



FY 2022-2023 Evaluation Report



Prepared by The Bridging Group
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THE
BRIDGING
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Cover photo courtesy of Asian Pacific Environmental Network

Executive Summary

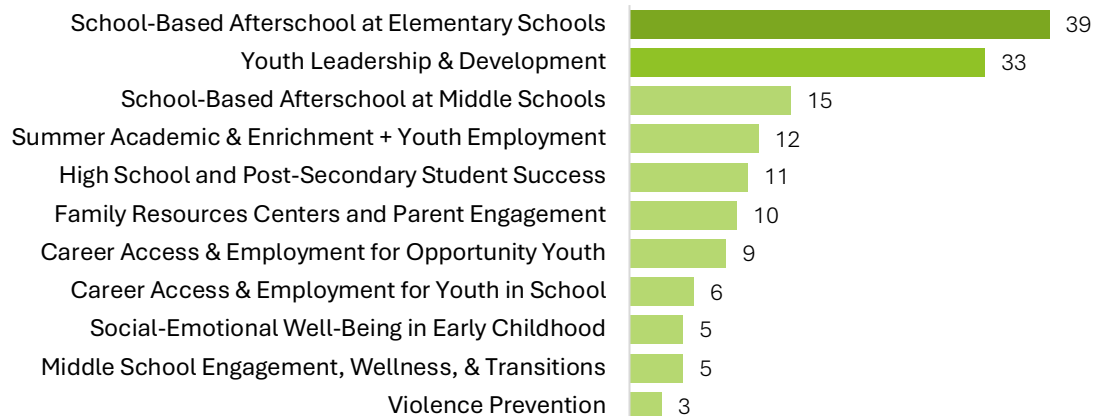


The Oakland Fund for Children and Youth (OFCY) provides strategic funding to support Oakland's children and youth from birth to 21 years of age to become healthy, happy, educated, engaged, powerful, and loved community members. Using a results-based accountability (RBA) framework, this report provides an overview of OFCY's funded portfolio, a description of the number of service hours provided and number of people served, who was supported by these programs, and RBA summaries for each of the eleven OFCY strategies.

Who Was Funded?

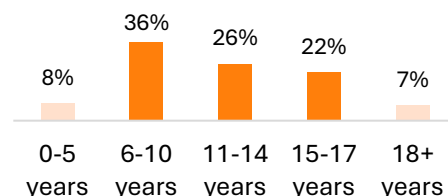
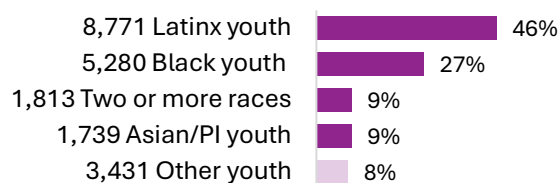


Distribution of Programs By OFCY Strategies (n=148)



Who Was Supported?

OFCY Child/Youth Participants (n=19,221)



OFCY FY 22-23 Results-Based Accountability Summary

How Much Did We Do?



21,600

Children and Youth Served*



2,276

Parents/Caregivers Served*



3,261,031

Total Hours of Service

*Number served includes multiple counts for people who participated in more than 1 program.

How Well Did We Do It?

80%

Achievement of Projected Hours of Service

103%

Achievement of Projected Number of Participants

92%

OFCY Youth are from Priority Populations

Is Anyone Better Off?

96%

(130 of 135 programs) MET AT LEAST 1 of their outcomes by Q4*

*Based on self-reported outcome data submitted by program sites.

Sample Site Specific Outcomes

Example 1: Highland Community Resource Center (Highland FRC) (Lincoln)

- 97% of parents and caregivers surveyed agreed that they have a better understanding of their child(ren)'s development, how to keep them safe and healthy, and how to prepare them for school.



Example 2: Achieve Academy (East Bay Agency for Children)

- 89% of students reported feeling safe in this afterschool program.
- 93% of students reported that there is an adult who cares about them in the program.
- 81% of students reported that this program makes learning fun.



Example 3: College Track Oakland

- 96% of seniors were accepted to 4-year colleges.
- 98% of class of 2023 students have enrolled at either 2- or 4-year colleges.

Example 4: Teens on Target (Youth ALIVE!)



- 82% of middle school respondents agreed that "joining a gang or claiming a turf can have a negative impact in my life" (12% increase pre vs. post).
- 65% reported that "In the past six months, I have helped resolve or mediate a conflict that would have otherwise led to violence."

Example 5: Oakland Youth Industries Exploration (Lao Family Community Development)

- 100% of youth started working and 72% of employed youth completed 99-100 hours.

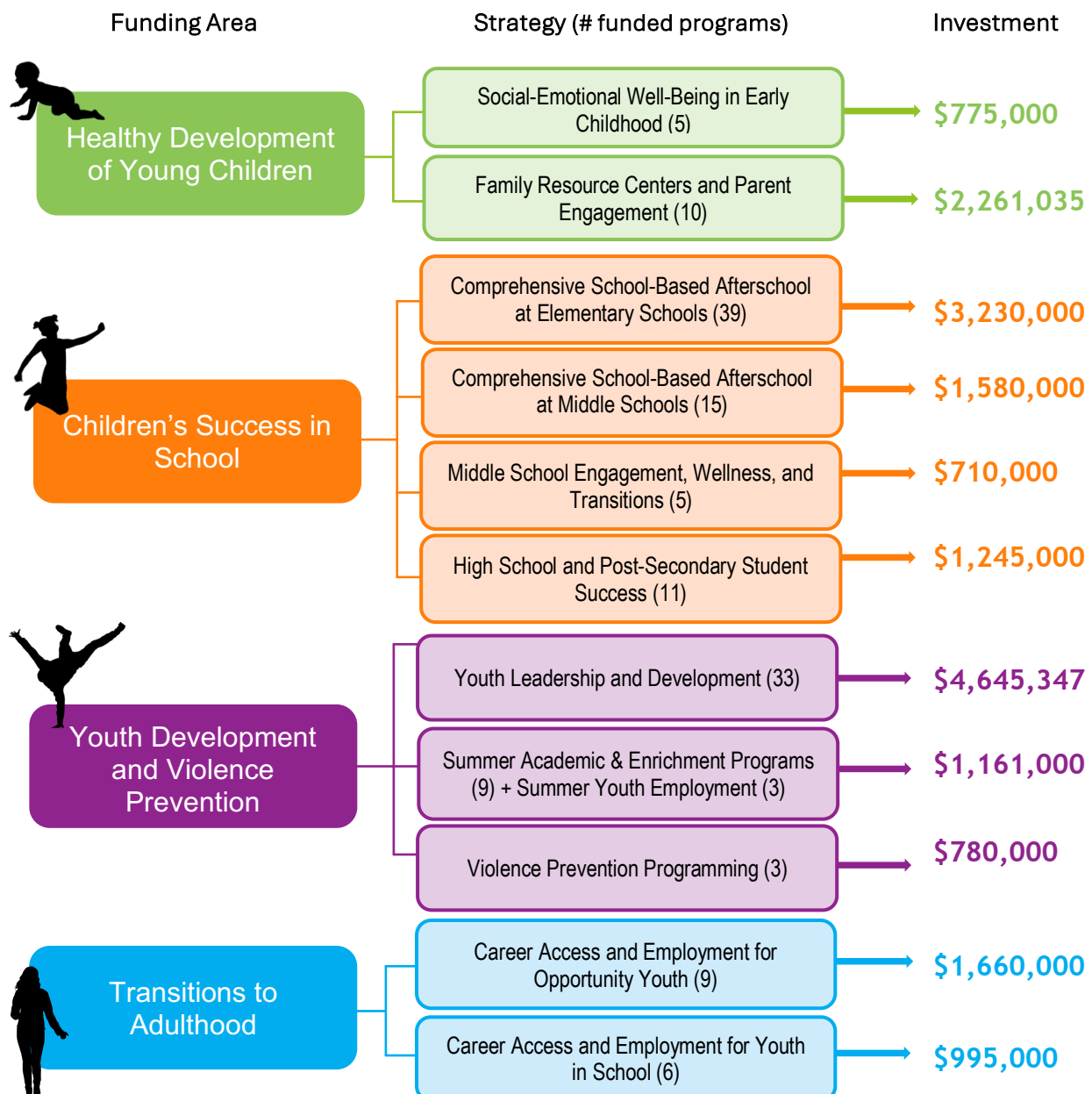
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Introduction

The vision of OFCY is that all children and youth in Oakland will thrive and lead safe, healthy, and productive lives. To this end, OFCY provides strategic funding to support Oakland's children and youth from birth to 21 years of age to become healthy, happy, educated, engaged, powerful, and loved community members. The work of OFCY is guided by the OFCY 2022-2025 Strategic Investment Plan.¹ Based on this plan, in FY 22-23, OFCY invested \$19,042,382 to award 148 grants in four key funding areas and across eleven funding strategies. Details on these funding areas, strategies, and investments are presented in Figure 1.

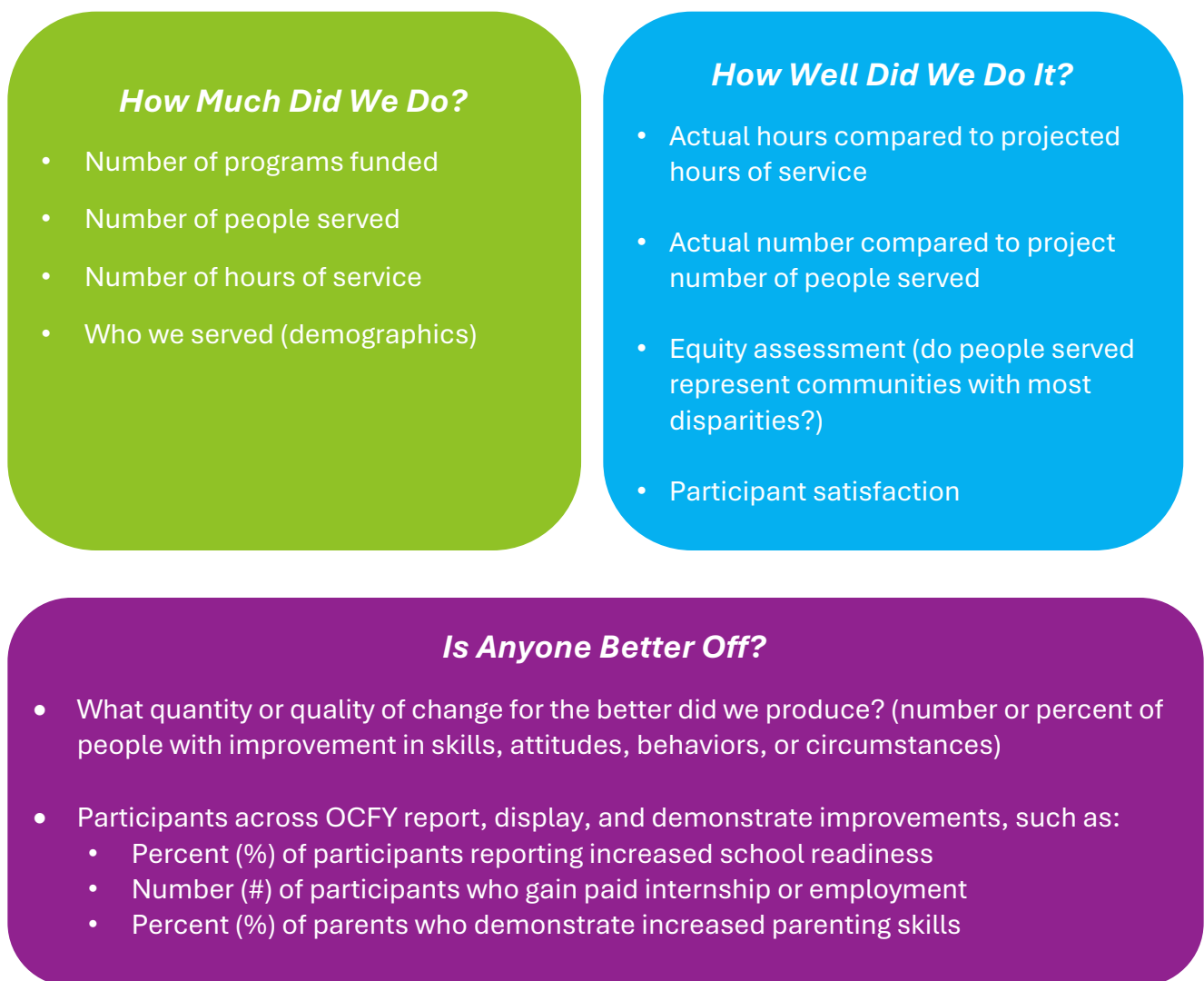
Figure 1: OFCY FY 22-23 Funding Strategies and Investments



OFCY Results-Based Accountability Framework

To assess its contribution toward Oakland’s citywide goals, OFCY has adopted a Results-Based Accountability (RBA) framework to guide its evaluation. RBA is a systematic approach that many communities have adopted to enhance the well-being of children, families, and the overall community. RBA is also utilized by government agencies and service organizations to evaluate and improve the effectiveness of their programs.ⁱⁱ The RBA model aids OFCY by providing a comprehensive approach for assessing the quantity of services provided by OFCY programs, the quality of these services, and the effect these services have on the lives of Oakland’s children, youth, and their families. RBA does this by addressing three guiding questions. **Figure 2** presents these questions and the RBA framework as it has been applied to the OFCY evaluation.

Figure 2: RBA Framework for OFCY Evaluation



Overview of Evaluation and Report

In April 2024, OFCY contracted with The Bridging Group (TBG) to complete a retrospective descriptive evaluation for FY 22-23. This report provides an overview of OFCY’s funded portfolio, a description of the number of service hours provided and the number of people served, who was supported by these programs, and results-based accountability summaries for each of the eleven OFCY strategies. TBG utilized the following data sources to inform the evaluation of OFCY programs and the results presented in this report.



Data Sources



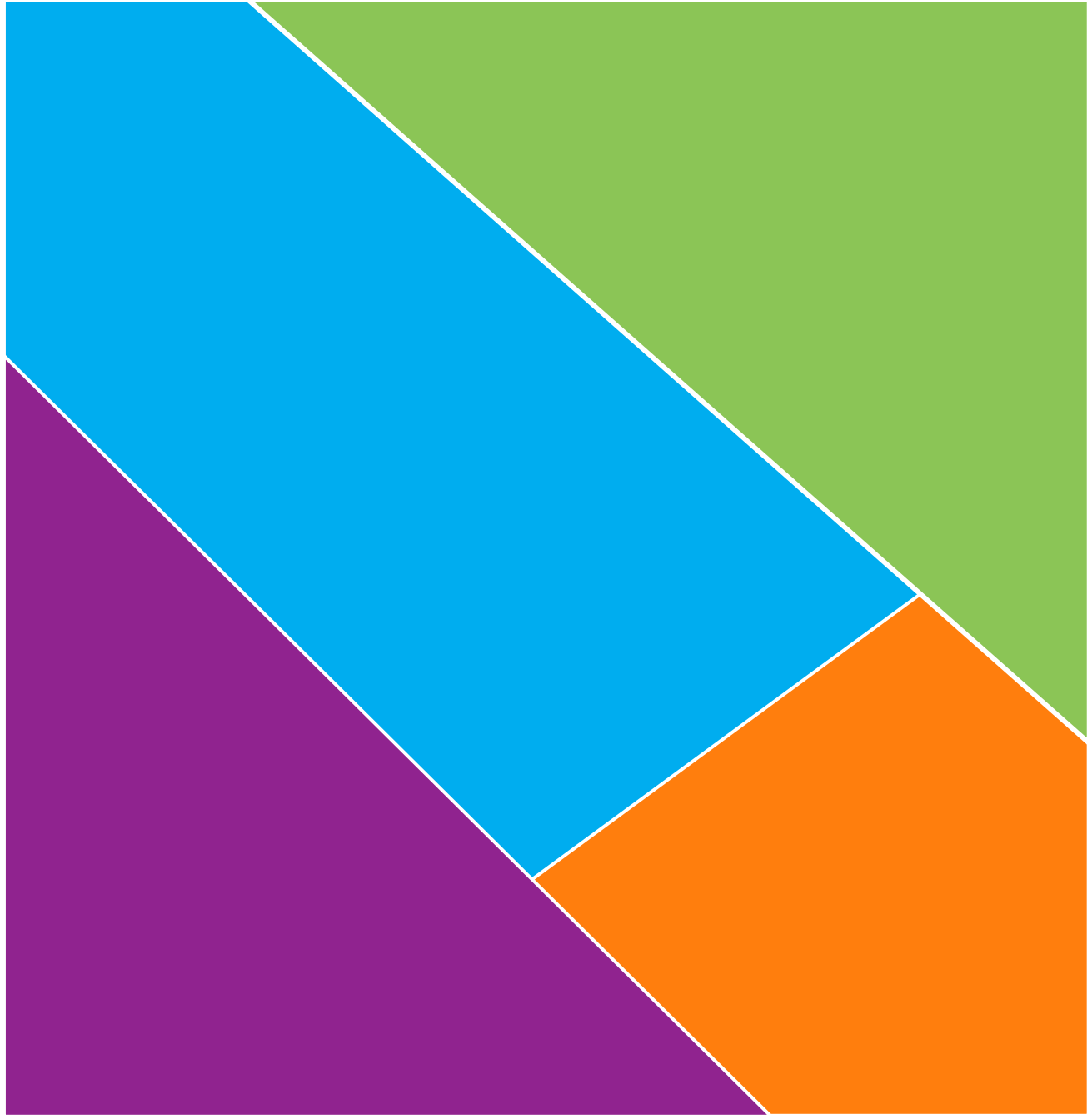
Quantitative Administrative Records: Programs tracked service hours, number of people served, and demographics for 19,221 children and youth and 2,268 adult participants in OFCY’s data reporting system, Cityspan.



Qualitative Outcomes Records: Programs individually identified and defined their own outcomes, created their own data collection instruments, and submitted self-reported descriptive outcome data to OFCY via the Cityspan database. Programs also provided program narratives describing program highlights, successes, and challenges experienced during each quarterly reporting period.



Photo courtesy of Youth Radio



How Much Did We Do?

Hours of Service

During FY 22-23, OFCY programs provided a total of 3,261,031 hours of service for children, youth, and families across Oakland. Of these hours of service, 3,222,009 hours were the result of services and programs for children and youth, and 39,022 hours were the result of services and programs for parents and caregivers. Children and youth participated in an average of 145 hours of services per youth participant while adults participated in an average of 17 hours of services per adult participant.

3,261,031
Total hours of service
provided through
OFCY programs in FY
22-23

School-Based Afterschool at Elementary and Middle Schools provided the most hours of service and highest average hours of service per participant with elementary school-based programs providing a total of 1,754,897 hours of service at an average of 361 hours per participant and middle school-based programs providing a total of 637,968 hours of service at an average of 246 hours per participant.



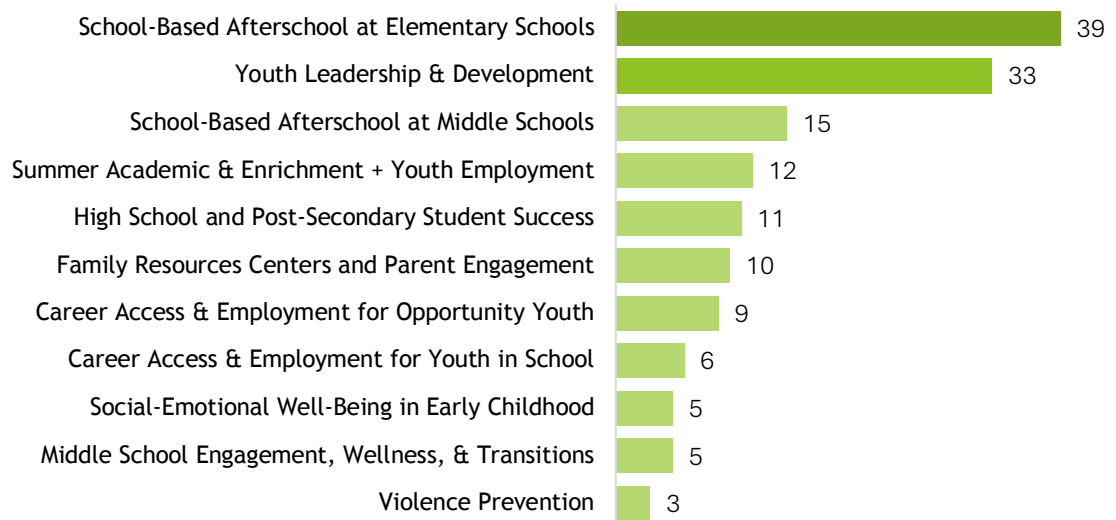
Photo courtesy of Franklin Elementary School (East Bay Asian Youth Center)

Funded Organizations

Programs By Strategy

During FY 22-23, OFCY funded 79 organizations to facilitate 148 programs for children, youth, and families throughout Oakland. The most often funded programs were comprehensive school-based afterschool programs at elementary schools (39 programs), followed by youth leadership and development (33 programs), and comprehensive school-based afterschool programs at middle schools (15 programs). **Figure 3** provides a distribution of number of programs across OFCY strategies.

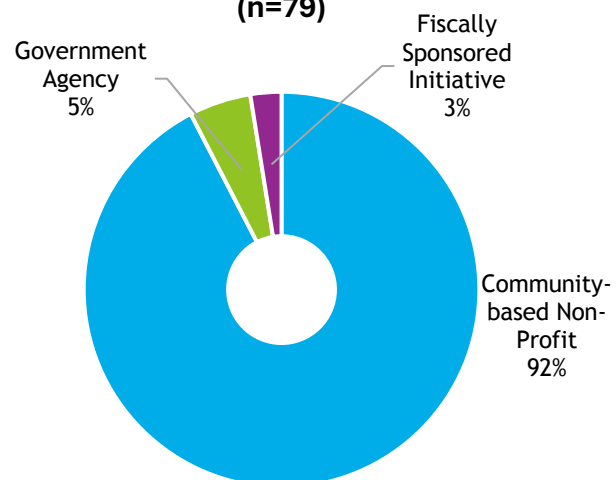
Figure 3: Distribution of OFCY Programs By Strategy
(n=148)



Organizational Type

The vast majority, 73 of the 79 funded organizations or 92%, were community-based non-profit organizations, followed by 4 funded government agencies, and 2 fiscally sponsored initiatives. **Figure 4** provides an overview of funded organization by type.

Figure 4: Funded Organizations by Type
(n=79)



OFCY Participants

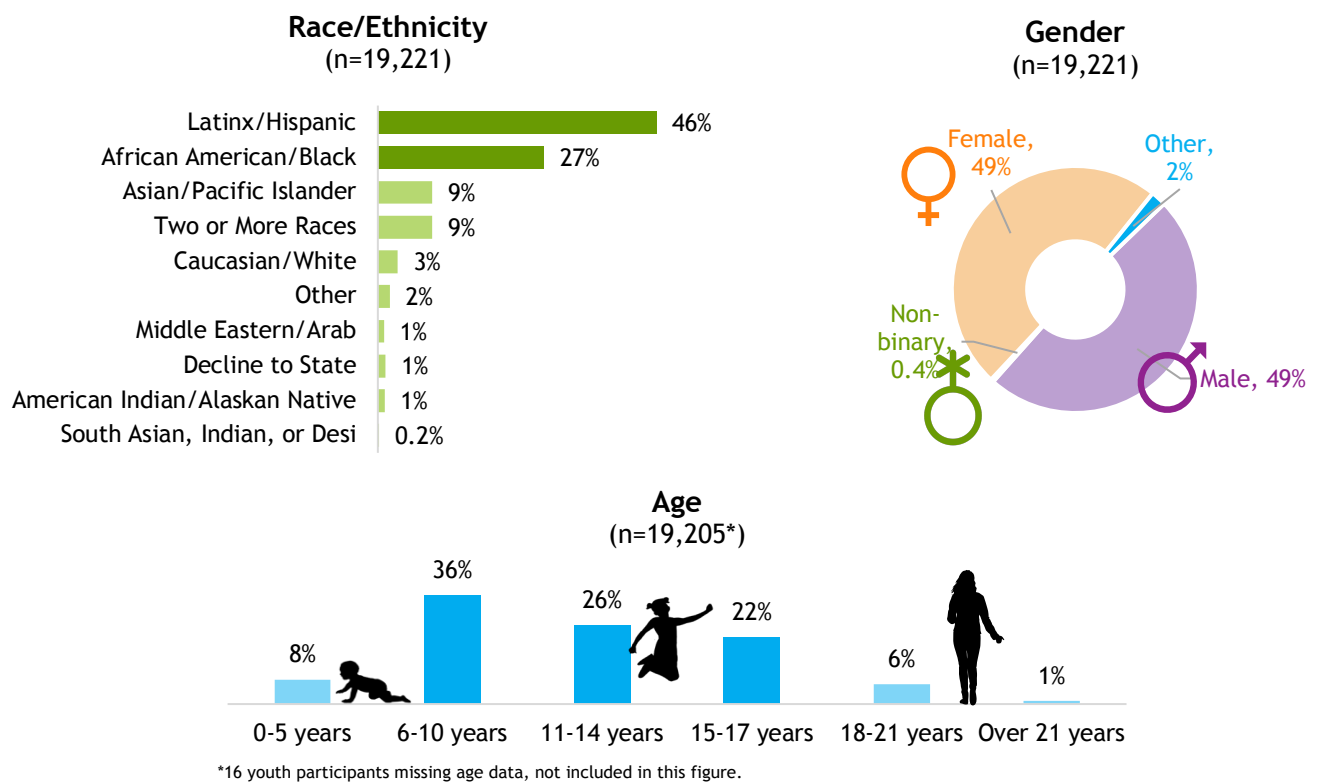
Youth Participants

OFCY supported 19,221 unduplicated children and youth through its funded programs in FY 22-23. Programs collected demographic data on key characteristics of the children and youth served including race/ethnicity, gender, age, and residence zip code.

The majority of children and youth involved in OFCY programs in FY 22-23 identified as Latinx (46%), Black (27%), Asian/Pacific Islander (9%) or two or more races (9%). Programs served children and youth from 0 to 21 years old, with 84% of these young people being between the ages 6 and 17 years old. Finally, 49% of child and youth program participants identified as female while 49% identified as male, 0.4% identified as non-binary, and 2% identified as a gender other than male or female. **Figure 5** provides an overview of each of these participant demographic characteristics.

19,221
unduplicated
children and youth
participated in
OFCY programs in
FY 22-23

Figure 5: Child and Youth Demographics

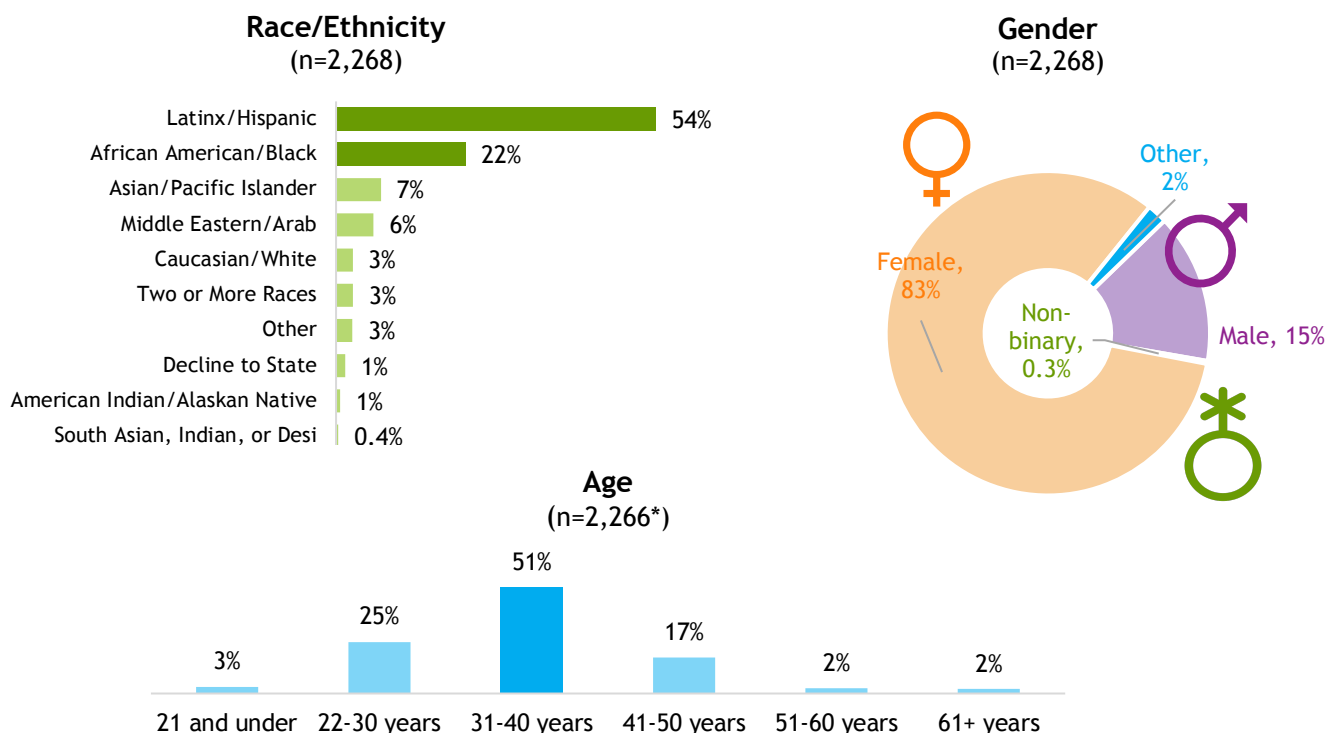


Adult Participants

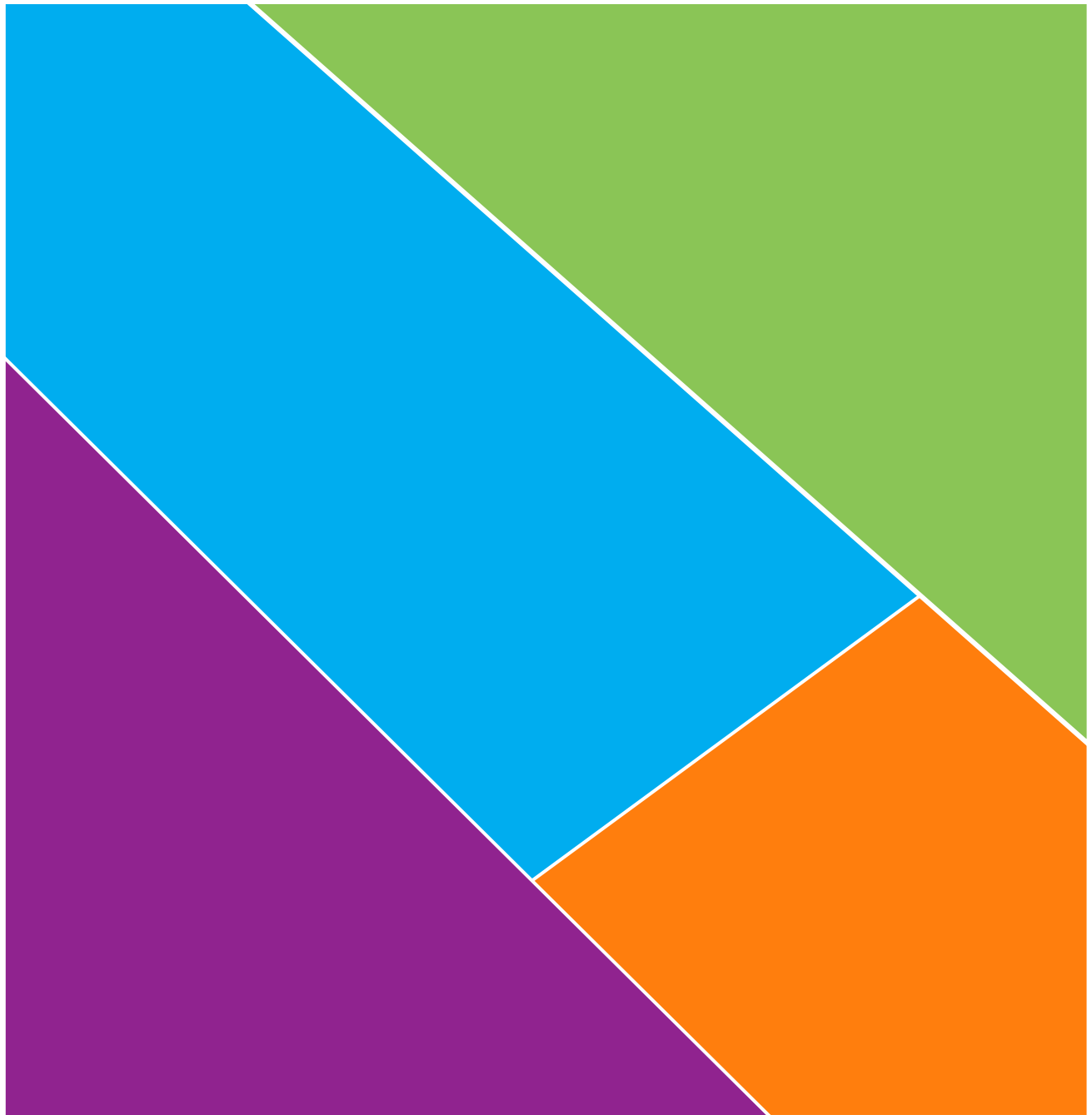
OFCY also provides resources for two strategies that support parents, caregivers, and providers focused on early childhood development. Services in these strategies included parenting education and support, organized playgroups for parents with young children, connections to other community resources, and training for staff in early childhood programs. 2,268 parents and caregivers attended programs through either Family Resource Center and Parent Engagement or Social-Emotional Well-Being in Early Childhood programs in FY 22-23. Like children and youth participants, the vast majority, or 87% of OFCY parent or caregiver participants identify with priority populations including Black, Latinx, Native American, or Asian and Pacific Islander. The majority, or 83% of participants identify as female and half, or 51% of participants were ages 31 – 40 years old. **Figure 6** provides a breakdown of parent and caregiver participants by race/ethnicity, gender, and age.

87%
of OFCY parent
or caregiver
participants are
from priority
populations

Figure 6: Parent and Caregiver Demographics



*2 adult participants missing age data, not included in this figure.



How Well Did We Do It?

Program Performance

One of the ways OFCY tracks performance of all funded programs is by monitoring progress on total hours of service, total number of people served, and average hours of attendance per participant. At the beginning of the contract year, each program estimates the units (hours) of service they will provide and how many people they will serve. They then provide quarterly updates on each of these measures of performance. **Table 1** provides a comparison of projected hours versus actual hours of service by strategy and the average number of hours of participation per each youth or adult.

Table 1: Projected vs. Actual Hours of Service by Strategy					
Strategy	Number of Funded Programs	Projected Hours	Actual Hours	Level Achieved	Average Hours of Participation per Youth/ Adult
Social-Emotional Well-Being in Early Childhood	5	69,024	13,800	20%	57 hours
Family Resource Centers & Parent Engagement	10	108,039	65,982	61%	18 hours
School-Based Afterschool at Elementary Schools	39	1,805,582	1,754,897	97%	361 hours
School-Based Afterschool at Middle Schools	15	909,341	637,968	70%	246 hours
Middle School Engagement, Wellness, Transitions	5	128,605	29,065	23%	48 hours
Youth Leadership & Development	33	527,048	297,908	57%	53 hours
High School & Post-Secondary Student Success	11	98,945	121,950	123%	31 hours
Career Access & Employment- Youth In School	6	162,697	107,588	66%	113 hours
Career Access & Employment for Opportunity Youth	9	95,042	90,369	95%	140 hours
Violence Prevention	3	17,422	9,728	56%	36 hours
Summer Academic & Enrichment /Youth Employment	12	166,211	131,776	79%	109 hours
TOTAL ALL PROGRAMS	148	4,087,956	3,261,031	80%	133 hours

In addition to tracking hours of service, sites also reported the number of people they served. **Table 2** provides a comparison of projected number of participants versus actual number of participants served by strategy.

Table 2: Projected vs. Actual Number of Participants Served by Strategy				
Strategy	Number of Funded Programs	Projected Number of Participants	Actual Number of Participants*	Level Achieved
Social-Emotional Well-Being in Early Childhood	5	2,609	241	9%
Family Resource Centers	10	3,290	3,603	110%
School-Based Afterschool at Elementary Schools	39	3,876	4,867	126%
School-Based Afterschool at Middle Schools	15	1,865	2,596	139%
Middle School Engagement, Wellness, Transitions	5	550	601	109%
Youth Leadership & Development	33	4,809	5,580	116%
High School & Post-Secondary Student Success	11	3,771	3,935	104%
Career Access & Employment-Youth In School	6	899	955	106%
Career Access & Employment for Opportunity Youth	9	725	646	89%
Violence Prevention	3	158	269	170%
Summer Academic & Enrichment + Youth Employment	12	1,237	1,204	97%
TOTAL ALL PROGRAMS	148	23,789	24,497	103%

*Actual number of participants served presented in this table is a duplicated count (includes multiple counts for people who participated in more than 1 program).

Addressing Equity

Participants and Equity Measures

In alignment with OFCY's core value of Social and Economic Equity, and as outlined in OFCY's Strategic Investment Plan 2022-2025 Equity Framework, OFCY aims to support and prioritize programs that serve Oakland's Black, Latinx, Native American, and Asian and Pacific Islander children and youth. OFCY also prioritizes supporting immigrant, refugee, and newcomer youth, LGBTQ youth, youth with disabilities, youth involved in the child welfare system, and youth who are disconnected from school and employment.

Priority Populations

To this end, 92% of the youth served by OFCY identify with priority populations highlighted in the OFCY Equity Framework, including Black/African American, Latinx, Native American, and Asian/Pacific Islander children and youth.ⁱⁱⁱ **Table 3** further demonstrates

this equity measure by comparing the percentage of youth served in OFCY programs by ethnicity to population estimates for Oakland as reported in the 2022 American Community Survey (US Census).^{iv} For example, while African American/Black people make up 20% of the overall Oakland population, African American youth were 27% of those served by OFCY in FY 22-23. In comparison, Caucasian/White people make up 30% of the Oakland population but represented only 3% of youth served by OFCY.

OFCY Core Value Social & Economic Equity

"All children and youth have a fundamental right for a safe and healthy life and a quality education. We value the concerted application of our resources toward those youth in greatest need."

92%
of OFCY youth
are from priority
populations

Table 3: OFCY Youth Participants Compared to Overall Oakland Population

Race/Ethnicity	Overall Oakland Population*	OFCY Youth Participants	Difference +/-
African American/Black	20%	27%	↑ 7%
Latinx	27%	46%	↑ 19%
Two or More Races	6%	9%	↑ 3%
Asian/Pacific Islander	16%	9%	↓ 7%
White	30%	3%	↓ 27%

*2022 American Community Survey/US Census

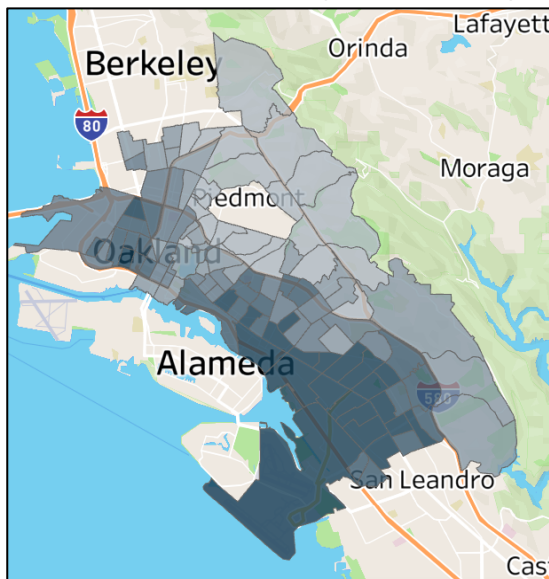
High-Focus Neighborhoods

OFCY further strives for social and economic equity by allocating resources toward those youth in greatest need. The Oakland Community Stressors Index (OCSI) uses a combination of 22 risk factors across a range of domains to identify neighborhoods throughout the City experiencing chronic stress, violence, and trauma.^v A mapping of the zip codes of OFCY children and youth participants demonstrate that a majority of participants live in neighborhoods with the highest stressors as identified by the OCSI. One percent of OFCY participants identified as homeless or in transitional housing. **Table 4** presents the top six reported OFCY participant zip codes followed by **Figure 7** comparing the Oakland Community Stressors Map to OFCY participants mapped by zip code. This side-by-side map comparison demonstrates that the **communities served by OFCY are the same communities identified as experiencing the highest rates of stress, violence, and trauma as measured by the OCSI.**

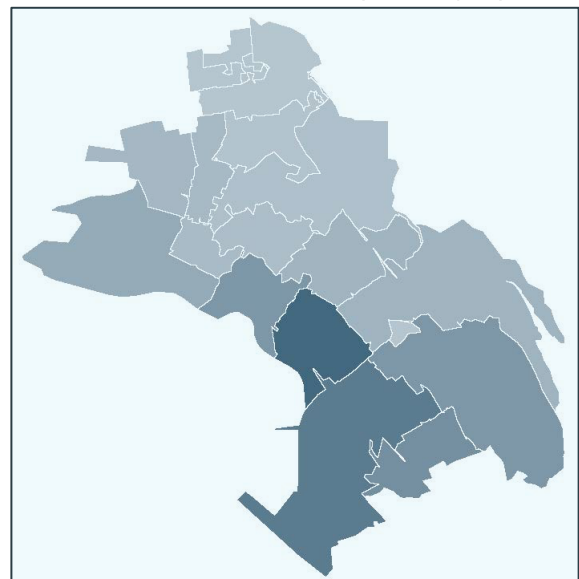
Table 4: OFCY Youth Participants By Top Zip Codes			
Zip Code	Neighborhoods	Count	Percent
94601	Fruitvale	3,861	20%
94621	Webster Tract, Coliseum	2,873	15%
94603	Sobranite Park, Elmhurst	2,397	12%
94605	Eastmont, Havenscourt	1,896	10%
94606	Highland Park, East Lake	1,704	9%
94607	West Oakland, Chinatown	1,290	7%

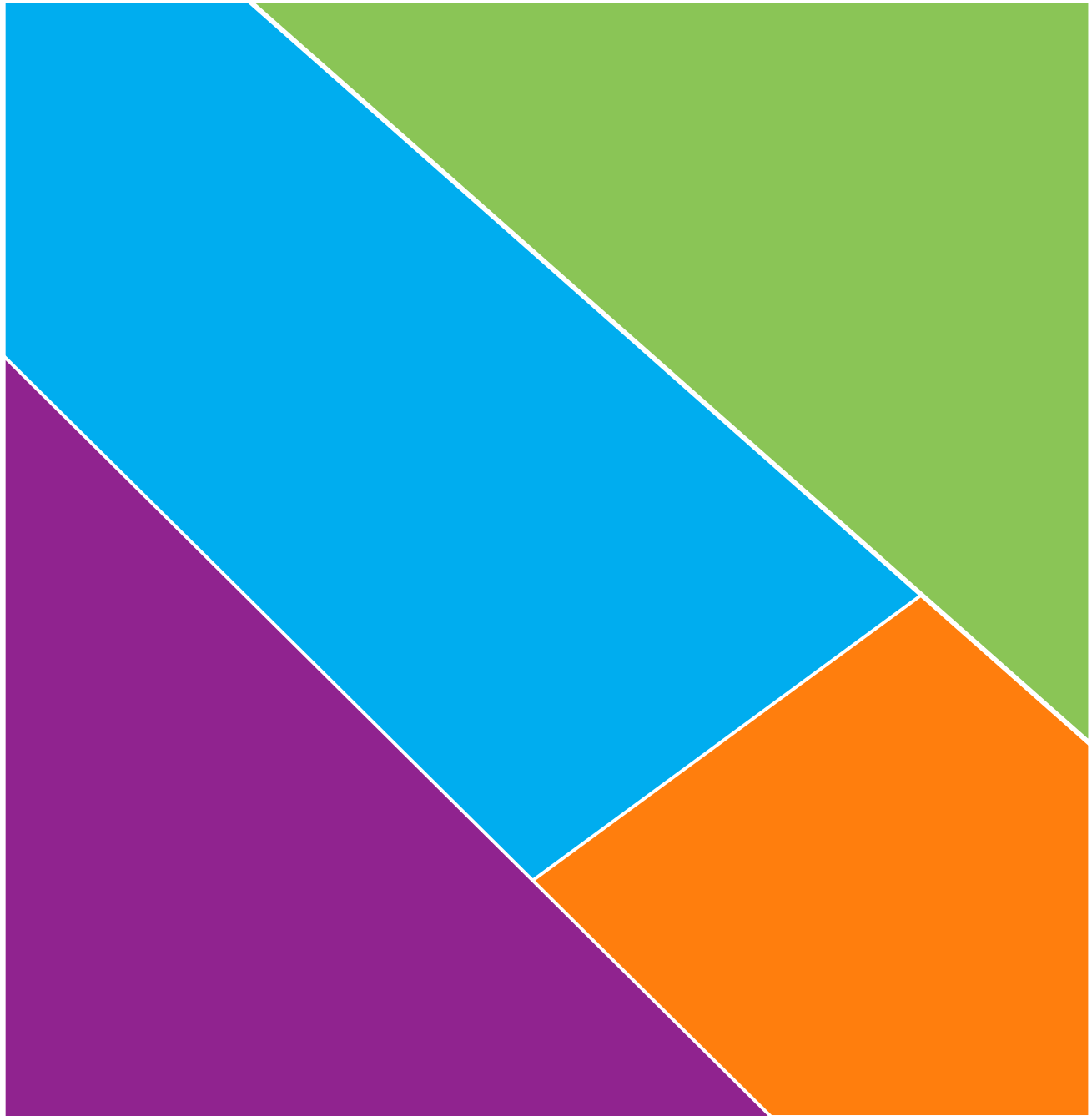
Figure 7: Zip Code of Children and Youth Residence

2024 Oakland Community Stressors Map



FY 22-23 OFCY Youth Participants By Zip Code





Is Anyone Better Off?

Results-Based Accountability & Outcome Summaries

Ultimately, OFCY programs aim to have impact on key participant outcomes as outlined in the 2022-2025 OFCY Strategic Investment Plan. In order to assess any impact on participant outcomes, the evaluators reviewed data gathered through self-reported outcome data submitted by program sites. Programs individually identified and defined their own outcomes, created their own data collection instruments, and submitted self-reported descriptive outcome data in Cityspan. This next section presents Results-based Accountability and Outcomes Summaries for each of the FY 22-23 OFCY strategies based on information reported by the program sites.



Photo courtesy of Achieve Academy (EBAC)



Photo courtesy of Sankofa United Elementary School

FY 22-23 Strategy Level RBA and Outcomes Summaries

Social-Emotional Wellbeing in Early Childhood				
How Much Did We Do?		How Well Did We Do It?		
 \$775,000 investment	Youth Participants			
		Projected	Actual	% of Level Achieved
 5 programs funded	Hours of Service	47,213	9,721	21%
 145 youth served	Number of Participants	1,679	145	9%
 96 adults served	Adult Participants			
		Projected	Actual	% of Level Achieved
 13,800 hours of service provided	Hours of Service	21,811	4,079	19%
	Number of Participants	930	96	10%
Is Anyone Better Off?				
100% (5 of 5 programs) MET AT LEAST 1 of their outcomes by Q4				
Site Specific Outcome Highlights				
Example 1: Early Childhood Mental Health Collaborative (Lincoln) 86% of educators report positive changes in student’s behavior at school and 88% of caregivers report seeing positive shifts in their child’s behavior. 96% of educators surveyed reported that working with the ECMHC increased their knowledge of available resources that can support children and families in need. 88% of educators reported that have a better understanding of how stress impacts children's behavior since working with the ECMHC. 88% of educators who worked with an occupational therapist reported learning helpful strategies to support the children in their classroom.				
Example 2: Nurturing Relationships and Strengths of 0-5 Children and Their Families 76% of teachers agreed that working with the mental health consultant has helped me have a better understanding of children’s behavior. 86% of teachers agreed that working with mental health consultant helped them have a better understanding of strategies to use to support families and children.				
Example 3: Project Pride (LifeLong Medical Care) 6 residents (75%) made progress on their child welfare case, evidenced by an increased number of visits, an increased duration of visits, or changes in visit types.				

Family Resource Centers and Parent Engagement

How Much Did We Do?		How Well Did We Do It?			
	\$2,261,035 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	10 programs funded	Hours of Service	53,648	31,039	58%
	1,354 youth served	Number of Participants	1,135	1,354	119%
	2,249 adults served	Adult Participants			
			Projected	Actual	% of Level Achieved
	65,892 hours of service provided	Hours of Service	54,391	34,943	64%
		Number of Participants	2,155	2,249	104%

Is Anyone Better Off?

100% (10 of 10 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Early Learning Everywhere: Building Family Connections

- 620 adults have engaged with community assets including libraries, family resource centers, and Fairyland and 2,800 books were distributed through workshops and play-and-learn groups.

Example 2: Highland Community Resource Center (Highland FRC) (Lincoln)

- 97% of parents and caregivers surveyed agreed that they have a better understanding of their child(ren)'s development, how to keep them safe and healthy, how to prepare them for school, and how to identify the needs of their child(ren).
- 98% of parents and caregivers surveyed agreed that they spend more time singing, reading, storytelling, playing and having meaningful conversations with their child(ren).
- 100% of parents and caregivers surveyed agreed that they have a better understanding of what is typical behavior at their child(ren)'s age, and how to effectively respond when their child(ren) is upset.

Example 3: Safe Passages Baby Learning Communities Collaborative (Safe Passages)

- 97% of participants reported more participation in developmentally supportive activities.
- 95% of participants reported a better understanding of early childhood development and milestones.
- 98% of participants reported an increase in connections to resources.

Comprehensive School-Based Afterschool at Elementary Schools

How Much Did We Do?		How Well Did We Do It?			
	\$3,230,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	39 programs funded	Hours of Service	1,805,582	1,754,897	97%
	4,867 youth served	Number of Participants	3,876	4,867	126%
	1,754,897 hours of service provided				

Is Anyone Better Off?

95% (37 of 39 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Achieve Academy (East Bay Agency for Children)

- 89% of students reported feeling safe in this afterschool program.
- 93% of students reported feeling that there is an adult who cares about them in this afterschool program.

Example 2: Carl B. Munck Elementary School (UJIMAA FOUNDATION)

- Most children showed up to 50% increases in amount of pushups and sit-ups they can perform without stopping, can run for 5 minutes without stopping, and can skate for 6 hour sessions.

Example 3: Emerson Elementary (Bay Area Community Resources)

- 70% of the students made accelerated growth and exceeded "expected growth" by 423 points.

Example 4: Highland Community (East Bay Agency for Children)

- 87% of students surveyed reported that they feel safe in this program.
- 88% of students surveyed reported that there is an adult who cares about them in the program.
- 81% of students surveys reported that this program makes learning fun.

Example 5: Manzanita Community School (East Bay Asian Youth Center)

- 91% of youth reported feeling included.
- 94% of youth reported trying new activities.
- 95% of youth reported there is an adult who cares about them.

Comprehensive School-Based Afterschool at Middle Schools

How Much Did We Do?		How Well Did We Do It?			
	\$1,580,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	15 programs funded	Hours of Service	909,341	637,968	70%
	2,596 youth served	Number of Participants	1,865	2,596	139%
	637,968 hours of service provided				

Is Anyone Better Off?

87% (13 of 15 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Frick United Academy of Language (East Bay Asian Youth Center)

- 90% of youth reported trying new activities (milestone = 80%).
- 99% of youth reported there is an adult who cares about them (milestone = 80%).

Example 2: Roosevelt Middle School (East Bay Asian Youth Center)

- 81% of youth reported trying new activities (milestone = 75%).¹
- 84% of youth reported increased connections with peers (milestone = 75%).
- 92% of youth reported there is an adult who cares about them (milestone = 80%).

Middle School Engagement, Wellness, and Transitions

How Much Did We Do?		How Well Did We Do It?			
	\$710,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	5 programs funded	Hours of Service	128,605	29,065	23%
	601 youth served	Number of Participants	550	601	109%
	29,065 hours of service provided				

Is Anyone Better Off?

100% (5 of 5 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: The Unity Council Latino Men & Boys Program (Refugee & Immigrant Transitions)

- In quarter 4, the suspension rate for program participants was 0%.
- 72% of students had a 2.0+ GPA in quarter 4.
- 64% of our students have participated in LMB sponsored enrichment activities outside of school (milestone = 50%).

Example 2: West Oakland Initiative (WOI) (Lincoln)

- 93% of scholars indicated having a more positive school climate (milestone = 75%)
- 83% reported feeling safe at school.
- 73% of participants had a clear understanding of Social Emotional Wellness (milestone = 80%)
- 80% reported feeling confident in problem solving.
- 90% of scholars reported feeling a greater engagement in learning (milestone = 75%).

High School and Post-Secondary Student Success

How Much Did We Do?		How Well Did We Do It?			
	\$1,245,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	11 programs funded	Hours of Service	98,945	121,950	123%
	3,935 youth served	Number of Participants	3,771	3,935	104%
	121,950 hours of service provided				

Is Anyone Better Off?

100% (11 of 11 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: College Track Oakland: Democratizing high school & college success for low-income, first-generation Oakland youth

- 96% of our seniors were accepted to 4-year colleges (milestone = 95%).
- 98% of our class of 2023 students have enrolled at either 2- or 4-year colleges (milestone = 95%).

Example 2: Newcomer Youth Wellness & Leadership Initiative (Oakland Unified School District)

- 91% of surveyed participants reported feeling that their community, culture and identity is welcome at Oakland International High School.
- 84% reported feeling that the school celebrates who they are and where they come from.
- 97% reported that the school supports them when they need help.

Example 3: SHOP 55 (East Bay Asian Youth Center)

- 82% of mentees agreed that this program increased their connection to their peers
- 100% of mentees would recommend this program to their peers, which reflects a positive experience everyone had.
- 85% of Peer Mentors indicated their confidence level increased in their ability to engage positively with their mentees.

Example 4: Youth Law Academy (Centro Legal de la Raza)

- 100% of our seniors applied to 4 year universities and were accepted.
- 22 of our YLA students were paired up with a mentor in the legal field and attended a mentor mixer in which they got to hear connect, network, and hear attorneys share their personal, educational, and professional career paths (milestone = 12).

Youth Leadership and Development

How Much Did We Do?		How Well Did We Do It?			
	\$4,645,347 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	33 programs funded	Hours of Service	527,048	297,908	57%
	5,580 youth served	Number of Participants	4,809	5,580	116%
	297,908 hours of service provided				

Is Anyone Better Off?

100% (33 of 33 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Covenant House California - DreamCatcher Youth Program (Dream Clinic)

- 85% of the youth we are serving are attending school or employed (milestone = 80%).
- 100% of our youth participated in case management during the grant period.
- 85% of youth go to a safe and stable destination when leaving DreamCatcher.

Example 2: Destiny in Oakland Schools (Destiny Arts Center)

- 85% of students reported feeling more positive and able to express their feelings & ideas.
- 87% reported that they built relationships with adults they can trust
- 93% reported increased confidence in their abilities to participate in art.

Example 3: EOYDC Youth Leadership & Development Program K-8

- Over 90% of surveyed interns agreed that participation in the internship prepared them for other job opportunities.
- 80% of surveyed students felt more connected to their community.
- 80% of survey students agreed that they are more interested in what is going on in their community as a result of their participation in Bridge.

Example 4: FLY Programs for Young Leaders (Fresh Lifelines for Youth, Inc.)

- 85% of our youth matriculated into their next grade, graduated high school, or obtained a job.

Example 5: Youth Beat Media Arts & Leadership Development (Oakland Public Education Fund)

- 67% said they became more comfortable working in a team.
- 63% said they became more confident in speaking up and sharing their ideas.
- 88% said they became more open to trying new things.
- 71% said they became better listeners and better able to support others.
- 75% said they felt like they were part of a community while in the program.

Summer Programs (Academic and Enrichment/Summer Youth Employment)

How Much Did We Do?		How Well Did We Do It?			
	\$1,161,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	12 programs funded (9 academic & enrichment 3 summer youth employment)	Hours of Service	166,211	131,776	79%
	1,204 youth served (942 academic & enrichment 262 summer youth employment)	Number of Participants	1,237	1,204	97%
	131,776 hours of service provided				
Is Anyone Better Off?*					
*No outcomes reported by summer programs.					

Violence Prevention Programming

How Much Did We Do?		How Well Did We Do It?			
	\$780,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	3 programs funded	Hours of Service	17,422	9,728	56%
	269 youth served	Number of Participants	158	269	170%
	9,728 hours of service provided				

Is Anyone Better Off?

100% (3 of 3 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Teens on Target (Youth ALIVE!)

- 58% increase (pre vs. post) in the number of respondents who said, “I would try to talk a friend out of carrying a gun.”
- 82% of middle school respondents agreed that “joining a gang or claiming a turf can have a negative impact in my life” (12% increase pre vs. post).
- 65% reported that “In the past six months, I have helped resolve or mediate a conflict that would have otherwise led to violence.”(milestone = 50%).

Career Access and Employment for Opportunity Youth

How Much Did We Do?		How Well Did We Do It?			
	\$1,660,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	9 programs funded	Hours of Service	95,042	90,369	95%
	646 youth served	Number of Participants	725	646	89%
	90,369 hours of service provided				

Is Anyone Better Off?

89% (8 of 9 programs) MET AT LEAST 1 of their outcomes by Q4

Site Specific Outcome Highlights

Example 1: Comprehensive Job Training and Employment Program for Oakland Opportunity Youth (New Door Ventures)

- 94% of youth completed the job readiness checklist (cover letter, resume, mock interview, job search, work documents, and a strengths list) (milestone = 80%).

Example 2: Oakland Youth Industries Exploration (YIE) Program (Lao Family Community Development, Inc. - LFCD)

- 100% of youth started working and 72% completed 99-100 hours.

Example 3: Youth Earn-and-Learn for Economic Empowerment (First Place for Youth)

- 74% of youth obtained employment (milestone = 60%).
- 76% progressed within HSD/GED/Post-Secondary Education (milestone = 50%).

Career Access and Employment for Youth in School

How Much Did We Do?		How Well Did We Do It?			
	\$995,000 investment	Youth Participants			
			Projected	Actual	% of Level Achieved
	6 programs funded	Hours of Service	162,697	107,588	66%
	955 youth served	Number of Participants	899	955	106%
	107,588 hours of service provided				

Is Anyone Better Off?

100% (5 of 5 programs) MET AT LEAST 1 of their outcomes by Q4*

*1 summer program – no outcomes reported by summer programs.

Site Specific Outcome Highlights

Example 1: AHS - Health Excellence & Academic Leadership-High School Healthcare Internship

- 90% of students surveyed agreed that they are more motivated to pursue their education seriously because of the program (milestone = 80%).
- 98% of students surveyed agreed that they have a clearer idea of my career path because of the program (milestone = 75%).
- 85% of students surveyed have a clearer idea of the education path they want to take and 100% of students surveyed understand the pathway necessary to pursue their career of choice (milestone = 75%).

Example 2: Fuego Entrepreneurship & CNC Design Career Academy (The Crucible)

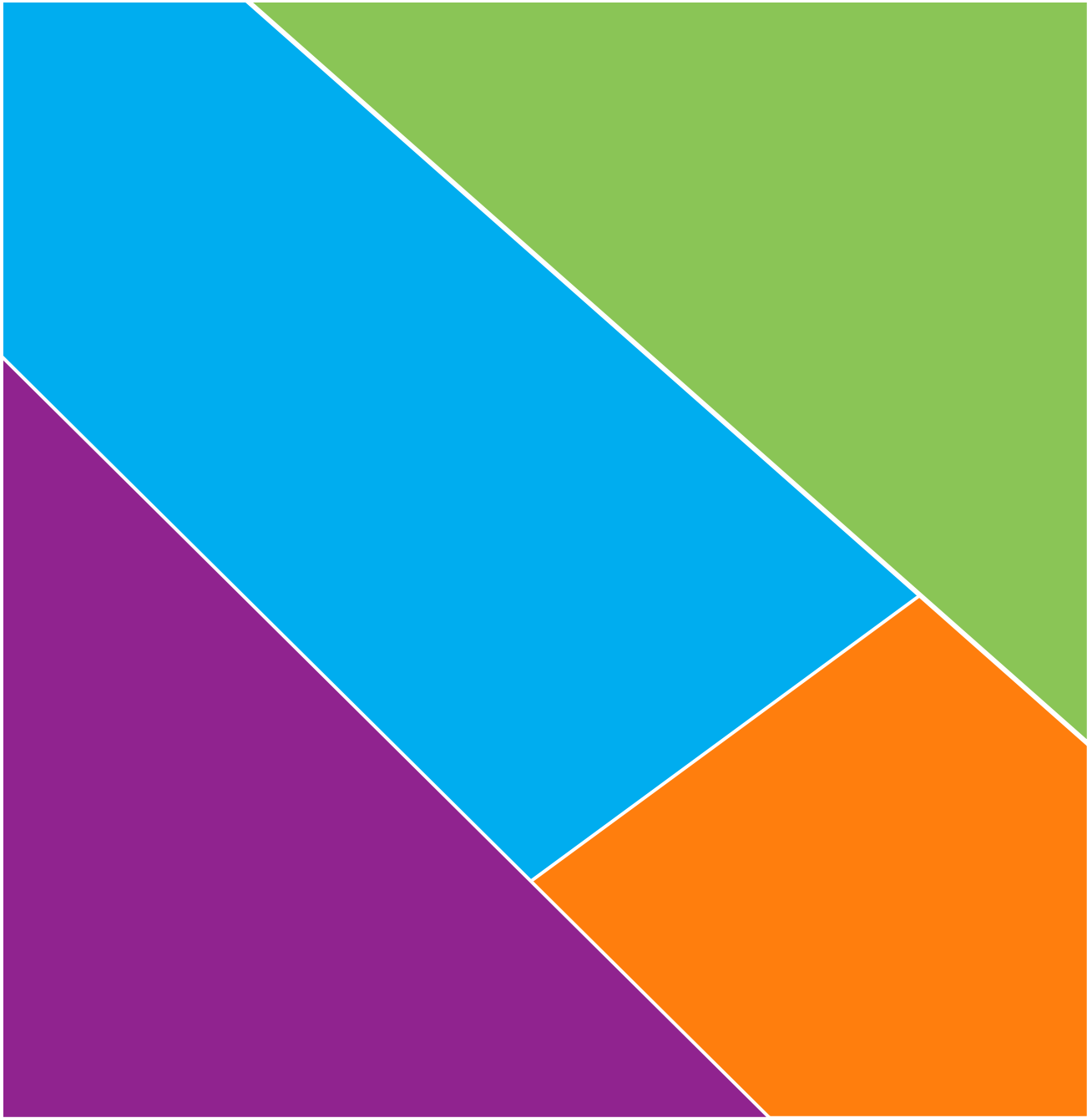
- 89% of students reported that the program increased their confidence on how to develop an idea into a final product.
- 100% of students successfully produced a physical object.

Example 3: Media Education and Employment Pathway (Youth Radio)

- 95% of youth agreed that YR Media programs provide them opportunities to create meaningful work that represents themselves and their communities (milestone = 80%).
- 96% of Oakland youth agreed that YR Media staff are supportive adults in their lives (milestone = 80%).

Example 4: Pathways to College and Career Success for Oakland's High School Students through Genesys Works

- 100% of our program participants graduated high school. 96% of Oakland youth agreed that YR Media staff are supportive adults in their lives (milestone = 80%).
- 97% of our program participants got accepted into college (milestone = 90%).
- We had a 96% retention rate this program year (milestone = 90%).



Lessons Learned

What Did We Learn?

Each quarter, OFCY programs documented their highlights, successes, and challenges through narrative reports as part of FY 22-23 progress reporting. These reports were entered into the OFCY database, Cityspan. To identify common themes related to lessons learned, TBG evaluators conducted a qualitative analysis of narrative reports across all strategies. The TBG team reviewed narrative report data and developed a codebook through an inductive coding process. Codes were then applied to a sample of quarterly narrative reports, with the top findings summarized in the next section organized by two key areas of learnings, FY 22-23 OFCY successes and challenges.



Photo courtesy of Highland Community School (EBAC)



Photo courtesy of Attitudinal Healing Connection

Successes

OFCY Programs Have a Strong Commitment to Youth Development and Leadership

Throughout FY 22-23, OFCY programs demonstrated exceptional creativity and commitment to fostering youth development, family engagement, and cultural enrichment through a

“I’m able to give the gift of confidence to the afterschool program students because Oakland Leaf has given this gift to me. I’ve learned so many leadership skills as an intern. I’ve had trainings on time management, how to make a resume and interview for a job, how to facilitate meetings, & public speaking skill. My time as a Roots intern has made me a better communicator & problem solver, and I’m more assertive & organized.”

- OFCY Teen Participant

diverse array of activities. Highlights included such as basketball clinics, Judo classes, and STEM-integrated field trips to the California Academy of Sciences and the San Francisco Zoo. End-of-year celebrations, including themed parties, 5th and 8th-grade promotions, and Senior Recognition Nights uplifted participants’ achievements and fostered community among families, peers, and staff. **These opportunities not only introduced participants to new experiences but also tied learning to real-world applications.**

Programs are Rooted in Cultural Enrichment and Community Advocacy

Multicultural family celebrations and field trips, such as a visit to the Angela Davis exhibit at the Oakland Museum of California, encouraged youth to explore their heritage and engage in civic action. Performances at music festivals and participation in African dance conferences further connected participants to cultural traditions and the arts. Community-building initiatives, such as Earth Day cleanups strengthened bonds between participants and encouraged stewardship of the environment. **These efforts not only enhanced participant learning but also demonstrated the connection OFCY programs maintain with the greater community through the power of intentional, holistic programming.**

Partnerships and Collaborations Expand the



Photo courtesy of Bay Area SCORES

Amount and Range of OFCY Programs Available to Oakland's Youth & Families

Partnerships enhanced the impact and breadth of OFCY programming, offering youth and families diverse opportunities for resources and enrichment. Collaboration between programs and their partner organizations expanded opportunities for the development of career and life skills, offering participants a hands-on introduction to different industries and financial literacy workshops.

Collaborations enabled youth to explore career pathways and build practical skills in entrepreneurship and financial management. Programs also fostered



Photo courtesy of Dads Evoking Change

academic growth through focused interventions supported by community partnerships. For example, collaborations with institutions like Stanford University and San Francisco State University gave students valuable exposure to college environments through campus tours

and workshops. Further, partnerships with college tutors supported literacy skills for youth through personalized reading sessions twice a week.

"I can't even begin to express how amazing the past three days have been. Visiting USC and UCLA opened my eyes to the possibilities of my future, and Magic Mountain gave me the thrill of a lifetime. From the grand campuses to the exhilarating roller coasters, these experiences have left an indelible mark on me. I feel inspired, excited, and grateful for the memories I've made. This adventure has ignited a fire within me, and I can't wait to see where it leads."

- OFCY Teen Participant

Partnerships extended beyond the immediate services offered through programming, creating opportunities for organizational growth and stronger community ties. Through collaborations with stakeholders such as OUSD, Alameda County's Collaborative Courts, and local community-based organizations, programs remained connected to the community at large, ensuring responsive services tailored to Oakland's youth and family needs.

OFCY Programs are Designed to Meet the Diversity of Oakland's Youth and Families

Culturally responsive services across multiple OFCY programs addressed the diverse linguistic, cultural, and social needs of Oakland's youth and families. This diversity included literacy and education support specific for Spanish and Mam-speaking families. For example, parent readiness groups for Spanish-speaking participants created a safe and nurturing space for monolingual parents of young children. Participants learned strategies to prepare their children for preschool and were able to connect with one another, build community, and share culturally relevant resources.



Photo courtesy of Refugee & Immigrant Transitions

Elevating Newcomer and Immigrant Youth

Program staff also supported families through translation services, bridging communication gaps between families, teachers, and administrators. Programs intentionally elevated newcomer and immigrant youth, providing restorative justice training in Spanish and Mam and creating a leadership pipeline for Central American

students. Youth had the opportunity to participate in significant cultural events, such as Khmer New Year celebrations and camping trips, where they explored the coastal environment and prepared culturally significant meals.

Embracing Cultural Identity as Youth Changemakers

Youth-focused programs further emphasized self-advocacy, identity development, and leadership. Through adapted workshops, participants explored topics such as disability awareness, identity pride, and independent living skills. Programs prioritized Indigenous and Native youth perspectives, encouraging participants to embrace their identities as changemakers while addressing issues of erasure and cultural resilience. Affinity groups played a key role in fostering inclusivity and planning events such as international festivals and school-wide celebrations after Ramadan.

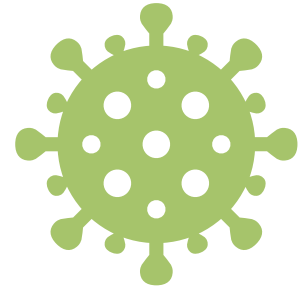
Collectively, these culturally responsive services created spaces of belonging and cultural pride for OFCY participants.

“The team has focused on building relationships with a linguistically and ethnically diverse community of families and creating an environment that instills compassion, kindness, open-mindedness, and empathy and teaches children how to treat people with respect, regardless of their background.”

- OFCY Provider

Challenges

Programs Faced Post COVID-19 Pandemic Re-acclimation Challenges



Many OFCY programs faced both logistical and attendance challenges due to post COVID-19 re-acclimation. Families balanced the readjustments to back-to-work demands and in-person OFCY programs. This readjustment led to complications, such as conflicting obligations and logistical difficulties, which limited parents' ability for their children to participate consistently in OFCY programs. Some programs also needed to shift locations while coming back to in-person programs which impacted program accessibility for families. While ride-sharing arrangements and designated pick-up points helped reduce transportation challenges, they did not fully eliminate barriers. The continued existence of COVID-19 and other health concerns also influenced attendance trends with programs experiencing increased absences due to family-wide illnesses and travel.

Strategies to Overcome Post COVID-19 Re-acclimation

Attendance incentives, including stipends and gift cards, were introduced to encourage consistent participation. Recruitment efforts were also tailored to meet specific community

"Even though COVID is over, the impact that it has left upon our children & families is horrific. Isolation, social emotional awareness, physical and mental health problems and violence just to name a few. With that said, a well-rounded program with tons of opportunity and support was key. I am so proud this year of the continuous help that we got to make sure families know that they are not in this alone."

-OFCY Provider

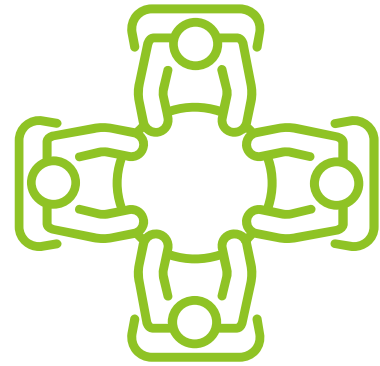
needs, with expanded outreach to families across a broader geographic area and intentional marketing of group events.

Flexible attendance policies were implemented to accommodate participants facing personal and health-related absences, ensuring they could continue engaging with the program despite occasional disruptions. Programs increased in-

person offerings and enhanced engagement through individualized follow-ups, such as home visits and direct communication. Finally, staff capacity was bolstered by hiring additional educators to provide one-on-one support and improve retention. Collectively, these strategies addressed immediate attendance and participation issues due to Post COVID-19 re-acclimation while laying the groundwork for more resilient and adaptable programming.

Staffing Shortages are a Real Challenge for OFCY programs

Persistent staffing shortages and turnover were reported across many programs, with key roles like mental health consultants, life coaches, and outreach coordinators left vacant. Staff absences, due to personal health issues or family emergencies, further exacerbated these gaps.



High turnover rates were described as disrupting program continuity. New hires often required time to learn curricula and administrative processes, which delayed their ability to fully engage participants. A few programs reported lower-than-expected enrollment and attendance due to the inability to enroll participants while meeting staff-to-participant ratio requirements. Programs serving youth requiring academic and literacy support were particularly affected, as fewer staff were available to provide individualized attention. Staffing shortages also disrupted participant engagement. Programs noted that new staff, especially in enrichment and weekend activities, needed time to build trust with participants and families.

Strategies to Overcome Staffing Shortages

Programs implemented several strategies to mitigate staffing issues and maintain services. Cross-training existing staff allowed teams to redistribute responsibilities, ensuring program continuity. Recruitment efforts were intensified, with earlier timelines and expanded outreach. Programs also used interim hires, contractors, and volunteers to bridge gaps.

To support new staff, programs prioritized onboarding and training, including regular check-ins. Enhanced family engagement efforts, such as increased reminders and updates, helped sustain participant interest during transitions. Creative solutions, like combining groups for collaborative activities, allowed programs to continue offering quality services despite capacity constraints.

We were severely short staffed this year. We even hired staff who were not as experienced and we hired throughout the year. We also hired contractors to fill in the staffing gap. Unfortunately, despite these efforts and training invested, it was clear that we would continue to have the same challenge. We hope that staff recruitment starting as soon as the school year is complete will enable us to hire qualified and committed staff for next year."

-OFCY Provider

OUSD Teachers Strike Led to Program Impacts

The unexpected Oakland Unified School District (OUSD) teachers' strike led to disrupted program continuity and affected attendance, engagement, and key year-end milestones for many OFCY programs, especially for those located on school sites. These delays forced programs to compress timelines, affecting the completion of planned activities, such as surveys and parent meetings.



Strategic Program Responses

To address these disruptions, programs implemented flexible, responsive strategies to maintain services and support participants. Extended program hours ensured participants had a safe, structured environment when schools were closed. Virtual programming options helped sustain engagement for participants unable to attend in person. Strategic coordination with school administrators through multiple programs ensured alignment with scheduling and operating shifts. Additionally, program staff used the downtime to reorganize materials, refine lesson plans, and participate in professional development, setting the stage for smoother program operations moving forward.

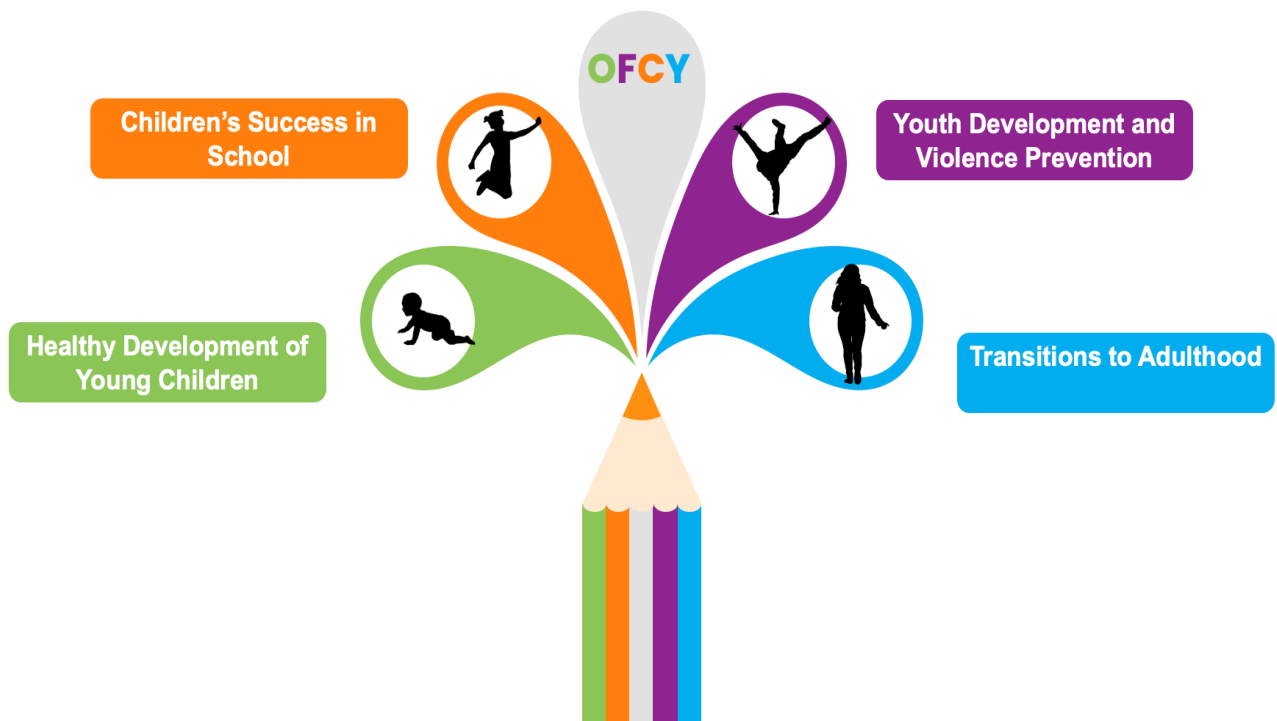
“Preparing for the OUSD strike was a challenge. We did not have much time to plan for the strike and the timing was challenging, given the end of the school year. However, we also recognized the importance of students having a safe space to go when their school was not an option. Although we were not able to begin programming as early as the school day normally starts for students, we did extend our program hours, beginning at 10am and going until our normal close time at 6pm. We prepared with extra food in order to serve both lunch and snack each day the strike took place and adjusted staff schedules to provide adequate coverage for the duration of the strike.”

-OFCY Provider

Conclusion

During FY 2022-2023, the Oakland Fund for Children and Youth (OFCY) continued to provide a substantial and diverse amount of pro services and supports by funding 148 programs for children and youth from birth to 21 years. Despite some of the challenges providers faced, including staffing shortages and unexpected disruptions such as the OUSD teachers strike, the programs demonstrated resilience and adaptability. Through strategic responses, including cross-training, intensified recruitment, and flexible programming, they managed to sustain service delivery and meet the needs of participants. These efforts, along with the 3,261,031 hours of services provided in FY 22-23, underscore the dedication and resourcefulness of the OFCY programs and their commitment to fostering a stable, supportive environment for youth development, leadership, academic readiness, and overall family wellness. This collective effort embolizes the OFCY mission of nurturing and empowering Oakland's children, youth, and families.

Oakland Fund for Children and Youth



Endnotes

ⁱ *Oakland Fund for Children and Youth (OFCY) Strategic Investment Plan 2022-2025*, Hatchuel Tabernik & Associates, <https://www.ofcy.org/assets/Uploads/OFCY-2022-2025-POC-Strategic-Plan4.pdf>

ⁱⁱ Friedman, M., *What is Results-Based Accountability?*TM, Fiscal Policies Institute, <http://resultsaccountability.com/about/what-is-results-based-accountability/>

ⁱⁱⁱ *Oakland Fund for Children and Youth (OFCY) Strategic Investment Plan 2022-2025*, Hatchuel Tabernik & Associates, <https://www.ofcy.org/assets/Uploads/OFCY-2022-2025-POC-Strategic-Plan4.pdf>

^{iv} U.S. Census Bureau. (2022). *American Community Survey Demographic and Housing Estimates*. Retrieved from <https://data.census.gov/>

^v *Oakland Community Stressors Index* (2024): <https://www.oaklandca.gov/resources/oakland-community-stressors-index>