together's Academic Support For Older Youth	\$149,995
			<b>Subtotal:</b> \$485,595
<b>Strategy #12: Safe Community Spaces for LGBTQ Youth</b>			
122	AIDS Project of the East Bay	Save Our LGBTI-Youth (SOL)	\$90,000
123	Destiny Arts Center	Moving in the Movement	\$53,988
124	Health Initiatives for Youth (HIFY)	HIFY's LGBTQIQ Youth Safe Space Initiative	\$138,258
125	La Clinica de la Raza	Juntos	\$45,129
126	Youth UpRising	YU Queer & Allies Initiative	\$146,500
			<b>Subtotal:</b> \$473,875
			<b>TOTAL:</b> \$11,044,173

## OFCY Grant Renewal Policy – FY2013-2016

The Planning and Oversight Committee (POC) will recommend programs that meet the minimum requirements for satisfactory performance for grant renewal after the mid-year review of performance and program quality.

Programs will be reviewed by OFCY staff and the POC after the mid-year data reporting and program quality observations are completed, to determine if programs achieve the minimum requirements for satisfactory performance.

Programs that do meet the standards for minimum satisfactory performance at the mid-year review are subject to a recommendation for de-funding for the FY2015-16 program year, after a review to determine if renewal or de-funding is warranted.

Both the current and the past year's performance of the program will be considered in the review. Programs may not be recommended for renewal based on persistent findings. Programs may be required to develop and implement a Performance Improvement or Corrective Action Plan, or make revisions to the program budget and/or scope of work prior to recommendation for a conditional renewal. Programs flagged for unsatisfactory performance at the mid-year review will be monitored to ensure improvements in programming, with progress benchmarked to third quarter performance.

After the review of third quarter performance, OFCY will recommend grant renewal or discontinuation of the grant for consideration by the Planning and Oversight Committee. The grantee will have the opportunity to provide comments to the POC in a public meeting. The POC will make a final recommendation to the City Council concerning grant renewals.

## Standards for Minimum Satisfactory Performance - FY2014-2015 Grant Year

### Mid-Year Performance (end of Q2)

#### *Units of Service (UOS)*

By mid-year (at the completion of the Quarter 2 reporting deadline), grantees shall have achieved **at least 80%** of their projected Units of Service through mid-year.

**\* Summer Programs** – by end of summer (Quarter 1 reporting deadline), grantees shall have achieved **at least 80%** of their projected Units of Service.

#### *Enrollment*

By mid-year (at the completion of the Quarter 2 reporting deadline), grantees shall have enrolled **at least 35%** of the unduplicated clients projected to be served annually.

**\* Summer Programs** – by end of summer (Quarter 1 reporting deadline), grantees shall have achieved **at least 80%** of their projected enrollment of children/ youth.

#### *Program Quality*

Programs need to receive a ranking of "Performing" or "Thriving" to achieve the standard for satisfactory program quality. Program that are found to be "Emerging" do not meet the minimum standard for program quality.

#### *Grant Compliance*

- \* Grant reports submitted by deadline
- \* Reporting data is accurate and complete
- \* Programs meet all contractual obligations

## Third Quarter (end of Q3) Performance

### *Units of Service (UOS)*

By the end of the third quarter (at the completion of the Quarter 3 reporting deadline), grantees shall have achieved **at least 80%** of their projected Units of Service through three quarters.

### *Enrollment*

By the end of the third quarter (at the completion of the Quarter 3 reporting deadline), grantees shall have enrolled **at least 70% of** the unduplicated clients projected to be served annually.

### *Program Quality*

Programs need to receive a ranking of **“Performing”** or **“Thriving”** to achieve the standard for satisfactory program quality.

### *Grant Compliance*

- \* Grant reports submitted by deadline
- \* Reporting data is accurate and complete
- \* Programs meet all contractual obligations

## Year-End (end of Q4) Performance – FY2014-2015 Grant Year

### *Units of Service (UOS)*

By the end of the program year (at the completion of the Quarter 4 reporting deadline), grantees shall have achieved **at least 80%** of their projected Units of Service through the year.

### *Enrollment*

By the end of the program year (at the completion of the Quarter 4 reporting deadline), grantees shall have enrolled **at least 80%** of the unduplicated clients projected to be served annually.

### *Program Quality*

Programs need to receive a ranking of **“Performing”** or **“Thriving”** to achieve the standard for satisfactory program quality.

### *Grant Compliance*

- \* Grant reports submitted by deadline
- \* Reporting data is accurate and complete
- \* Programs meet all contractual obligations

# 2014-15 Interim School- Based After School Evaluation Report

OAKLAND FUND FOR CHILDREN AND YOUTH

MARCH 23, 2014



## ACKNOWLEDGMENTS

We would like to thank all the individuals and agencies who contributed to this evaluation report. We are first and foremost grateful to the non-profit and public agencies that provide services to the children and youth in Oakland. Their active participation in the evaluation is key to the success of this report.

We would also like to thank the OFCY Planning and Oversight Committee, who we name individually below. We appreciate the Evaluation Subcommittee for its guidance, leadership, and commitment to the independent evaluation, with special thanks to Evaluation Committee Chair Julie Waters.

The City of Oakland Department of Human Services staff greatly contributed to the design and structure of the interim evaluation report. We thank Children and Youth Services Director Sandy Taylor, OFCY Program Planner Mike Wetzel and Oakland Unified School District, After School Programs Office Coordinator Julia Fong Ma for their support.

Finally we'd like to thank the children and youth of Oakland, and the parents, caregivers, teachers, and service providers who support them so that they become healthy, happy, educated, engaged, powerful and loved community members.

### 2014-15 OFCY PLANNING AND OVERSIGHT COMMITTEE (POC) AND STAFF\*

	Adult Appointee	Youth Appointee
Mayor	Marcus Montague	<i>Vacant</i>
At Large	Julie Waters	<i>Vacant</i>
District 1	Richard Raya	Bolor-Erdene Erdenebat
District 2	Kathy Teng Dwyer	Kevin Wong
District 3	Sheilagh Polk	Yuliza Rios-Oregon
District 4	Steven Wirt	Ajani Torres-Cedillo
District 5	Isaac Ruelas	Kenna Castillo
District 6	Derrick Muhammad	Brandon Aninipot
District 7	Kisha Jackson	Briana Dunn

\*As of February 2015.

## OFCY STAFF

Sandra Taylor – *Children and Youth Services Manager*  
Mike Wetzel – *Program Planner*  
Scott Kim – *Program Analyst II*  
Terry Hill – *Program Analyst II*  
Debra Chester – *Program Analyst II*  
Marchelle Huggins – *Program Assistant/Office Manager*

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Corey Newhouse – *Project Director*  
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This report evaluates the performance, quality, and outcomes of Oakland Fund for Children and Youth grantees.

This report is prepared for the Planning and Oversight Committee of the Oakland Fund for Children and Youth and for the Oakland City Council. This report fulfills the legislatively mandated independent evaluation requirement.

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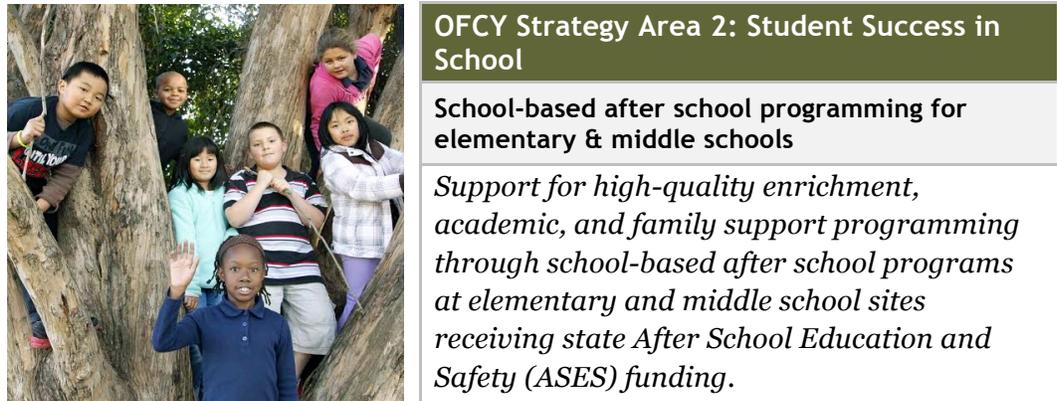
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# OVERVIEW OF THE OFCY INTERIM GRANTEE EVALUATION REPORT

## School-Based After School Programs

The Oakland Fund for Children and Youth (OFCY) funds 62 school-based after school programs<sup>1</sup> that collectively support children and youth in their development towards becoming healthy, happy, educated, engaged, powerful and loved community members. OFCY programs guide and support youth throughout the formative periods of their lives. The focus of this interim report is the school-based after school programs funded through OFCY Strategy Area 2: Student Success in School<sup>2</sup>.

**FIGURE 1: THE OFCY SCHOOL BASED AFTER SCHOOL STRATEGY**



## 2014-15 OFCY Grantees

School-based after school programs serve elementary and middle school youth. In the 2014-15 grant cycle, OFCY supported 62 school-based after school programs.

**TABLE 1: OFCY SCHOOL-BASED AFTER SCHOOL PROGRAMS BY GRADE LEVEL SERVED**

Grade Level	Number of Programs
Elementary Schools	47
Middle Schools	15
<b>Total</b>	<b>62</b>

Source: Program Roster provided by OFCY.

<sup>1</sup> As of December 2014.

<sup>2</sup> Social Policy Research (SPR) Associates is providing a separate interim report for all other OFCY programs.

## About the Interim Report

The Interim Report summarizes program participation and point-of-service quality data collected between October 2014 and February 2015 for OFCY-funded school-based after school programs. Additional data will be collected between February and May 2015, and will be reflected in the annual evaluation findings report, to be delivered to OFCY in October 2015.

Table 2 below summarizes the data sources used in the evaluation, noting which elements appear in the interim report and which appear in the annual School-Based After School Programs Findings Report (Annual Report).

**TABLE 2: DATA PRESENTED IN THE INTERIM AND ANNUAL REPORTS**

Data Source	Used to Assess...	Interim Report	Annual Report
Participation records	Program performance	●	●
Program Quality Assessment (PQA)	Point-of-service quality	●	●
Youth surveys	Point-of-service quality; youth outcomes	○	●
Academic records	Academic outcomes	○	●
<b>Key</b>			
●	<i>Complete data</i>		
●	<i>Year-to-date data</i>		
○	<i>Not yet collected</i>		

## YOUTH SERVED

### Youth Served by Home Zip Code

As shown in Table 3, seventy-five percent (75%) of participants reside in five zip codes: 94601, 94621, 94603, 94605 and 94606. The remaining 25% of participants reside in all other zip codes served by OFCY.

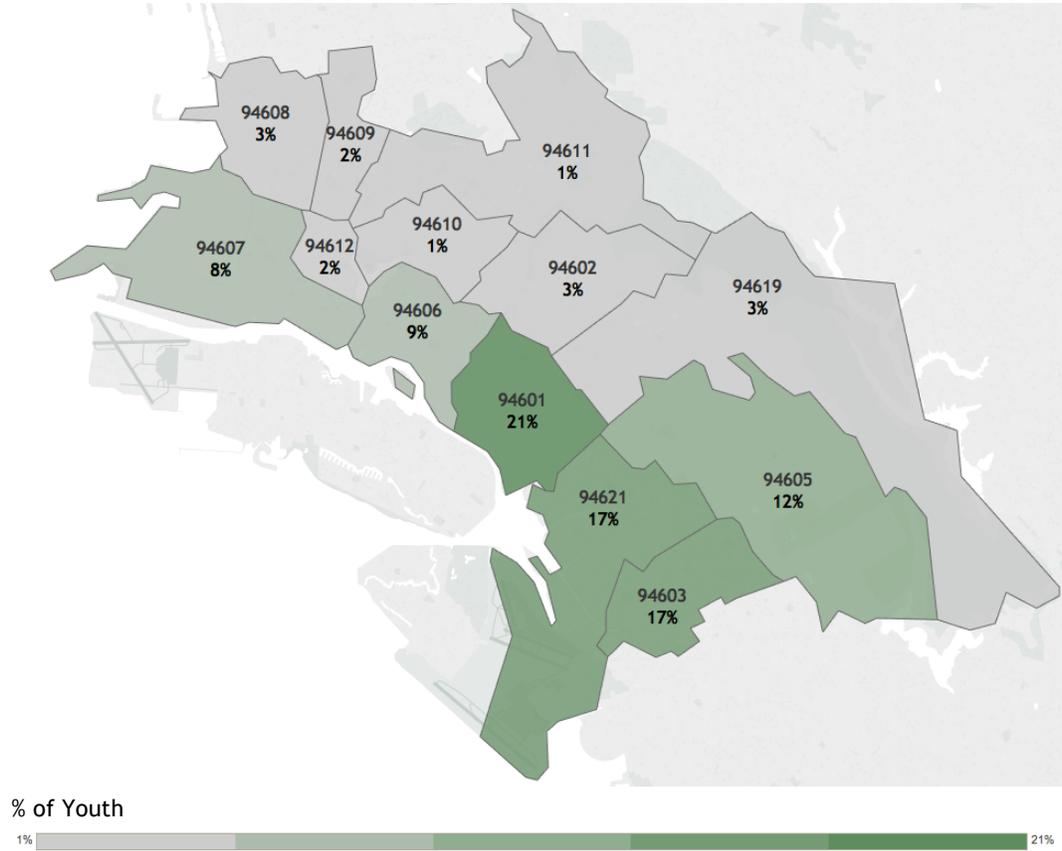
**TABLE 3: YOUTH SERVED BY ZIP CODE**

Zip Code	Number of Youth Served	Percent
94601	1,841	21%
94603	1,524	17%
94621	1,506	17%
94605	1,038	12%
94606	774	9%
94607	687	8%
94619	298	3%
94602	280	3%
94608	249	3%
94609	223	2%
94612	179	2%
94610	109	1%
94611	50	1%
All Others	207	2%
Total	8,965	100%

Source: CitySpan records for 8,965 youth who attended an OFCY-funded school-based after school program between July and December 2014 and had a valid zip code available.

This same zip code data, showing the concentration of youth served, is presented in Figure 2 below.

**FIGURE 2: PROPORTION OF YOUTH SERVED BY ZIP CODE**



Source: CitySpan records for 8,965 youth who attended an OFCY-funded school-based after school program between July and December 2014 and had a valid zip code available.

## Gender and Race/Ethnicity

Latino/a youth make up roughly half (48%) of the youth attending OFCY-funded school-based after school programs. African American youth represent about one-third (36%) of all youth attending the same programs. The proportion of females (49%) and males (51%) are roughly equal among race/ethnicity categories, as shown in Table 4.

**TABLE 4: OFCY PARTICIPANTS' GENDER BY RACE/ETHNICITY**

Youth Ethnicity	Female	Male	Overall
Latino/a	49%	48%	48%
African American	37%	35%	36%
Asian/Pacific Islander	11%	13%	12%
White	3%	2%	3%
American Indian/Alaskan Native	<1%	<1%	<1%
Unknown	<1%	<1%	<1%
Multiracial or Biracial	<1%	<1%	<1%
Overall	49%	51%	100%

Source: CitySpan records for youth who attended an OFCY-funded school-based after school program between July and December 2014.

## PROGRAM PERFORMANCE

School-based after school programs set goals for the number of youth they plan to serve each grant year as one measure of the programs' reach in the community. As a whole, OFCY school-based after school grantees are exceeding their targeted number of youth. All (100%) of the 62 programs reached or exceeded their mid-year target for the number of enrolled youth. On average, youth attended school-based after school programs for 54 days during the first half of the program year.

Table 5 on the following page provides an overview of program performance and contains:

- **Enrollment** - The number of children and youth served. In the course of the program year, programs aim to serve at least 80% of their target enrollment annually. At the time this report was written, programs that reached a mid-year target of 35% of their total annual enrollment are considered to be on-track.
- **Units of Service (UOS)** - The number of service hours provided to youth during the program year, a key indicator of program capacity. At the time this report was written OFCY grantees should have reached 80% of their mid-year UOS goal.
- **Average Days Attended** - The average number of days participants attended a program. There is no program level goal for this measure, instead it is used to describe how often the average young person attends a school-based after school program from July to December 2014.
- **Participation Rate** - This measures youths' ongoing involvement with the program. This rate is calculated for those activities that require ongoing participant involvement; *drop-in activities are not included in the calculation*. There is no program level goal for participation rate; however, it helps programs think about the extent to which they are retaining youth in their programs.

TABLE 5: PROGRAM PERFORMANCE BY OFCY GRANTEE

Lead Agency /Program	Enrollment			Units of Service			Youth Participation	
	Goal	Actual	Progress Towards Annual Goal (Shaded if < 35%)	Goal	Actual	Progress Toward Mid-year Target (Shaded if < 80%)	Average Days Per Youth	Average Attendance Rate (Excludes drop-in activities)
<b>ELEMENTARY SCHOOL PROGRAMS</b>								

*Bay Area Community Resources*

Bridges Academy	115	108	94%	14,352	13,209	92%	53	84%
Emerson	115	105	91%	24,325	24,828	102%	64	91%
Esperanza Academy	120	118	98%	22,242	22,866	103%	57	89%
Fred T. Korematsu	116	108	93%	23,126	20,639	89%	62	87%
Global Family Learning Without Limits	110	90	82%	17,399	15,912	91%	53	92%
Grass Valley Elementary	116	113	97%	23,949	26,684	111%	66	90%
Greenleaf	95	114	120%	17,486	19,684	113%	55	92%
Hoover	115	136	118%	24,663	20,020	81%	54	93%
Horace Mann	112	122	109%	26,531	27,771	105%	61	73%
Howard	100	132	132%	23,966	26,795	112%	57	91%
Lafayette	120	204	170%	26,040	47,233	181%	59	91%
Markham	105	98	93%	21,927	18,297	83%	54	80%
Martin Luther King, Jr.	157	179	114%	26,758	34,166	128%	56	86%
PLACE Elementary School After School Program	125	135	108%	21,118	19,169	91%	58	87%
Reach Academy	133	150	113%	34,725	30,698	88%	48	83%
Sankofa Academy	210	210	100%	28,240	41,160	146%	61	88%

2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Enrollment			Units of Service			Youth Participation	
	Goal	Actual	Progress Towards Annual Goal (Shaded if < 35%)	Goal	Actual	Progress Toward Mid-year Target (Shaded if < 80%)	Average Days Per Youth	Average Attendance Rate (Excludes drop-in activities)
<i>Eagle Village Community Center Youth and Family Services, Inc.</i>								
Parker	100	141	141%	25,463	28,408	112%	55	81%
<i>East Bay Agency for Children</i>								
Achieve Academy	100	112	112%	19,581	24,860	127%	61	90%
East Oakland Pride	115	149	130%	25,801	26,506	103%	51	86%
<i>East Bay Asian Youth Center</i>								
Bella Vista	75	95	127%	19,125	20,576	108%	66	96%
Cleveland	75	89	119%	18,525	18,486	100%	63	91%
Franklin	100	126	126%	24,700	26,446	107%	66	90%
Garfield	140	213	152%	34,580	42,927	124%	60	87%
La Escuelita	75	89	119%	18,825	20,424	108%	70	95%
Lincoln	120	154	128%	29,894	39,521	132%	74	98%
Manzanita Community School	75	90	120%	18,525	18,493	100%	64	93%
<i>East Oakland Youth Development Center</i>								
Futures Elementary	120	115	96%	23,571	21,276	90%	54	88%
<i>Girls Incorporated of Alameda County</i>								
Acorn Woodland	115	110	96%	20,178	19,761	98%	58	89%
<i>Higher Ground Neighborhood Development Corp.</i>								
Allendale	100	104	104%	21,973	22,151	101%	60	89%
Brookfield	100	92	92%	20,071	19,288	96%	62	94%

2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Enrollment			Units of Service			Youth Participation	
	Goal	Actual	Progress Towards Annual Goal (Shaded if < 35%)	Goal	Actual	Progress Toward Mid-year Target (Shaded if < 80%)	Average Days Per Youth	Average Attendance Rate (Excludes drop-in activities)
New Highland Academy	100	98	98%	21,750	21,245	98%	64	92%
Rise Community School	100	100	100%	21,750	20,644	95%	59	89%
Sobrante Park	100	107	107%	19,990	21,005	105%	57	85%
<i>Lighthouse Community Charter School</i>								
Lighthouse Community Charter	200	218	109%	36,079	36,433	101%	60	88%
<i>Oakland Leaf Foundation</i>								
ASCEND	131	146	111%	17,438	19,338	111%	57	88%
Encompass Academy	85	105	124%	25,859	17,968	69%	56	90%
International Community School	85	91	107%	9,620	14,481	151%	52	84%
Learning Without Limits	85	105	124%	18,991	21,771	115%	59	91%
Think College Now	120	92	77%	13,810	20,218	146%	60	89%
<i>Safe Passages</i>								
Community United	120	132	110%	23,542	23,808	101%	55	91%
<i>SFBAC, Learning for Life</i>								
Carl B. Munck	130	118	91%	25,176	21,244	84%	64	91%
Fruitvale	100	141	141%	23,797	24,810	104%	55	85%
Laurel	84	89	106%	24,688	20,804	84%	64	94%
Manzanita Seed	120	160	133%	35,464	35,811	101%	64	88%

Lead Agency /Program	Enrollment			Units of Service			Youth Participation	
	Goal	Actual	Progress Towards Annual Goal (Shaded if < 35%)	Goal	Actual	Progress Toward Mid-year Target (Shaded if < 80%)	Average Days Per Youth	Average Attendance Rate (Excludes drop-in activities)

*Spanish Speaking Citizens' Foundation*

Lazear Charter Academy	160	139	87%	24,947	24,193	97%	55	86%
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*Ujimaa Foundation*

Burckhalter	100	128	128%	28,987	28,100	97%	61	85%
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*YMCA of the East Bay*

Piedmont	105	102	97%	21,959	21,756	99%	65	92%
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<b>Elementary School Overall/Average</b>	<b>5,299</b>	<b>5,872</b>	<b>111%</b>	<b>23,223</b>	<b>24,508</b>	<b>106%</b>	<b>59</b>	<b>89%</b>
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**MIDDLE SCHOOL PROGRAMS***Bay Area Community Resources*

Alliance Academy	110	390	355%	27,894	25,580	92%	45	70%
Claremont	95	155	163%	21,544	17,423	81%	43	67%
Elmhurst Community Prep	220	166	75%	20,913	28,438	136%	47	83%
Madison	320	343	107%	27,038	16,950	63%	40	59%
Melrose Community Bridges Program	120	124	103%	23,616	19,738	84%	49	80%
Urban Promise Academy	140	315	225%	20,369	19,634	96%	36	59%

*Eagle Village Community Center Youth and Family Services, Inc.*

Westlake	120	147	123%	17,495	22,147	127%	48	77%
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*East Bay Asian Youth Center*

Roosevelt	160	271	169%	40,800	58,944	144%	66	93%
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2014-15 Interim School-Based After School Evaluation Report

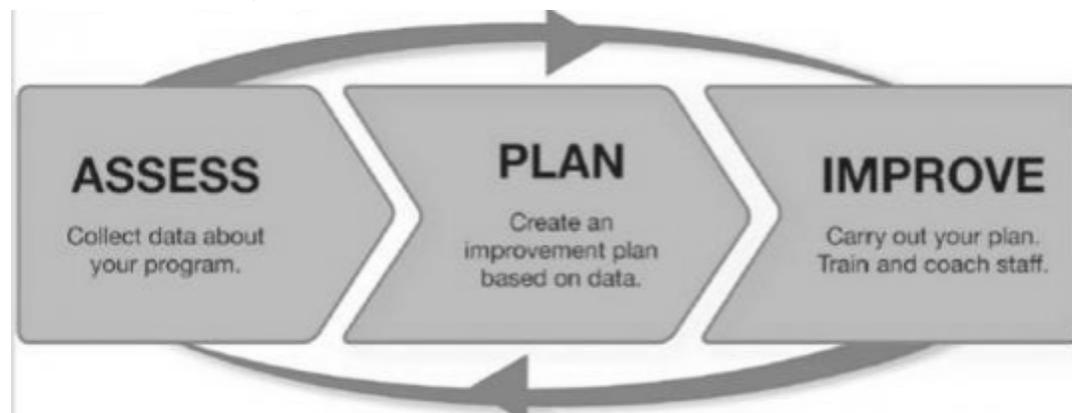
Lead Agency /Program	Enrollment			Units of Service			Youth Participation	
	Goal	Actual	Progress Towards Annual Goal (Shaded if < 35%)	Goal	Actual	Progress Toward Mid-year Target (Shaded if < 80%)	Average Days Per Youth	Average Attendance Rate (Excludes drop-in activities)
<i>East Oakland Youth Development Center</i>								
Roots International Academy	140	243	174%	22,150	20,841	94%	37	68%
<i>Oakland Leaf Foundation</i>								
Bret Harte	112	200	179%	12,389	17,547	142%	42	67%
<i>Safe Passages</i>								
Coliseum College Prep Academy (Middle School)	179	173	97%	9,962	10,898	109%	31	79%
Edna Brewer	171	163	95%	10,926	13,185	121%	50	88%
Frick	95	125	132%	7,014	9,550	136%	47	87%
United For Success	120	229	191%	17,586	23,164	132%	48	82%
<i>YMCA of the East Bay</i>								
West Oakland Middle School	144	122	85%	14,848	11,588	78%	28	44%
<b>Middle School Overall/Average</b>	<b>2,246</b>	<b>3,166</b>	<b>141%</b>	<b>19,636</b>	<b>21,042</b>	<b>107%</b>	<b>44</b>	<b>72%</b>

Source: CitySpan records for OFCY-funded school-based after school programs between July and December 2014.

## POINT-OF-SERVICE QUALITY

Point-of-service quality captures youths' experience in after school activities. High quality after school programming in Oakland is defined as programs that provide youth with a safe and supportive environment, positive interactions between staff and youth and between youth and their peers, and opportunities for engagement.

**FIGURE 3: ASSESS, PLAN AND IMPROVE CYCLE**



Source: Adapted from Planning with Data Handbook by High/Scope Educational Research Foundation, 2007.

OFCY programs participate in the three-step Program Quality Improvement (PQI) process shown in Figure 3:

- **Assess:** Programs assess the quality of their programs using the age-appropriate Program Quality Assessment (PQA) tool. Programs receive two quality assessments; a self-assessment conducted by program staff and an external assessment conducted by a Public Profit site visitor.
- **Plan:** Programs create Quality Improvement Plans based on collected observational data to identify specific target areas to strengthen their program.
- **Improve:** Programs take the steps identified in the Quality Improvement Plan to strengthen staff practices and program design.

The PQA observation tool, a research-based point-of-service quality observation tool used by out-of-school time programs nationally, is used to assess the quality of services provided by OFCY-funded school-based after school programs. The PQA is based on extensive literature about program features and practices that

are most likely to positively affect young people's development<sup>3</sup>. Site visits using the PQA focus on the observable behaviors of staff and youth. Public Profit site visitors are certified as statistically reliable raters by the Weikart Center for Youth Program Quality.

Public Profit conducted site visits to OFCY-funded school-based after school programs using the School-Age Program Quality Assessment (SAPQA) for programs serving elementary-age youth, and the Youth Program Quality Assessment (YPQA) for those programs serving middle school youth. School-based after school grantees receive one site visit each during the 2014-15 cycle; at the time of this report Public Profit has conducted 62 PQA site visits between October 2014 and February 2015. Programs also conduct a self-assessment, using the SAPQA or the YPQA to supplement external site visit data. *See Appendix A for additional information about the PQA tools.*

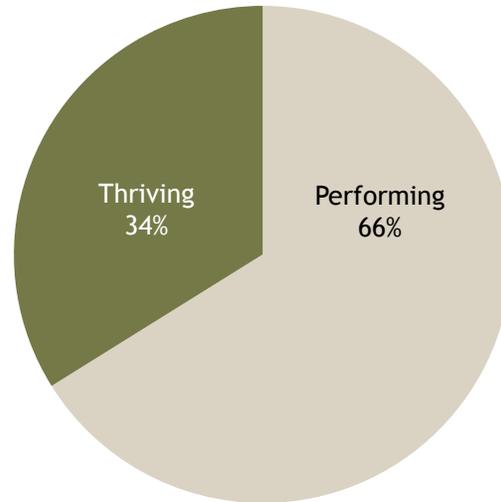
PQA ratings of 1 (lowest rating), 3, or 5 (highest rating) are assigned based on the extent to which a particular practice is implemented. Available evidence suggests that overall school-based after school programs provide a safe, supportive environment for children and youth scoring an average of 4.84 for elementary programs and 4.66 for middle school programs. Additionally, 21 out of 62 observed programs had overall PQA scores of 4.5 or higher and are considered to be "Thriving," indicating that they implemented research-based youth development practices consistently and well.

Forty-one (41) programs had overall PQA scores between 3 and under 4.5 and are considered to be "Performing," indicating that they are providing quality service overall and can continue to improve in specific areas. No programs included in the Interim Report are considered to be "Emerging" or received an overall PQA score that is lower than 3. *See Appendix A for additional information about the point-of-service quality categories.*

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<sup>3</sup> Smith, C. & Hohmann, C. (2005). *Full findings from the Youth PQA validation study*. Ysplanti, MI: HighScope Educational Research Foundation.

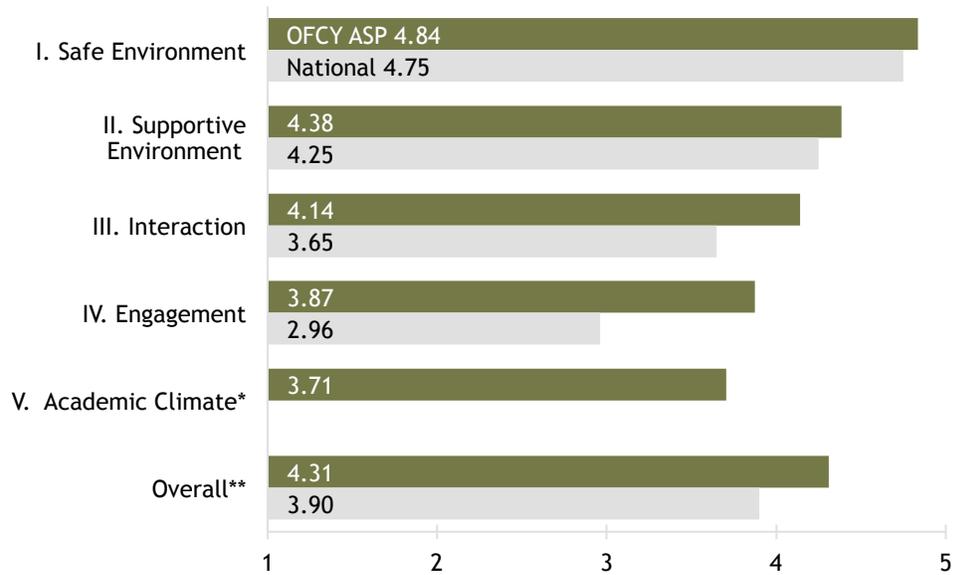
**FIGURE 4: POINT-OF-SERVICE QUALITY STATUS FOR OFCY-FUNDED SCHOOL-BASED AFTER SCHOOL PROGRAMS**



Sources: Site visits conducted by Public Profit representing 62 OFCY-funded school-based after school programs, October 2014 through February 2015.

Moreover, OFCY-funded school-based after school programs are out-performing similar programs nationally, as described in Figures 5 and 6. Differences are particularly striking in the Engagement domain: the top level of the program quality pyramid which is the most difficult to implement consistently and well.

**FIGURE 5: OFCY SCHOOL-BASED AFTER SCHOOL PROGRAMS VS. NATIONAL SAMPLE - SAPQA**

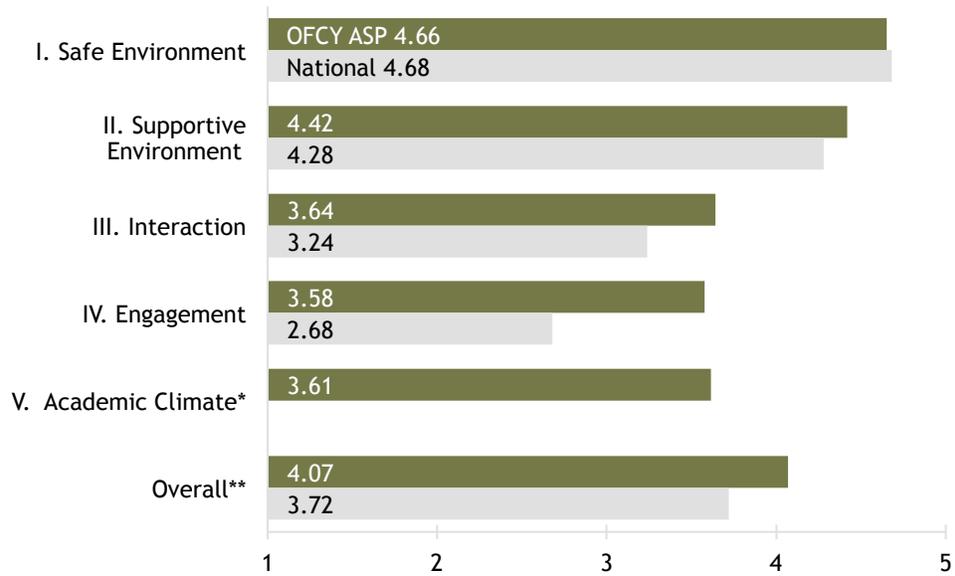


Sources: Site visits conducted by Public Profit to OFCY-funded elementary school-based after school programs, October 2014 through February 2015, n=47, National Sample n=280.

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

\*\*Overall score excludes the Academic Climate domain.

**FIGURE 6: OFCY GRANTEES VS. NATIONAL SAMPLE - YPQA**



Sources: Site visits conducted by Public Profit to OFCY-funded middle school-based after school programs, October 2014 through February 2015, n=15, National Sample n=654.

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

\*\*Overall score excludes the Academic Climate domain.

Site-level point-of-service quality scores for OFCY-funded school-based after school programs whose site visits were conducted between October 2014 and February 2015 appear in Table 6 (starting on page 21), organized by program type and lead agency.

TABLE 6: POINT-OF-SERVICE QUALITY RATINGS BY GRANTEE

Lead Agency /Program	Point of Service Quality Status 2014-15	Overall (Excludes Academic Climate)	I. Safe Environment	II. Supportive Environment	III. Interaction	IV. Engagement	V. Academic Climate
<b>ELEMENTARY SCHOOL PROGRAMS</b>							
<i>Bay Area Community Resources</i>							
Bridges Academy	Performing	3.96	4.84	4.08	3.83	3.08	2.89
Emerson	Thriving	4.59	4.72	4.80	4.17	4.67	5.00
Esperanza Academy	Performing	4.49	4.90	4.40	4.67	4.00	3.94
Fred T. Korematsu	Performing	4.47	4.90	4.44	4.61	3.92	3.67
Global Family Learning Without Limits	Thriving	4.65	5.00	4.64	4.39	4.58	3.78
Grass Valley Elementary	Thriving	4.67	5.00	4.59	4.61	4.50	4.61
Greenleaf	Thriving	4.62	5.00	4.92	4.39	4.17	3.72
Hoover	Thriving	4.79	5.00	5.00	5.00	4.17	4.33
Horace Mann	Performing	4.18	4.51	3.93	4.11	4.17	2.72
Howard	Thriving	4.67	5.00	4.80	4.44	4.42	4.78
Lafayette	Thriving	4.71	4.84	4.73	4.83	4.42	3.56
Markham	Performing	3.45	4.80	4.57	2.50	1.92	5.00
Martin Luther King, Jr.	Performing	4.30	4.60	3.97	4.44	4.17	2.50
Place Elementary School After School Program	Performing	3.83	4.43	4.44	3.71	2.75	2.94
Reach Academy	Performing	3.44	4.80	2.73	3.22	3.00	1.56
Sankofa Academy	Performing	3.34	4.87	2.76	3.22	2.50	3.11

2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Point of Service Quality Status 2014-15	Overall (Excludes Academic Climate)	I. Safe Environment	II. Supportive Environment	III. Interaction	IV. Engagement	V. Academic Climate
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*Eagle Village Community Center Youth and Family Services, Inc.*

Parker	Performing	4.45	4.79	4.90	4.38	3.75	4.11
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*East Bay Agency for Children*

Achieve Academy	Performing	3.85	4.84	3.73	3.67	3.17	2.83
East Oakland Pride	Thriving	4.77	4.84	4.57	4.83	4.83	3.89

*East Bay Asian Youth Center*

Bella Vista	Performing	4.08	4.80	4.40	3.54	3.58	4.56
Cleveland	Performing	3.97	5.00	3.84	3.88	3.17	2.61
Franklin	Thriving	4.91	5.00	4.87	4.78	5.00	5.00
Garfield	Thriving	4.79	5.00	4.51	4.83	4.83	4.22
La Escuelita	Performing	4.11	5.00	3.79	4.33	3.33	4.61
Lincoln	Thriving	4.71	5.00	4.87	4.39	4.58	3.89
Manzanita Community School	Thriving	4.69	4.80	4.51	4.61	4.83	4.17

*East Oakland Youth Development Center*

Futures Elementary	Performing	4.04	4.80	4.15	3.44	3.75	2.94
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*Girls Incorporated of Alameda County*

Acorn Woodland	Performing	4.39	4.84	4.73	3.89	4.08	3.56
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*Higher Ground Neighborhood Development Corp.*

Allendale	Performing	4.18	4.80	4.21	3.63	4.08	2.61
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2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Point of Service Quality Status 2014-15	Overall (Excludes Academic Climate)	I. Safe Environment	II. Supportive Environment	III. Interaction	IV. Engagement	V. Academic Climate
Brookfield	Thriving	4.87	5.00	4.87	4.63	5.00	4.11
New Highland Academy	Thriving	4.83	5.00	4.59	5.00	4.75	3.50
Rise Community School	Thriving	4.66	4.80	5.00	4.00	4.83	4.22
Sobrante Park	Thriving	4.83	5.00	4.83	5.00	4.50	3.78
<i>Lighthouse Community Charter School</i>							
Lighthouse Community Charter	Performing	3.70	4.79	3.27	3.33	3.42	1.72
<i>Oakland Leaf Foundation</i>							
ASCEND	Performing	4.23	4.77	4.31	4.44	3.42	3.39
Encompass Academy	Thriving	4.75	5.00	5.00	4.67	4.33	4.83
International Community School	Performing	4.37	4.90	5.00	4.17	3.42	3.94
Learning Without Limits	Performing	3.88	4.84	3.93	3.92	2.83	3.39
Think College Now	Performing	4.34	5.00	4.51	4.00	3.83	3.78
<i>Safe Passages</i>							
Community United	Performing	4.01	4.76	4.52	3.78	3.00	4.56
<i>SFBAC, Learning for Life</i>							
Carl B. Munck	Performing	4.47	4.80	4.57	4.17	4.33	3.94
Fruitvale	Performing	3.97	4.37	4.17	4.00	3.33	4.17
Laurel	Thriving	4.62	5.00	4.76	4.29	4.42	4.17
Manzanita Seed	Performing	4.43	4.54	4.47	4.88	3.83	4.22

2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Point of Service Quality Status 2014-15	Overall (Excludes Academic Climate)	I. Safe Environment	II. Supportive Environment	III. Interaction	IV. Engagement	V. Academic Climate
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*Spanish Speaking Citizens' Foundation*

Lazear Charter Academy	Performing	3.19	4.64	3.55	2.72	1.83	1.33
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*Ujimaa Foundation*

Burckhalter	Performing	3.80	4.80	3.85	3.04	3.50	3.06
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*YMCA of the East Bay*

Piedmont	Performing	4.46	4.58	5.00	4.28	4.00	4.78
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<b>Elementary School Overall/Average</b>		<b>4.31</b>	<b>4.84</b>	<b>4.38</b>	<b>4.14</b>	<b>3.87</b>	<b>3.71</b>
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**MIDDLE SCHOOL PROGRAMS**

*Bay Area Community Resources*

Alliance Academy	Performing	3.75	4.41	4.29	3.13	3.17	3.11
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Claremont	Performing	4.34	5.00	4.85	4.00	3.50	3.83
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Elmhurst Community Prep	Performing	3.15	4.48	3.61	2.33	2.17	2.83
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Madison	Performing	3.55	4.87	4.13	2.71	2.50	3.22
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Melrose Community Bridges Program	Performing	3.15	4.56	4.11	2.25	1.67	1.50
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Urban Promise Academy	Performing	4.48	5.00	4.69	3.58	4.67	3.83
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*Eagle Village Community Center Youth and Family Services, Inc.*

Westlake	Thriving	4.62	4.28	4.68	4.67	4.83	4.61
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*East Bay Asian Youth Center*

Roosevelt	Thriving	4.71	4.84	5.00	4.50	4.50	4.39
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2014-15 Interim School-Based After School Evaluation Report

Lead Agency /Program	Point of Service Quality Status 2014-15	Overall (Excludes Academic Climate)	I. Safe Environment	II. Supportive Environment	III. Interaction	IV. Engagement	V. Academic Climate
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*East Oakland Youth Development Center*

Roots International Academy	Performing	4.27	4.46	4.71	3.92	4.00	4.56
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*Oakland Leaf Foundation*

Bret Harte	Thriving	4.59	4.92	4.33	4.29	4.83	4.61
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*Safe Passages*

Coliseum College Prep Academy (Middle School)	Performing	3.99	4.80	4.55	3.29	3.33	3.39
Edna Brewer	Performing	4.48	4.76	4.80	4.21	4.17	3.33
Frick	Performing	3.67	4.03	3.88	3.75	3.00	3.17
United For Success	Performing	3.99	4.72	4.16	3.92	3.17	3.50

*YMCA of the East Bay*

West Oakland Middle School	Performing	4.34	4.62	4.47	4.08	4.17	4.33
<b>Middle School Overall/Average</b>		<b>4.07</b>	<b>4.65</b>	<b>4.42</b>	<b>3.64</b>	<b>3.58</b>	<b>3.61</b>

Source: Site visits conducted by Public Profit to OFCY-funded school-based after school programs, October 2014 through February 2015, n=62.

## APPENDIX

### Site Visits Using the SAPQA & YPQA Tools

Site visits provide observational data about key components of program quality, as research has demonstrated that higher quality programs are more likely to promote positive outcomes for youth.<sup>4</sup>

Public Profit conducted site visits using the School-age Program Quality Assessment (SAPQA) for programs serving elementary-age youth or the Youth Program Quality Assessment (YPQA) for programs serving middle school-age youth. The Program Quality Assessments are research-based point-of-service quality observation tools used by out-of-school time programs nationally. Site visitors have been certified as statistically reliable raters by the Weikart Center for Youth Program Quality.

### Program Quality Assessment (PQA) Domains

The PQA tools include five domains:

- 1) **Safe Environment** – Youth experience both physical and emotional safety. The program environment is safe and sanitary. The social environment is safe.
- 2) **Supportive Environment** – Adults support youth with opportunities for active learning, for skill building, and to develop healthy relationships.
- 3) **Interaction** – Adults encourage and support a positive peer culture in the program. Youth support each other. Youth experience a sense of belonging. Youth participate in small groups as members and as leaders. Youth have opportunities to partner with adults.
- 4) **Engagement** – Youth experience positive challenges and pursue learning. Youth have opportunities to plan, make choices, reflect, and learn from their experiences.
- 5) **Academic Climate** – Activities in the program intentionally promote the development of key academic skills and content-area knowledge.

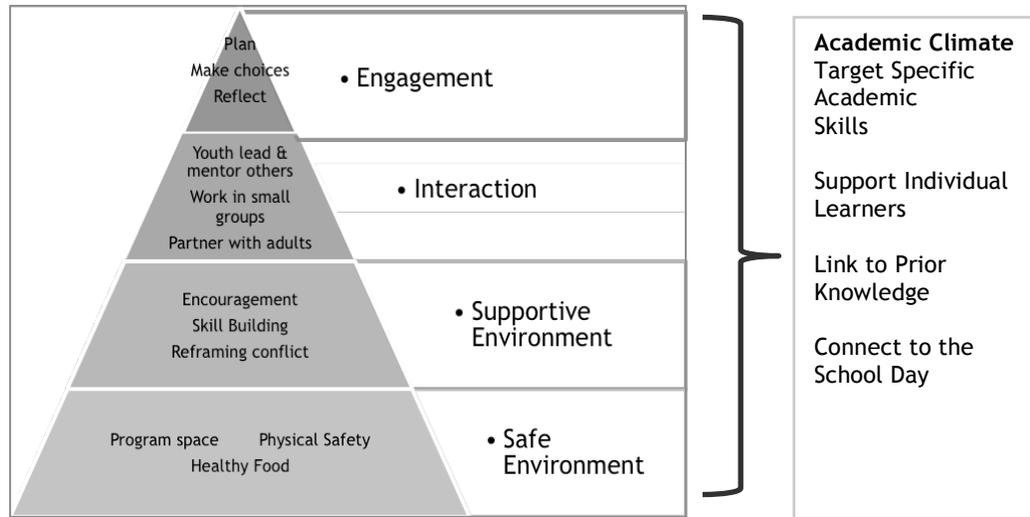
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<sup>4</sup> Mahoney, J. L., Parente, M. E., & Zigler, E. F. (2010). After-school program participation and children's development. In J. Meece & J. S. Eccles (Eds.), *Handbook of research on schools, schooling, and human development* (pp. 379-397).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

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

Figure 7 characterizes the relationship between the PQA quality domains and illustrates that physical and emotional safety (described in the Safe and the Supportive Environment domains) are foundational programmatic elements that support high quality practice in other domains. In general, programs' ratings will be higher for the foundational domains than for Interaction or Engagement.

**FIGURE 7: PROGRAM QUALITY ASSESSMENT DOMAINS**



Source: Adapted from Youth PQA Handbook by High/Scope Educational Research Foundation, 2007.

### Program Quality Assessment Scoring

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

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

## Point-of-Service Quality Categories

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

**Thriving** – Program provides high quality services across all four quality domains and practice areas. Defined as a site with an overall average score of 4.5 or higher.

**Performing** – Program provides high quality service in almost all program quality domains and practice areas, and has a few areas for additional improvement. Defined as a site with an overall average score between 3 and 4.5.

**Emerging** – Program is not yet providing high-quality service. Defined as a site that has an overall average lower than 3.



Mid-Year Report  
FY2014-2015

Prepared by:

Castle Sinicrope  
Heather Lewis-Charp

Social Policy Research  
Associates (SPR)



## INTRODUCTION

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*EBAYC envisions all young people growing up to be lifelong builders of a just and compassionate multicultural society. Our mission is to support all youth be to be safe, smart, and socially responsible.*

- East Bay Asian Youth Center (EBAYC website)

This Mid-Year Report provides an overview of youth programs funded by the Oakland Fund for Children and Youth (OFCY), with the exception of school-based afterschool programs. The report includes a description of the children, youth, and adults served by these programs during the first half of FY2014-2015, services provided, and program quality. The report covers a broad range of programs, from early childhood and parent education to youth workforce development and includes all OFCY funding strategies except school-based afterschool programs. In total, 66 programs are included in the Mid-Year Report, representing 52% of the programs funded by OFCY in FY2014-2015.<sup>1</sup>

### Data Sources

The Mid-Year Report draws on predominantly quantitative data sources, summarized in Exhibit 1. These data are used to describe OFCY programs and their participants, measure program quality, and assess programs' progress towards meeting service projections at the mid-point of FY2014-2015.

#### Exhibit 1: Data Sources

Data Source	Description
Cityspan	OFCY's client management system, Cityspan, is used to track youth and adult characteristics and hours and types of services received. Youth and adults enrolled in at least one program activity were included in the Mid-Year Report. During the first half of FY2014-2015, data were available for 12,352 children and youth and 1,448 adults that received program services. <sup>2</sup>
Program Quality Assessment (PQA) Observations	Certified site visitors conducted structured observations at 41 community-based programs (62%) using the Weikart Program Quality Assessment (PQA) tool. Program quality at the remaining programs (all Early Childhood strategies, Career and Youth Workforce Development, and Youth Leadership and Community Safety) will be assessed through interviews and in-depth site visits in Spring 2015. These programs were exempted from PQA observations this year because the evaluation is exploring alternative strategies for assessing program quality.

### Overview of the Report

The report is structured as follows:

- **Programs:** Provides an overview of OFCY community-based programs, including size, location, and progress towards projections.
- **Participants:** Summarizes characteristics and hours of service of OFCY program participants.
- **Quality:** Summarizes program quality drawing on structured site visits using the PQA tool.

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<sup>1</sup> During FY2014-2015, OFCY funded 128 programs, including 66 community- and school-based programs and 62 school-based, afterschool programs. A full list of the 66 programs included in this report, along with program-level information, is included in Appendix A.

<sup>2</sup> Youth who declined to participate in the evaluation component were not included in these totals. During the first half of FY2014-2015, 65 youth declined to participate and were excluded from the evaluation.

## PROGRAMS

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*We envision a world free from male violence, in which boys and men contribute to a fair and peaceful planet...We responsibly empower male youth to achieve individual success, develop healthy relationships, and contribute to a more just and equitable society.*

*- Brothers, UNITE!- Brothers on the Rise (website)*

For FY2014-2015, OFCY committed to investing \$11.4 million to support programs located throughout Oakland.<sup>3</sup> All programs aim to support Oakland's children and youth, from birth to 20 years of age, to become healthy, happy, educated, engaged, powerful, and loved community members. Programs vary considerably, however, along many dimensions, including their size, target population, and approaches to youth development. The 66 programs summarized in this report fall under four main areas, each comprising multiple funding strategies:

- **Healthy Development of Youth Children programs** include early interventions and supports for families and young children to set the stage for healthy development and future outcomes. Specific funding strategies in this area include: *Mental Health and Developmental Consultations in Early Childhood Care* (3 programs), *Parent and Child Engagement in Early Learning and Development* (8 programs), and *Pre-Kindergarten Summer Camp* (1 program).
- **Student Success in School programs** support the transformative goals of the community schools movement in Oakland and contribute to positive outcomes for children and youth. Specific funding strategies in this area include: *Transition Programs for Youth into Middle and High School* (4 programs) and *Youth Leadership in Community Schools* (3 programs).<sup>4</sup>
- **Youth Leadership and Community Safety programs** are designed to provide safe and supportive environments for youth while providing enriching, high quality programming, and to nurture youth and community leadership. Specific funding strategies in this area include: *Community-Based Out-of-School Time* (11 programs), *Summer* (10 programs) and *Youth Leadership and Community Safety* (6 programs).
- **Transition to Adulthood programs** address two critical needs facing youth as they grow into self-sufficient adults: 1) understanding of and connections to the workforce; and 2) the skills and qualifications to be able to achieve their career goals. Specific funding strategies in this area include: *Youth Career and Workforce Development* (11 programs), *Academic Support for Older Youth* (4 programs), and *Safe Community Spaces for LGBTQ Youth* (5 programs).

During FY2014-2015, *Community-Based Out-of-School Time* and *Youth Career and Workforce Development* made up the largest percentage of the grantees (17% each), followed by *Summer Programs* (15%). The smallest funding strategies were *Pre-Kindergarten Summer Camp* (2%; 1 program), *Mental Health and Developmental Consultations in Early Care and Education* (5%; 3 programs), and *Youth Leadership in Community Schools* (5%; 3 programs).

Exhibit 2 illustrates key characteristics of OFCY programs, including the location of their sites, OFCY funding, program budget, and OFCY grant as a percentage of program budget.

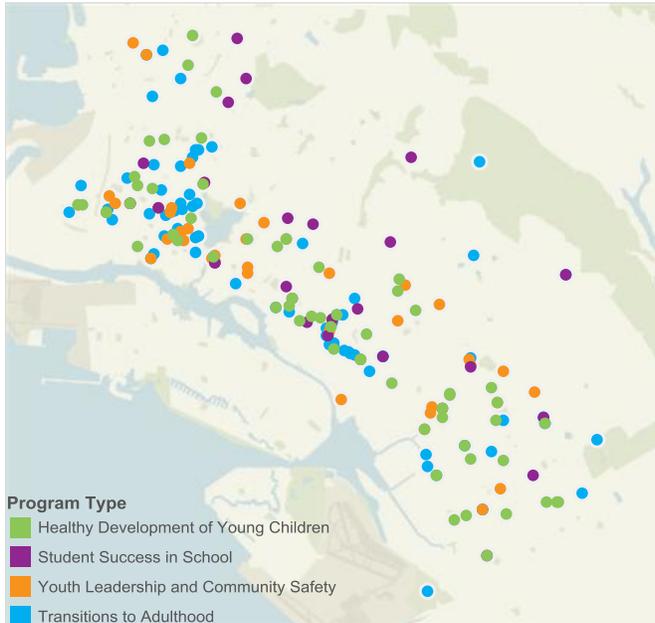
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<sup>3</sup> Of the \$11.4 million invested by OFCY, \$6.9 million supported the 66 youth programs covered in this report and \$4.5 million supported the 62 school-based after school programs not included in this report.

<sup>4</sup> This area also includes programs under the *School-Based After School Programming for Elementary and Middle School Children* funding strategy (62 programs), which are not included in this report.

## Exhibit 2: Overview of OFCY Programs in FY2014-2015

### Location



### Zipcodes and Neighborhoods Where OFCY Community-Based Programs are Located

94601: Fruitvale, East Oakland	20%
94612: Downtown	14%
94607: West Oakland and Chinatown	11%
94606: Highland Park, San Antonio, East Lake	11%
94621: East Oakland: Webster Tract and East of Coliseum	10%
94605: Eastmont, Seminary, Havenscourt, Millsmont	8%
94603: Sobrante Park, Elmhurst, E. 14th Street	7%
94609: Temescal, Pill Hill, Bushrod Park	6%
94619: Maxwell Park, Leona Heights, Redwood Heights	4%
94608: San Pablo and Market Street Corridor	2%
94602: Glenview, Lincoln, Oakmore	2%
94610: Adams Point, Lakeshore, Crocker Highlands	2%
94618: Lower Broadway Terrace and Rockridge	2%
94611: Piedmont Avenue and Montclair	1%

Zip codes with fewer than 1% of program sites: 94703, 94620, 94615, and 94506

### Funding

#### Total Funding

\$6,869,081

#### By Funding Area

Youth Leadership and Community Safety	\$2,169,141
Transitions to Adulthood	\$2,095,882
Healthy Development of Young Children	\$1,666,288
Student Success in School	\$937,770

### Budget

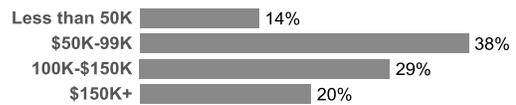
#### Average Projected Program Budget

\$246,407



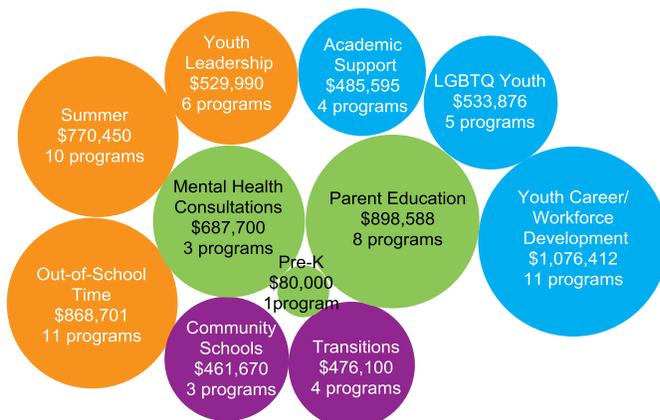
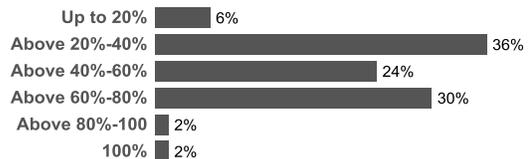
#### Average Grant

\$104,077



#### Average Grant as Percentage of Projected Program Budget

49%



Note: At the time of the Mid-Year Report, only two programs had OFCY grants that were larger than 80% of their projected program budget, which corresponds to the OFCY goal that programs match 25% of OFYC funding. One of these programs began operations in FY2014-2015 and the other program received extra grant funding during FY2014-2015.

## Location

OFCY programs, excluding school-based afterschool programs,<sup>5</sup> were located throughout Oakland, from North Oakland and Temescal to West Oakland and Downtown to East Oakland and Fruitvale. During FY2014-2015, the greatest concentration of program sites was in 94601 (20%), clustered along International Boulevard and in Fruitvale. The second largest concentration of programs was in 94612 (14%), with clusters of programs in Uptown and Downtown Oakland, including a number of programs along the Broadway corridor from Ogawa Plaza to Pill Hill. Programs with the widest distribution across Oakland were under *Healthy Development of Young Children*, which has a strong presence in Downtown and Fruitvale and is also scattered across neighborhoods in the Southeast edges of Oakland, including Eastmont and Elmhurst. For the most part, programs appear to be clustered in areas participants live in or that are readily accessible by public transportation networks.

## OFCY Funding

During FY2014-2015, OFCY committed \$6,869,081 to programs, excluding school-based after school programs. On average, programs received \$104,077 in funding, with grants ranging from \$30,000 (Prescott Circus Theatre, a *Summer Program*) to \$321,875 (Integrated Early Childhood Consultation Program at the Jewish Family & Children's Services of the East Bay, a *Mental Health and Developmental Consultations in Early Care and Education* program).

OFCY programs are expected to diversify their funding sources and draw on outside funding to augment their program budgets, with a targeted match of at least 25% of their total OFCY grant. Examples of projected matches include leveraged support from sponsoring agencies and grant funding from foundations or government agencies. During FY2014-2015, OFCY funding made up, on average, 49% of programs' projected budgets, reflecting the important role OFCY plays in supporting early childhood and youth programming in Oakland. While a small percentage of programs had very diversified funding and relied on OFCY for 20% or less of their budget (6%), nearly half of programs relied on OFCY for half or more of their budget (47%). Programs in the funding strategies under *Childhood Development of Young Children* were most reliant on OFCY funding (between 67-100% of program budget)<sup>6</sup> while programs in the funding strategies under *Transitions to Adulthood* were least reliant (between 32-67% of program budget).<sup>7</sup> Smaller programs with budgets under \$150,000 (29% of programs) were significantly more likely to rely on OFCY funding than larger programs with budgets over \$350,000 (20% of programs): OFCY grants comprised, on average, 61% of smaller program budgets versus 34% of larger program budgets.

## Program Size

While projected annual budgets averaged just under \$250,000, programs supported by OFCY funding ranged considerably in size. Programs on the smaller side included summer programs like Prescott Circus Theatre Summer Program (\$40,000) and La Clinica de La Raza's Juntos program (\$60,718) to large programs like Alameda Health System's Model Neighborhood Program (\$570,787) and College Track-Oakland (\$874,233). The diversity in program size and scope suggests OFCY programs may vary in their needs as well as the kinds of supports that will help them best serve their target populations.

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<sup>5</sup> Throughout the remainder of the Mid-Year Report, we refer to OFCY programs, excluding school-based afterschool programs, as *OFCY programs*. School-based afterschool programs are summarized in a separate Mid-Year Report, prepared by Public Profit.

<sup>6</sup> As of the time of this report, the only OFCY program with no projected match in Cityspan was the OUSD Pre-Kindergarten Summer Camp, which was in its first year of operation during Summer 2014.

<sup>7</sup> Programs under two of the strategies in *Transitions to Adulthood* did not rely as heavily on OFCY funding: *Academic Support for Older Youth* (32%) and *Youth Career and Workforce Development* (34%). However, programs under *Safe Community Spaces for LGBTQ Youth* relied considerably on OFCY funding (67% of program budget).

## Progress Towards Projections

At the mid-point of each year, OFCY staff and the Planning and Oversight Committee (POC) review program data and quality observations to make recommendations about grant renewal for the following fiscal year. Two important standards for grant renewal are program enrollment and progress towards projected units of service (total hours of service). At the beginning of each fiscal year, programs set their anticipated enrollment and units of service in their work plans. Each quarter, programs are checked against targets for enrollment and units of service for that quarter. The specific targets at the mid-year are the following:

- **OFCY Standards for Enrollment at Mid-Year:** By mid-year and end of Quarter 2, full-year programs have enrolled at least 35% of projected unduplicated youth<sup>8</sup> for the fiscal year. By the end of Quarter 1, programs that operate during summer have enrolled at least 80% of projected unduplicated youth to be served for the fiscal year.<sup>9</sup>
- **OFCY Standards Units of Service at Mid-Year:** By mid-year and end of Quarter 2, full-year programs have achieved at least 80% of their projected Units of Service for the first half of the year. By the end of Quarter 1, programs that operate during summer have achieved at least 80% of their projected units of service for the fiscal year.<sup>10</sup>

At the mid-point of FY2014-2015, **a majority of community-based programs had met the targets for enrollment and units of service**. Additional findings related to progress towards projections, summarized in Exhibit 3, at the mid-point of FY2014-2015 include:<sup>11</sup>

- **Overall, programs made greater progress toward enrollment than units of service projections.** Across all community-based programs, 94% met the standard for enrollment, and 85% met the standard for units of service. In general, programs that operated during the summer were more successful than full-year programs in meeting the standards for projections at the mid-point of the year. All programs that operated during the summer met the enrollment standard, and 87% met the standard for units of service. In contrast, 92% of full-year programs had met the goal for enrollment for the year, but only 84% met the units of service target for the mid-point of the year. This finding suggests that programs, while successful in recruiting and enrolling youth, have room for improvement with respect to 1) providing their enrolled youth the levels of service they project; and/or 2) setting more attainable projections for levels of service for their youth.
- **There was some variation in progress by both overall funding area and specific funding strategy.** Programs under *Youth Leadership and Community Safety* made the most consistent progress towards both enrollment and units of service, with 100% of full-year programs meeting both targets. While programs under *Healthy Development of Children* met enrollment targets, they fell the short on units of service targets. For example, the *Pre-Kindergarten Summer Camp* program, a new OFCY program, reached 69% of its projected units of service, just short of the 80% target. One area for growth is exploring how to support grantees in accurately tracking adult participation, particularly for the *Parent and Child*

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<sup>8</sup> OFCY asks programs project the number of unduplicated youth and adult participants. The term *youth* is used for participants ranging from birth to 20, including children served by programs under *Healthy Development of Children*.

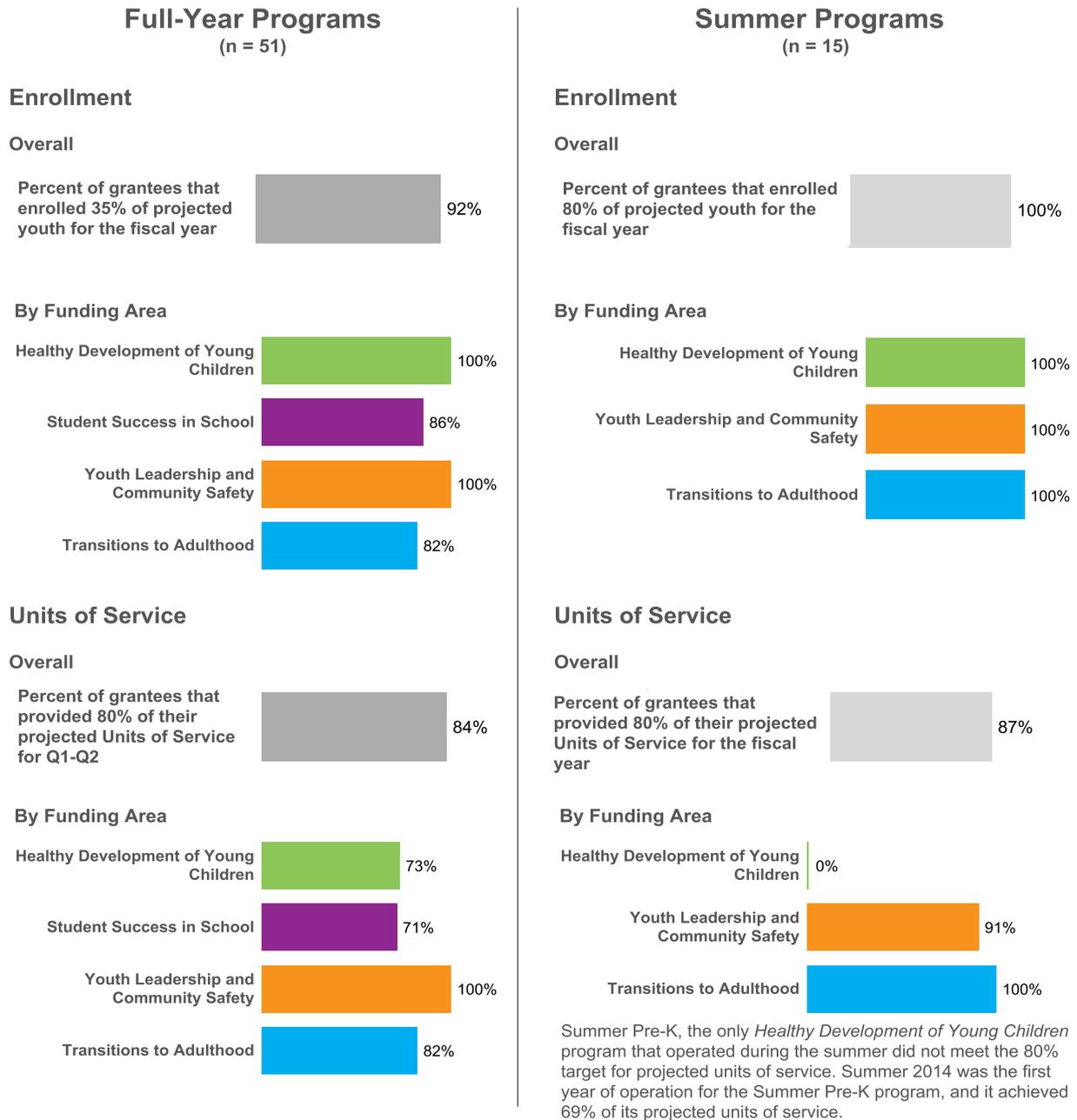
<sup>9</sup> During FY2014-2015, there were 15 programs that operated during the summer: 10 programs under the *Summer* funding strategy as well as 3 *Youth Career and Workforce Development* programs (Exploring College & Career Options in Oakland (ECCO!), Career Try-Out, and Hack the Hood Summer Bootcamp), 1 *Youth Leadership and Community Safety* Program (Friday Night in the Park Program Support), and the Pre-K Summer Camp.

<sup>10</sup> Progress towards projected units of service includes both youth and adult hours of service.

<sup>11</sup> For progress toward enrollment and units of service goals by individual program, see Appendix A.

*Engagement in Early Learning and Development* strategy. Only five of the eight programs in this strategy met the 80% target, with the rest ranging between 63% and 79%. One reason these programs might not have reached their targets for the Mid-Year could be incomplete tracking of adult participants.

**Exhibit 3: Progress Towards Projections at Mid-Year**



Programs under the newest funding strategy, *Safe Community Spaces for LGBTQ Youth*, were least likely to reach enrollment and units of service targets for the mid-year with only 40% meeting enrollment standards (2 out of 5 programs) and 60% (3 out of 5 programs) meeting units of service targets. Challenges in meeting projections faced by the *Summer Pre-K* program and several *Safe Community Spaces for LGBTQ Youth* programs may be because of start-up challenges in both recruitment and ability to make accurate service projections.

- **Reaching projection targets was weakly related to program budget and number of youth enrolled.** Although a smaller percentage of programs with budgets under \$150,000 and fewer than 100 youth met their targets, the differences were not statistically significant. For example, 74% of programs with budgets under \$150,000 met their targets for units of service (29% of programs), compared to 90% of programs with larger budgets (71% of programs), suggesting smaller programs may benefit from assistance with setting achievable projected units of service.

## PARTICIPANTS

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*We believe that children and families heal through active engagement, positive relationships, and learning new ways of coping with their unique challenges.*

*-Lincoln Child Center (website)*

During the first half of FY2014-2015, 12,352 youth and 1,448 adults participated in the OFCY programs summarized in this Mid-Year Report.<sup>12</sup> Programs under the area of *Youth Leadership and Community Safety* served the most participants (32%), followed by *Healthy Development of Young Children* (28%) and *Student Success in School* (26%). Combined, the funding strategies under *Transitions to Adulthood* served nearly 14% of participants. While children and youth participants were spread across all programs and funding strategies, over 50% of adult participants received services through *Parent and Child Engagement in Early Learning and Development* programs. This section describes the characteristics of participants in OFCY programs and the hours of services they received. Due to limited available data on adult participants, the discussion of participant characteristics focuses on youth served by OFCY programs, summarized in Exhibit 4.<sup>13</sup>

### Characteristics

OFCY programs provide direct services to children and youth from birth to 20 years in Oakland and their parents. Within this broad age group, specific OFCY funding strategies have a more focused target population including children from birth to 5 and their parents, middle school students transitioning to high school, and LGBTQ youth. During the first half of FY2014-2015, OFCY programs served participants from all neighborhoods in Oakland, with nearly 20% of participants coming from 94601, around Fruitvale and along International Boulevard, mirroring where the majority of program sites are located. Over 20% of program participants come from other neighborhoods in East Oakland, including 12% from Webster Track and East of Coliseum (94621) and 10% from Highland Park, San Antonio, and East Lake (94606). A total of 7% of participants live in West Oakland and Chinatown (94607). Although nearly 15% of program sites are located in the Downtown and Uptown neighborhoods in 94612, only 3% of participants live in this zip code. Approximately 1% of program

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<sup>12</sup> Youth who declined to participate in the evaluation component are not included in these totals. During the first half of FY2014-2015, 65 youth declined to participate and were excluded from the evaluation.

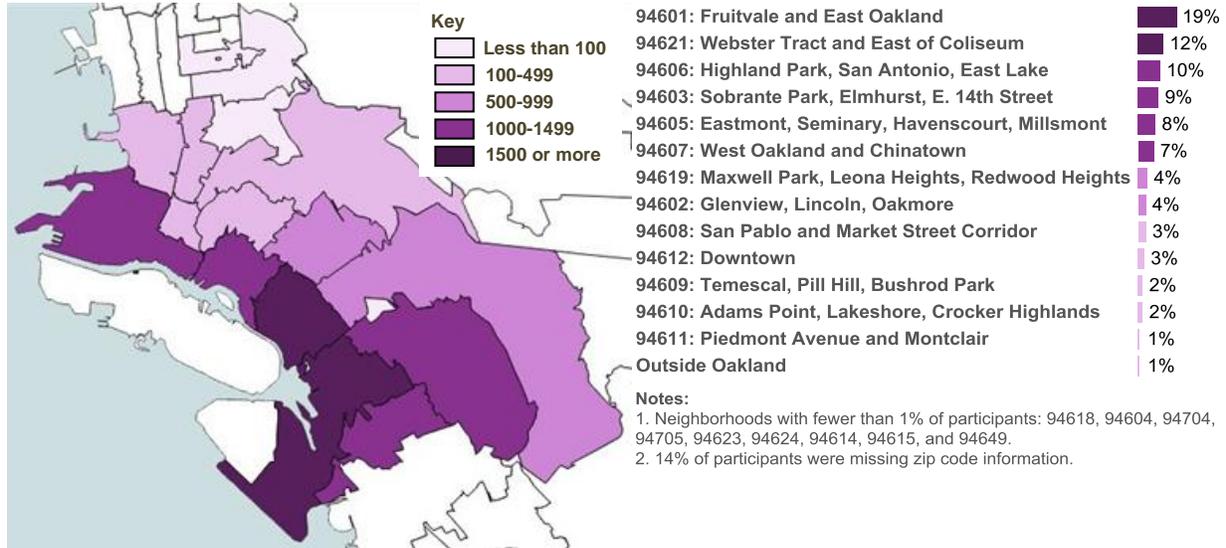
<sup>13</sup> Demographic information on adult participants was limited because there are no required demographic fields for adult participants in Cityspan. To provide a fuller picture of adult participants, it is recommended that OFCY require a few basic fields, including: race/ethnicity, gender, home zip code, and date of birth.

participants came from neighborhoods outside Oakland, stretching from as far north as to Antioch and El Cerrito to Alameda and San Francisco to Hayward and Castro Valley.

### Exhibit 4: Overview of Participants

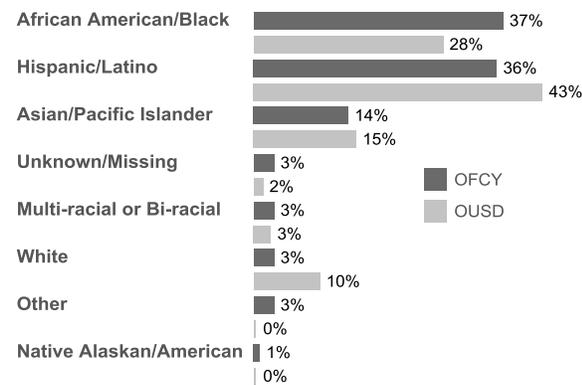
#### Home Neighborhoods and Zip Code of Participants

Darker areas correspond to more participants



#### Youth Characteristics (12,352)

##### Ethnicity: OFCY Participants Compared to OUSD



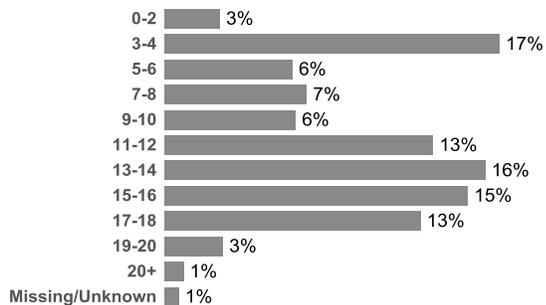
Note: For reference, this graph includes race/ethnicity information for youth enrolled in Oakland Unified School District for FY2013-2014.

##### Gender



Note: Fewer than 1% of youth fell into the missing and transgender categories each.

##### Age



Following are trends in participant characteristics, illustrated in Exhibit 4:

- OFCY programs reached a very diverse population. The vast majority of OFCY youth participants were children and youth of color, with African American (37%) and Hispanic (36%) children and youth making up the most participants, followed by Asian/Pacific Islander (14%), and multiracial children and youth (3%). Caucasian/White children and youth made up only 3%. Approximately 10% of programs served predominantly one racial/ethnic group, defined as 75% or more of participants being from the same racial/ethnic group. These

programs included programs sponsored by ethnic-specific agencies (Youth Law Academy at Centro Legal de La Raza, 86% Hispanic; API Youth Promoting Advocacy and Leadership (AYPAL) at EBAYC, 96% Asian/Pacific Islander) as well as programs that served predominantly African American youth. Compared to the Oakland Unified School District (OUSD), OFCY programs served a higher percentage of African American youth and lower percentages of Hispanic and Caucasian/White youth.<sup>14</sup>

- **Although there were differences in participation by funding strategy and program, overall participation was split evenly between male and female participants.** Across all programs, 50% of children and youth participants were female, 49% were male, and less than 1% were transgender or missing gender information. Programs under *Academic Support for Older Youth* were 57% female while the Pre-Kindergarten Summer Camp and programs under *Youth Leadership and Community Safety* were 60% male. Aside from several gender-specific programs (Concordia Park Summer Program and Girls in Oakland Achieve and Lead at Girls Incorporated of Alameda County; Brothers, UNITE! at Brothers on the Rise), there were 10 programs with more than 70% of participants reported as either male or female (15% of programs). Programs serving predominantly female participants included those focused on dance as well as youth organizing. In contrast, programs serving predominantly male youth were more focused on physical activity.
- **Ages of participating children and youth varied greatly, depending on program and funding strategy.** Across all programs, the age ranges most frequently served were 3-4 year olds (17%), 13-14 year olds (16%), and 15-16 year olds (15%). As to be expected, the vast majority of children under the age of 5 were served through programs funded through *Healthy Development of Young Children*, with an average age of 4. On the other end of the spectrum, a majority of youth aged 19 and above were served through programs under *Transitions to Adulthood*—the average age for participants in these programs was 17. Across all programs, less than 1% of youth participants were older than 20 years old, the upper range of OFCY’s target age range for youth.
- **Because adult participant data is not currently required to be collected by OFCY programs, it is not possible to analyze the characteristics of adults served by OFCY programs.** While dosage and services received for adult participants is recorded in Cityspan and used to measure progress towards projected units of service, adult participant characteristics have not been required. To better gauge whether programs are reaching their target populations, including adult participants, it is recommended that OFCY require programs to fill in a minimal number of fields on adult participants.

While it is possible for programs to record grade-level information for youth participants, the data is incomplete, in part because recording grade-level data is not a requirement of OFCY funding.. Nearly 30% of participating youth do not have grade-level information. Of those with grade-level data, it is unclear how accurate and updated the information is. For example, while 17-18 year olds comprise 28% of participants at community-based programs, 11<sup>th</sup> and 12<sup>th</sup> graders only account for 8% of participants, based on current data in Cityspan. Whether to invest in improving the quality of grade information as opposed to improving the quality of other data collected on participants is an important question to consider.

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<sup>14</sup> In FY2013-2014, the OUSD population for all grades was 28% African American, 15% Asian/Pacific Islander, 10% Caucasian/White, 43% Hispanic, less than 1% Native Alaskan/American, 3% multi-racial, and 2% not reported.

## Services Received

At the mid-point of FY2014-2015, OFCY participants had received an average of 58.5 hours of service, with children and youth averaging 62.9 hours and adults averaging 21.2 hours. Participants received services that fell into nine broad service categories, ranging from academics and arts to family engagement and vocational training.<sup>15</sup> On average, youth received the most hours in academics, followed by civic engagement and youth leadership, then health and recreation, arts and culture, supportive services, and vocational as shown in Exhibit 5. In comparison, adult participants received the most hours in family engagement, followed by academics and supportive services.

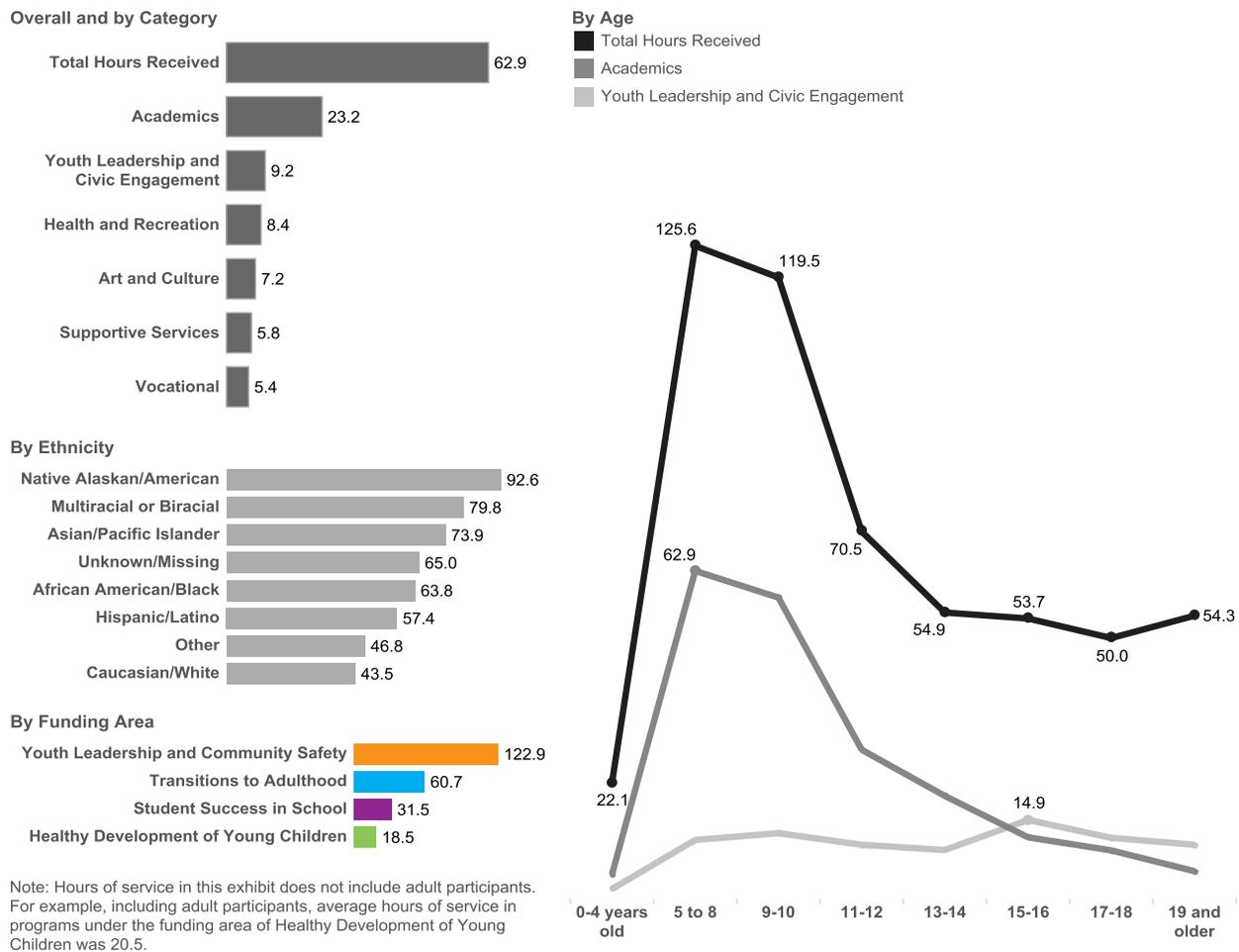
Key findings in services by youth and program characteristics include the following:

- **Hours of service were unevenly distributed across participants.** While the mean hours of service for youth participants was 62.9 hours, the median was only 18 hours. These numbers reflect that there is a small percentage of participants receiving intensive services and a large percentage receiving light-touch services. In fact, approximately 30% of OFCY youth participants received fewer than 10 hours of service in the first half of FY2014-2015, averaging only 3.7 hours. On the other end of the spectrum, approximately 20% of OFCY participants received over 120 hours, averaging nearly 200 hours each.
- **There was considerable variation in hours of service by both funding area and specific funding strategy.** Given that summer programs, which are included under Youth Leadership and Community Safety, had completed their offerings for FY2014-2015, it is not surprising that youth received the most hours in this service area (122.9) and funding strategy (156.2). Overall, youth participants received the fewest hours under *Healthy Development of Young Children*, a funding area that targets parents as well as educators, in addition to children. For example, adult participants received considerably more hours of service, on average, than children in *Mental Health and Developmental Consultations in Early Care and Education* programs: 35.1 hours for adult participants compared to 14.7 hours for children. Funding strategies that had provided a high level of services at the mid-point of FY2014-2015 included *Youth Career and Workforce Development* (95.5) and *Community-based Out-of-School Time Programs* (71.7). Across all of the programs, average hours of service per child or youth participant ranged from below 5 hours (Peer Restorative Justice Program at OUSD and Juntos at La Clinica de La Raza) to over 200 hours (East Oakland Boxing Association's SmartMoves Education and Enrichment Program and the City of Oakland - Office of Parks and Recreation's Summer Camp Explosion), reflecting a broad range in the intensity of services provided by OFCY programs.
- **While there was no overall difference in hours received by gender, male and female participants tended to receive different types of service.** Overall, male participants received 63.4 hours of service, and female participants received 62.7 hours of service. Female participants received more services in arts than males while males received more hours in academics and supportive services.
- **Although Native American/Alaskan youth made only 1% of participants, on average, they received the most hours of service (92.6).** Multiracial and Asian/Pacific Islander youth also received more than the overall average. Caucasian/White youth, who made up the smallest percentage of youth participants, received the fewest hours of service on average (43.5).

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<sup>15</sup> Each funding area has between 19 and 26 specific service categories. To allow for high-level comparisons of types of services across programs and funding areas, we recoded specific service categories into nine broad categories: 1) academics; 2) arts and culture; 3) civic engagement and youth leadership; 4) family engagement; 5) health and recreation; 6) life skills; 7) supportive services; 8) vocational; and 9) other.

## Exhibit 5: Average Hours of Service Received for Children and Youth



- Hours of service was highest for children aged 5-8 and decreased with age.** Average hours of service peaked for children aged 5-8 (125.6) and youth aged 9-10 (119.5) before declining and remaining between 50-55 hours for youth aged 13 and up. This strong trend could be due, in part, to the fact that 60% of all participants aged 5-8 and 50% of youth aged 9-10 were served through programs that operated during the summer, compared to less than 10% of participants aged 15 and older. Since younger children and youth receive the majority of their services during the summer, it is not surprising that their hours of service are considerably higher than older youth at the mid-point of the year. Academics, the largest category of services, reflected similar trends of decreasing as youth aged. However, youth leadership and civic engagement, the second largest category, ran somewhat counter and increased with age, surpassing academics and peaking for youth aged 15-16 (14.9).
- At the mid-point of the year, children and youth in programs with lower enrollment had received more hours of service than children and youth in larger programs.** Youth in programs that had enrolled less than 100 participants had received 75.0 hours, compared to 61.0 hours for youth in programs with 100 or more participants. In terms of types of services, youth in larger programs received more academics, arts and culture, and supportive services while youth in smaller programs had received more youth leadership, family engagement, and vocational training. This finding suggests that, at the mid-point of the year, programs that

serve fewer youth have been able to provide a more intensive level of service but that larger programs specialize in certain areas, including academics and arts and culture.

## QUALITY

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*Through circus and theatre arts education, the Prescott Circus Theatre's mission is to empower and engage youth as they develop confidence, teamwork, perseverance, artistic talent, and a dedication to working for success*

-Summer Program, Prescott Circus Theater (website)

During Summer and Fall 2014, 41 of the 66 community-based programs (62%) were observed by evaluators, using the Weikart Program Quality Assessment (PQA) tool.<sup>16</sup> The tool captures program quality along four key dimensions for youth development programs: *safety, supportive environment, interaction, and engagement*. This section summarizes PQA scores and identifies areas of strength and weakness, including variation in program quality by funding strategy, program budget, and enrollment. This also includes comparisons to scores from a national sample to show how OFCY programs compare to after school programs from across the country.

The Program Quality Assessment tool is a structured observation conducted by certified site visitors. During a 2-3.5 hour visit, site visitors rate programs on over 60 questions that make up the four key dimensions.<sup>17</sup> While the version of the tool for younger youth (School-Aged PQA) differs from the version for older youth (Youth PQA) for some questions and subdimensions, both tools capture the same underlying dimensions of *safety, supportive environment, interaction, and engagement*.

All of the programs visited in Summer and Fall 2014 received overall scores of either *Performing* or *Thriving*, the two highest categories of performance.<sup>18</sup> No programs received scores of *Emerging*. Other findings related to program quality include:

- **Programs were rated consistently higher for safety and supportive environment than interaction and engagement.** This finding is in line with previous years' evaluations and national trends and reflects the challenge of providing opportunities for peer interaction and youth leadership. Programs consistently scored high for providing emotional and physical safety and healthy and accommodating environments but were least successful in providing opportunities for youth to act as group facilitators and mentors, help to shape program planning, and make choices based on their own interests.
- **There was some variation in program strengths and areas of improvement by funding strategy.** For example, programs in the *Safe Community Spaces for LGBTQ Youth* strategy

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<sup>16</sup> Program quality at the remaining programs (all Early Childhood strategies, Career and Youth Workforce Development, and Youth Leadership and Community Safety) will be assessed through interviews and in-depth site visits in Spring 2015.

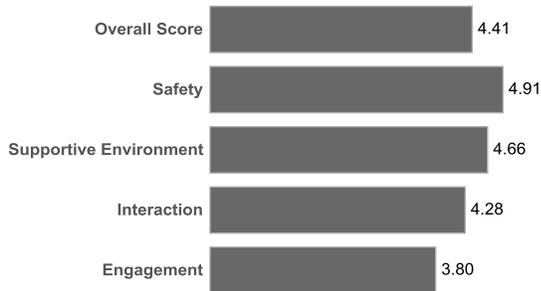
<sup>17</sup> The tool uses a scale of 1, 3, and 5 with descriptions of the ratings at each level for each of the questions. In general, rating of 1 indicates that the practice was not observed while the visitor was on site, or that the practice is not a part of the program, a rating of 3 indicates that the practice is implemented relatively consistently across staff and activities, and a rating of 5 indicates that the practice was implemented consistently and well across staff and activities.

<sup>18</sup> Programs that received overall scores of 4.5 or higher across all four dimensions were categorized as *Thriving* and defined as programs that provide high quality services across all four quality domains and practice areas. Programs that received average scores between from 3.0 up to 4.5 were categorized *Performing* and defined as programs that provide high quality service in almost all program quality domains and practice areas and have a few areas for additional improvement. No programs received overall scores below 3.0, categorized as *Emerging*.

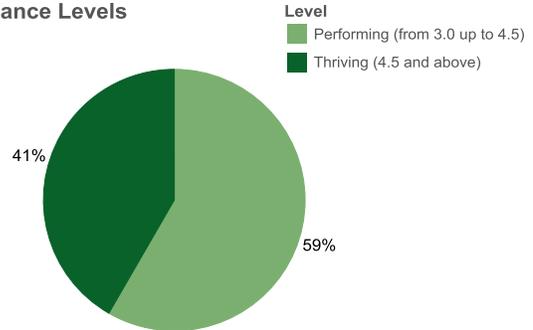
received the highest scores in *safety* but the lowest scores in *interaction* and *engagement*. Programs in *Academic Support for Older Youth* received higher scores for *supportive environment* but lower scores for *safety*. Only *Transition Programs for Youth into Middle and High School* received consistently high scores for most—but not all—dimensions, scoring slightly below average for *safety*. This finding suggests that different kinds of programs excel at different aspects of the youth development model and may need support in different areas to develop and strengthen.

### Exhibit 6: Program Quality

#### Overall and by Dimension

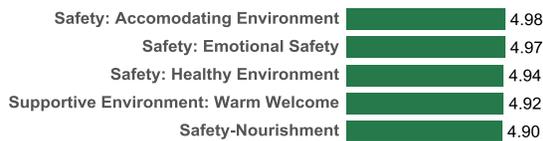


#### Performance Levels

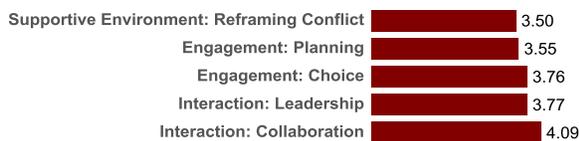


#### Youth PQA (Y-PQA) (n = 33)

##### Top 5 Areas:

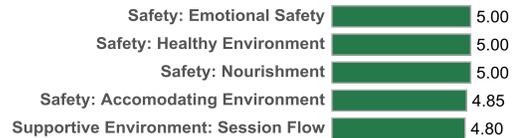


##### Bottom 5 Areas:



#### School-Aged PQA (SQ-PQA) (n = 8)

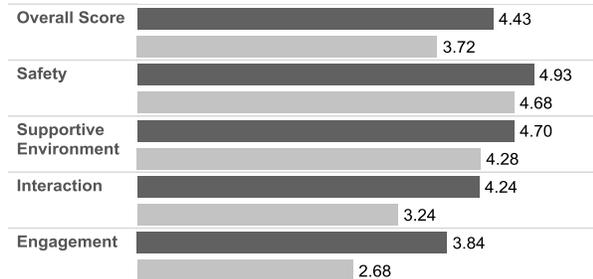
##### Top 5 Areas:



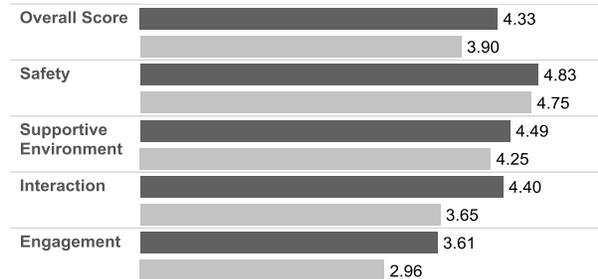
##### Bottom 5 Areas:



#### Compared to National Sample (n = 654)



#### Compared to National Sample (n = 280)



■ OFCY Programs  
■ National Sample

- **Program quality was related to program budget but not enrollment at the mid-point of the year.** On average, programs with annual budgets of less than \$150,000 received higher scores than programs with larger budgets. While the differences were only statistically significant for *safety*, they approached significance for *supportive environments* and overall score. For example, smaller programs received an average overall score of 4.56 compared to 4.35 for larger programs. While this suggests smaller programs may be better suited to provide individualized attention and opportunities for youth, follow-up analyses at the end of the year are needed to see if full-year enrollment supports this finding.

Consistent with previous years, OFCY programs continue to outperform programs nationally on all domains, particularly interaction and engagement.<sup>19</sup> The consistently higher scores may reflect, in part, the extensive training many OFCY programs have received on the PQA tool and its philosophy of youth development, which has led programs to develop and implement program activities focused on providing youth opportunities to interact with staff and other students, take on leadership roles, contribute to program planning, and reflect on their experiences in the program.

The Final Report for FY2014-2015 will further explore the PQA observation data to identify specific strategies and best practices used by programs that scored highly for *interaction* and *engagement* as well as present findings on *diversity*, a new dimension measured with supplemental questions to the PQA.

## CONCLUSION

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*At BORP [Bay Area Outreach & Recreation Program], we believe that sports and recreation provide a path to greater achievement to which all people should have access, and we continually strive to make this a reality.*

- *Sports & Recreation for Youth with Physical Disabilities, BORP (website)*

As illustrated in this report, OFCY provides vital funding to diverse community-based organizations serving children and youth from birth to 20 years of age. OFCY-funded programs provide a range of services to children youth from across the city, particularly from Fruitvale, East Oakland, Chinatown, and West Oakland. At the mid-point of FY2014-2015, OFCY community-based programs, as a whole, are on track to provide their anticipated levels of service to youth and adults throughout Oakland. Some programs in the newest funding strategy, *Safe Community Spaces for LGBTQ Youth*, as well as the new *Summer Pre-K* program, however, had difficulty recruiting youth as well as providing anticipated levels of service. Finally, preliminary findings drawing on Q1 and Q2 data suggest smaller programs with fewer youth enrolled may be able to offer higher levels of service, but that larger programs may specialize in providing specific categories of service, including academic support.

Moving forward, the evaluation team plans to work with OFCY to improve data quality and further refine measures to assess grantee progress and outcomes, including improved accuracy for participant birthdays. Likewise, given the relatively high numbers of adults served through specific funding strategies, like *Mental Health and Developmental Consultations in Early Care and Education* and *Parent and Child Engagement in Early Learning and Development*, it would be useful to have some demographic information for this population. In our Final Report, we will present information from in-depth site visits and interviews that will deepen our analysis of program quality and surface best practices. The Final Report will also explore progress towards outcomes using the youth survey data, which will continue to be collected in Spring 2015.

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<sup>19</sup> National comparison data was provided by the Weikart Foundation in February 2015. Data were available for 654 programs using the Y-PQA and 280 programs using SA-PQA.

## APPENDIX 1: PROGRAM-LEVEL INFORMATION

The following table provides program-level information at the mid-point of FY2014-2015, 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 (for the fiscal year for programs that operate during the summer, for Q1 and Q2 for full-year programs); average hours of service per youth participant at the mid-point of the year; and overall PQA score, if applicable. 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. Average hours of service includes children and youth who did not decline to participate in the evaluation.

Red shading indicates programs that did not meet their enrollment or units of service targets at the mid-point of the year:, defined as:

- OFCY Standards for Enrollment at Mid-Year:** By mid-year and end of Quarter 2, full-year programs have enrolled at least 35% of projected unduplicated children and youth for the fiscal year. By the end of Quarter 1, programs that operate during summer have enrolled at least 80% of projected unduplicated youth to be served for the fiscal year.<sup>20</sup>
- OFCY Standards Units of Service at Mid-Year:** By mid-year and end of Quarter 2, full-year programs have achieved at least 80% of their projected Units of Service for the first half of the year. By the end of Quarter 1, programs that operate during summer have achieved at least 80% of their projected units of service for the fiscal year.

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours
			Projected	Actual	% Projected	Projected	Actual	% Projected	
Lincoln Child Center	Early Childhood Mental Health Consultation	Mental Health and Developmental Consultations in Early Care and Education	350	406	116%	1121	959	86%	12.1
Jewish Family & Children's Services of the East Bay	Integrated Early Childhood Consultation Program	Mental Health and Developmental Consultations in Early Care and Education	728	810	111%	1174	1838	157%	14.7
Family Paths	The Early Childhood Mental Health Collaborative	Mental Health and Developmental Consultations in Early Care and Education	1148	896	78%	1511	1527	101%	16.0

Note: Units of Service for *Mental Health and Developmental Consultations in Early Care and Education* programs represent consultation hours provided at sites instead of service hours each child received.

<sup>20</sup> During FY2014-2015, there were 15 programs that operated during the summer: 10 programs under the *Summer* funding strategy as well as 3 *Youth Career and Workforce Development* programs (Exploring College & Career Options in Oakland (ECCO!), Career Try-Out, and Hack the Hood Summer Bootcamp), 1 *Youth Leadership and Community Safety Program* (Friday Night in the Park Program Support), and the Pre-K Summer Camp.

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours	Overall PQA
			Projected	Actual	% Projected	Projected	Actual	% Projected		
Our Family Coalition	Building Strong Children in LGBTQ Families	Parent and Child Engagement in Early Learning and Development	110	104	95%	1494	2040	137%	8.6	N/A
Through the Looking Glass	Chatterbox	Parent and Child Engagement in Early Learning and Development	18	11	61%	921	577	63%	24.4	N/A
Children's Hospital & Research Center Oakland	Integrated Developmental Playgroups Program	Parent and Child Engagement in Early Learning and Development	65	83	128%	5218	4098	79%	25.8	N/A
Oakland Parents Together	Listening to Children Parent Cafes	Parent and Child Engagement in Early Learning and Development	80	56	70%	1728	1348	78%	10.0	N/A
Lotus Bloom Child & Family Center	Multicultural Playgroups	Parent and Child Engagement in Early Learning and Development	120	165	138%	12548	13813	110%	43.8	N/A
East Bay Agency for Children	Parent Child Education Support Program	Parent and Child Engagement in Early Learning and Development	72	66	92%	1096	7032	642%	61.8	N/A
Safe Passages	Safe Passages Baby Learning Communities	Parent and Child Engagement in Early Learning and Development	350	183	52%	3188	3532	111%	11.5	N/A
City of Oakland - Office of Parks and Recreation	Sandboxes to Community Empowerment	Parent and Child Engagement in Early Learning and Development	100	92	92%	5238	8243	157%	45.5	N/A
Oakland Unified School District	OUSD Summer Pre-K	Pre-Kindergarten Summer Camp	30	25	83%	1508	1044	69%	41.8	N/A
East Bay Asian Youth Center (EBAYC)	Break The Cycle	Transition programs for youth into middle and high school	200	206	103%	6950	10017	144%	48.6	4.51
Alternatives in Action	Fremont Initiative for Reaching Success Together (FIRST) Transitions Program	Transition programs for youth into middle and high school	220	709	322%	22118	21150	96%	29.8	4.81
Oakland Kids First	PASS-2 Peer Mentoring Program	Transition programs for youth into middle and high school	1800	364	20%	10524	5799	55%	15.9	4.74
Safe Passages	Safe Passages Transitions Program	Transition programs for youth into middle and high school	500	479	96%	13486	24362	181%	50.9	4.78

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours	Overall PQA
			Projected	Actual	% Projected	Projected	Actual	% Projected		
Spanish Speaking Citizens' Foundation	Leading the Independence of our Barrios for Raza Empowerment (LIBRE)	Youth Leadership in Community Schools	115	99	86%	4149	2475	60%	23.7	3.88
Alternatives in Action	Life Academy	Youth Leadership in Community Schools	650	771	119%	39450	46008	117%	59.1	4.82
Oakland Unified School District	OUSD Peer Restorative Justice Program	Youth Leadership in Community Schools	1376	916	67%	1648	2466	150%	2.7	4.54
San Francisco Study Center (Brothers on the Rise)	Brothers, UNITE!	Community-based Out-of-School Time Programs	50	78	156%	5787	5682	98%	72.5	4.52
American Indian Child Resource Center	Culture Keepers	Community-based Out-of-School Time Programs	30	25	83%	2417	2438	101%	96.3	3.49
Girls Incorporated of Alameda County	Girls in Oakland Achieve and Lead	Community-based Out-of-School Time Programs	140	162	116%	3054	3348	110%	20.7	4.45
Native American Health Center	Indigenous Youth Voices	Community-based Out-of-School Time Programs	160	208	130%	16732	16717	100%	77.3	4.27
East Bay Asian Local Development Corporation	Lion's Pride Afterschool and Summer Youth Program	Community-based Out-of-School Time Programs	80	101	126%	15763	14725	93%	144.3	4.33
Community Initiatives	Media After School (MAS)	Community-based Out-of-School Time Programs	100	82	82%	3136	5716	182%	69.7	4.94
Refugee Transitions	Newcomer Community Engagement Program	Community-based Out-of-School Time Programs	125	124	99%	5045	4459	88%	18.3	3.78
City of Oakland - Office of Parks and Recreation	Oakland Discovery Centers	Community-based Out-of-School Time Programs	450	393	87%	15472	19032	123%	48.4	4.38
Dimensions Dance Theater, Inc.	Rites of Passage	Community-based Out-of-School Time Programs	120	101	84%	7205	8954	124%	88.7	4.94

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours	Overall PQA
			Projected	Actual	% Projected	Projected	Actual	% Projected		
East Oakland Boxing Association	SmartMoves Education and Enrichment Program	Community-based Out-of-School Time Programs	700	252	36%	41463	57717	139%	236.9	4.60
Bay Area Outreach & Recreation Program	Sports & Recreation for Youth with Physical Disabilities	Community-based Out-of-School Time Programs	45	24	53%	2284	1993	87%	68.9	4.44
Aim High for High School	Aim High / Oakland - 3 Sites	Summer Program	325	319	98%	54834	53750	98%	168.5	3.85
Destiny Arts Center	Camp Destiny	Summer Program	190	165	87%	9778	6264	64%	38.0	4.64
College Track	College Track Summer Program	Summer Program	72	120	167%	8450	10696	127%	88.9	4.65
Girls Incorporated of Alameda County	Concordia Park Summer Program	Summer Program	74	83	112%	11285	14152	125%	170.8	4.47
Family Support Services of the Bay Area	Kinship Summer Youth Program	Summer Program	55	53	96%	8415	8559	102%	161.5	4.75
Lincoln Child Center	Oakland Freedom School	Summer Program	100	133	133%	17431	22097	127%	166.1	4.22
Prescott Circus Theatre	Prescott Circus Theatre Summer Program	Summer Program	30	38	127%	3750	4353	116%	114.5	4.88
City of Oakland - Office of Parks and Recreation	Summer Camp Explosion	Summer Program	300	408	136%	72170	106420	147%	260.8	3.95
East Oakland Youth Development Center	Summer Cultural Enrichment Program	Summer Program	200	205	103%	33711	33965	101%	165.0	4.11
East Bay Asian Youth Center (EBAYC)	Summer Matters	Summer Program	350	683	195%	59945	83754	140%	123.0	4.49
East Bay Asian Youth Center (EBAYC)	API Youth Promoting Advocacy and Leadership (AYPAL)	Youth Leadership and Community Safety	300	127	42%	8889	11390	128%	87.4	N/A
Peace Development	BAY-Peace: Better	Youth Leadership and	80	64	80%	3886	4803	124%	75.0	N/A

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours	Overall PQA
			Projected	Actual	% Projected	Projected	Actual	% Projected		
Fund	Alternatives for Youth	Community Safety								
Human Services Department	Friday Night in the Park Program Support	Youth Leadership and Community Safety	24	40	167%	1536	1670	109%	39.9	4.80
Safe Passages	Get Active Urban Arts Program	Youth Leadership and Community Safety	74	85	115%	5725	7199	126%	84.7	N/A
Project Re-Connect	Project Re-Connect	Youth Leadership and Community Safety	40	37	93%	818	1018	124%	17.5	N/A
La Clinica de La Raza	Youth Brigade	Youth Leadership and Community Safety	30	23	77%	1637	1412	86%	59.7	N/A
East Side Arts Alliance	ArtWorks at ESAA	Youth Career and Workforce Development	150	76	51%	10865	10185	94%	134.0	N/A
Youth Employment Partnership	Career Try-Out	Youth Career and Workforce Development	72	88	122%	9456	11370	120%	124.3	3.89
OUSD College & Career Readiness Office	Exploring College & Career Options in Oakland (ECCO!)	Youth Career and Workforce Development	87	87	100%	9975	12738	128%	146.4	4.31
Beyond Emancipation	Gaining Resources and Opportunities for Work (GROW)	Youth Career and Workforce Development	24	23	96%	2749	2678	97%	116.4	N/A
Center for Media Change	Hack the Hood Summer Bootcamp	Youth Career and Workforce Development	18	19	106%	2108	2423	115%	132.1	4.62
Alameda Health System	Model Neighborhood Program	Youth Career and Workforce Development	220	138	63%	3629	6008	166%	43.5	N/A
The Unity Council	Oakland Youth Engaged (OYE)	Youth Career and Workforce Development	53	73	138%	9332	8351	89%	114.4	N/A
Juma Ventures	Pathways to Advancement	Youth Career and Workforce Development	66	101	153%	3577	3877	108%	38.4	N/A
Youth Radio	Pathways to Digital	Youth Career and Workforce Development	70	113	161%	7146	9395	131%	83.1	N/A
Alta Bates Summit Foundation	Youth Bridge Career and Workforce Development Program	Youth Career and Workforce Development	90	161	179%	15204	17636	116%	109.5	N/A

Agency	Program	Strategy	Enrollment			Units of Service			Average Hours	Overall PQA
			Projected	Actual	% Projected	Projected	Actual	% Projected		
Youth UpRising	YU Excel	Youth Career and Workforce Development	8	5	63%	289	141	49%	28.3	N/A
College Track	College Track Oakland	Academic Support for Older Youth	255	250	98%	12624	14214	113%	56.9	4.49
Youth Radio	Pathways to Higher Education and Careers	Academic Support for Older Youth	80	139	174%	2095	1908	91%	13.7	4.77
Centro Legal de la Raza	Youth Law Academy	Academic Support for Older Youth	77	65	84%	1484	1511	102%	23.2	4.37
Youth Together, Inc.	Youth Together's Academic Support For Older Youth	Academic Support for Older Youth	203	126	62%	1792	1782	99%	14.1	4.33
Health Initiatives for Youth (HIFY)	Health Initiatives for Youth's LGBTQIQ Youth Safe Space Initiative	Safe Community Spaces for LGBTQ Youth	85	77	91%	362	433	120%	5.6	3.70
La Clinica de La Raza	Juntos	Safe Community Spaces for LGBTQ Youth	80	19	24%	611	168	27%	3.3	4.34
Destiny Arts Center	Moving in the Movement	Safe Community Spaces for LGBTQ Youth	90	24	27%	1637	1551	95%	64.6	4.48
AIDS Project East Bay	Save Our LGBTI-Youth (SOL)	Safe Community Spaces for LGBTQ Youth	250	221	88%	13948	5574	40%	25.0	4.23
Youth UpRising	YU's Queer & Allies Initiative	Safe Community Spaces for LGBTQ Youth	118	38	32%	484	406	84%	10.1	4.26