



Report  
Final Evaluation  
Presented to  
San Pablo City  
Council



SAN PABLO

# YOUTH FUTURES



EVALUATION



REPORT



FY 2014-2015

Presented by:  
Community Crime Prevention  
Associates

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# Youth Futures and Team For Youth Background

In June 2010, the City of San Pablo initiated efforts to prevent and reduce youth violence and increase positive youth development opportunities for youth in San Pablo by creating the Youth Services Program. Coordinated through the City Manager's Department, the Youth Services Program was charged with establishing a comprehensive Youth Services Strategy utilizing a multi-faceted, multi-agency, and a non-traditional approach.

The Youth Futures Task Force evolved after several community meetings and contacts, including a Youth Summit, several Community Forums, Stakeholders' Meetings, and meetings with City Leadership. The Youth Futures Task Force calls for various agencies and systems, including government agencies, law enforcement, social services agencies, educational, grass-root, and faith-based organizations to work together to achieve a more innovative, integrated, team-oriented approach in working with youth who are at great risk of committing intentional acts of violence and/or engaging in behaviors related to the gang lifestyle.

The 2010-2014 San Pablo Strategic Work Plan, "Creating Pathways for Safe and Healthy Futures," was developed and includes five strategic goals:

## **Goal #1:**

Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them;

## **Goal #2:**

Conduct outreach, engage, and provide relevant services to high-risk youth populations;

## **Goal #3:**

Develop and implement an "asset-based" service delivery system aimed at connecting, coordinating, and leveraging resources;

## **Goal #4:**

Develop and implement a comprehensive capacity-building strategy aimed at equipping service providers with skills and resources necessary to re-direct youth; and

## **Goal #5:**

Develop a delivery and evaluation system that tracks ongoing progress.

In 2012, the City of San Pablo underwent a government restructure and the Youth Service Program became a division under the Community Services Program Department along with Recreation and Senior Services.

City of San Pablo is currently updating the San Pablo Strategic Work Plan, "Creating Pathways for Safe and Healthy Futures," for the next four years.

## Youth Futures Programs

The Youth Futures Task Force Programs are organized as Team for Youth (TFY) Community Grants and City of San Pablo operated and funded programs. Team for Youth Community Grants required a minimum 20% match. City Programs receive 48% of funding and Community Partners receive 52% of funding this year.

Chart 1

### SP TFY Funds



## Team for Youth Community Grants Evaluated

Team for Youth was created as the community funding arm of the Youth Futures Task Force to support public and non-profit agencies to expand or enhance current prevention and intervention programs for youth exhibiting high-risk behaviors. Team for Youth funded four grants with the following community based agencies:

### Bay Area Community Resources at Helms Middle School - Project Restore 2013-2015

Bay Area Community Resources (BACR) operates Project Restore, a restorative justice program, at Helms Middle School and Dover Elementary School. Project Restore focuses on (1) Reducing involvement in violence, gangs, and academic failure among all target students, including the highest risk students; (2) Building youth development assets that foster healthy adolescence; and (3) Building cultural norms that influence students to behave positively and contribute to a

successful school. The program has four goals: (1) develop the capacity of school staff to implement Restorative Justice practices; (2) develop the capacity of students to interact in positive ways that reflect restorative justice principles; (3) educate parents and other stakeholders about the approach; and (4) document and develop the restorative justice program.

### Bay Area Community Resources Gateway Project Counseling at Helms and Dover Schools 2013-2015

BACR provides on-site professional counseling services at Helms and Dover Schools in San Pablo. Presenting issues include family crises, behavior problems, peer relationships, depression, academic problems, alcohol and drug use, and fears about community violence. Mental health services include counseling, mentoring, case management, trauma response, parent education, teacher consultation, and other assistance. BACR provides individual, group, and family mental health services, as well as consultation with school personnel and other stakeholders and collaborators. The majority of Gateway counseling at Helms and Dover is through Medi-Cal funding, because BACR is a certified EPSDT Medi-Cal provider. The San Pablo funding allows BACR to serve youth not eligible for Medi-Cal funding. Program models and practices include different treatment approaches, such as talk, play, art, and cognitive behavioral therapies.

### Contra Costa County Office of Education/Youth Development Services 2013-2015

The project provides presentations to eighth graders at Helms school to inform them of career pathway opportunities available at Richmond High School. Parents were engaged in a parenting program to provide support and increase knowledge of education and career opportunities, as well as increased parenting skills. Thirty-five (35) San Pablo youth 16-21 years old received case management services focused on high-school completion and transition to post-secondary school and career.

## **YMCA of the East Bay, Y Team Program 2013-2015**

YMCA implements an evidence informed group counseling curriculum for teens enrolled at Richmond High School, who have experienced trauma with or without PTSD, and/or substance abuse. Y Team clinicians work in partnership with all other providers at Richmond High School. The program provides group services along with one-on-one counseling. Seeking Safety counselors engaged with parents/guardians at home or at school, and provide psycho-education and family sessions to support the work of adolescents.

## **Youth Futures Programs Operated by City of San Pablo Evaluated**

### *San Pablo Police Department*

#### **Y.E.S. Unit**

The Youth and Education Services (Y.E.S.) Unit teaches classes to all children in San Pablo schools in grades three through eight. Topics include: the proper use of 911, 'Good Touch, Bad Touch', bullying, drug and gang prevention, strong self-esteem, life skills, leadership classes, and advanced gang resistance for eighth graders. This provides San Pablo children six years of positive police contact and the knowledge necessary to avoid drugs and gangs in high school. The department funds two School Resource Officers who work in the elementary schools and Helms Middle School.

### *San Pablo Community Services*

#### **Girls Circle**

Girls Circle is a research and strengths-based skill building approach, which creates a safe space for girls to address risky behaviors, build on protective factors, and improve relationships in a format that interests and engages girls.

#### **Youth Commission**

The Youth Commission was created to provide youth in San Pablo the opportunity to represent their peers by bringing forward information on matters of youth needs, concerns, and problems. Additionally, youth bring about social awareness and are offered leadership development.

### *San Pablo Community Services Recreation*

After School Program (ASP) combined the flag football, soccer and ASP program in order to focus on a core group of students. This program incorporates State content standards into every practice and drill. This is proving to have more benefit and effects on the core students served.

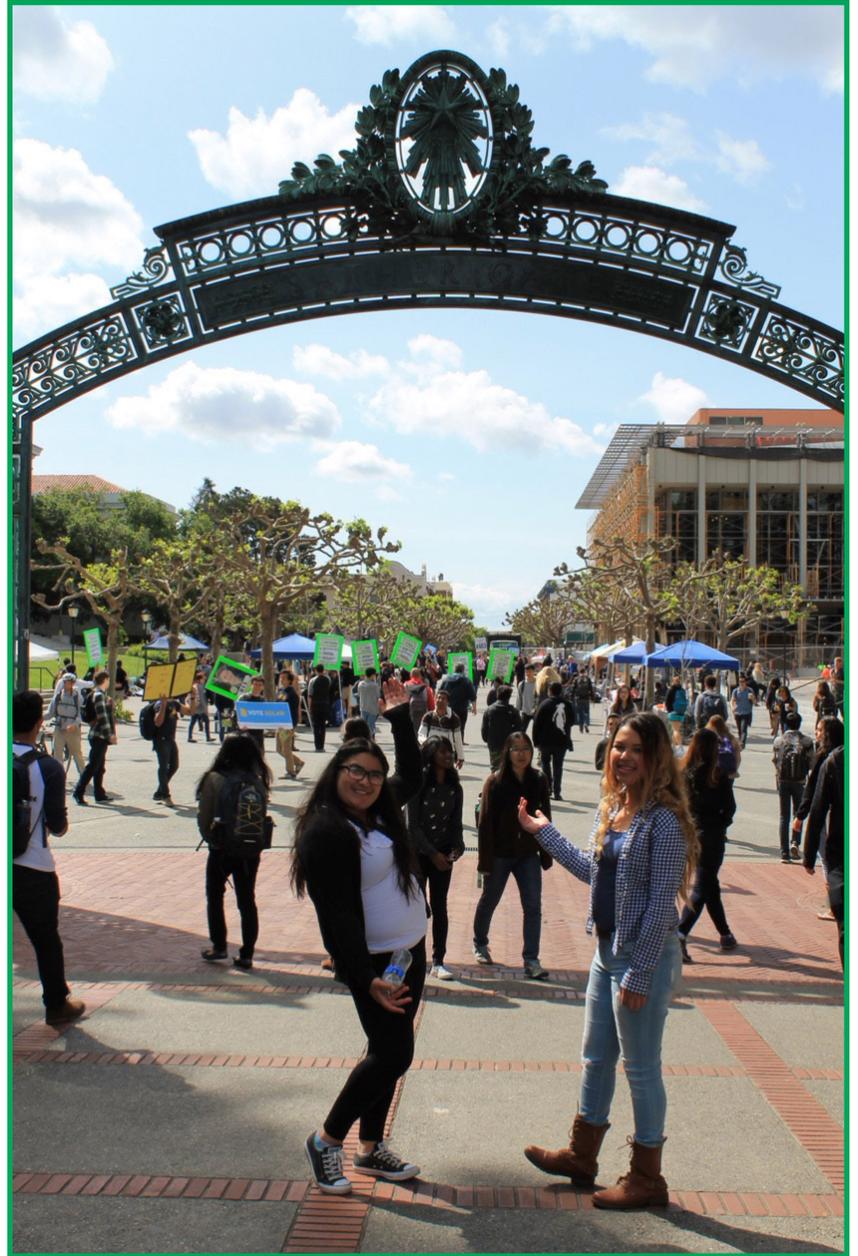
## *Continuum of Care*

Research shows that the San Pablo Youth Futures strategies used to combat youth violence are those that are collaborative and have a component of community mobilization. Laying a strong foundation is essential to creating a successful and sustainable program and the plan's primary purpose is to lay that foundation — one that is truly collaborative and community driven.

The San Pablo Youth Futures Strategic Work Plan lays the groundwork towards a comprehensive continuum of care service delivery system by combining current assets with the latest research on successful approaches to healthy youth development and a new strategy to provide intervention services to gang-involved and disconnected youth.

By committing to supporting San Pablo's youth, the community is sending a clear message of support for youth to stay in school, reconnect with their families and communities, and engage in safe and healthy opportunities that will contribute to their future successes. Ultimately, we envision youth who maintain a sense of responsibility for their actions with accountability to themselves and to others.

**This report evaluates a continuum of care for the San Pablo Youth Futures Task Force for FY 2014-2015.**



# SP Team for Youth Score Card for 2014-15

Team for Youth (TFY) Score Card results are based on the information and data analyzed for the FY 2014-15 program year, including customer and stakeholder surveys and assessments, quarterly reports, program performance data and short-term, intermediate and population results.

## **Did TFY funding spent on intended services support Youth Futures Task Force Strategic Plan?**

- ★ Yes, TFY funded eight city agencies and community partners that spent \$412,891 to serve the children and youth of San Pablo. Community partners matched their TFY grants with \$58,580 in matching funds. The TFY funds of \$645,979 were allocated as follows: 48% to city agencies and 52% to community partners.

## **Was the TFY funding spent efficiently?**

- ★ Yes, costs for services are an efficient use of resources. TFY Community Partner grantees matched TFY funds with \$58,580 from their funding partners. The average cost per hour of service was \$5.67 for TFY funds and \$6.61 for total funds (TFY and matching dollars).

## **Were the intended recipients of TFY funded services reached?**

- ★ Yes, TFY served 1,713 children and youth customers on an ongoing basis during 2014-15. Eight one percent (81%) were at risk youth and 19% were high risk youth.

## **Were the TFY services delivered as planned?**

- ★ Yes, 62,438 hours of direct service were delivered and each customer received an average of 36 hours of service and care. TFY city agencies and community partners delivered 104% of planned services.

## **Were TFY customers satisfied with program services?**

- ★ Yes, children and youth customers gave TFY services a 88% high satisfaction rating while parents gave the same services for their children a 92% satisfaction rating. Both scores reflect very high satisfaction with TFY services. Scores range from 0% to 100%.

## **How were TFY participants changed for the better due to program services?**

- ★ Yes, seven out of ten youth reported improvement in youth developmental assets and 76% of Youth customers indicated change for the better on agency selected service productivity changes. TFY is implementing an evidence based evaluation design that ties the effectiveness of their programs to the efforts and interventions conducted that were funded by TFY. TFY is demonstrating benefit and value to the customers they are serving.

## **Are our key population result indicators moving in a desirable direction?**

- ★ Yes, population result indicators for school success and crime related to violence, over the time period of FY 2000 to FY 2014, are moving in a desirable direction.
  - Violent Crime Offenses( Murder, Forcible Rape, Robbery and Aggravated Assault) are at the lowest level in the last 14 years. Down 36% in 2014 from 2006.
  - Property Crimes Offenses are also at their lowest levels in the last 14 years. Down 24% in 2014 from 2000.
  - Juvenile Felony Arrests are at their lowest level in 11 years down 68% in 2014 from 2006.
  - San Pablo's Helms Middle School Suspension rate is down 31% from school year 2010 to school year 2014.
  - Richmond High School Graduation Rate is up 36% over the last five years.
  - Richmond High School Drop Out Rate is down 71% over the last five years.

**Overall the population results and efforts of TFY are indicating that San Pablo is increasing the pro social development of their youth.**

# Highlights of San Pablo Youth Futures -Team for Youth 2014-15 Evaluation

This is a summary briefing of the effort, effect, and performance of San Pablo Youth Futures (SPYF) for FY 2014-15 program years.

## Effort of SPYF Funded Services for FY 2014-15 Was Efficient

- San Pablo funded Team for Youth (TFY) Community Partners contracts for \$184,202 who collectively provided \$58,580 in matching funds. The City funded an additional \$169,452 for services delivered by the City of San Pablo's Police Department and Community Services Divisions to implement the Youth Futures Strategic Work Plan. The total funds of \$412,891 were spent by City and Community Partners to serve the children and youth of San Pablo. During this year, Youth Futures spent 95% of their allocated funds and matching funds.
- The Team for Youth Community Partners served 1,719 unduplicated children and youth customers with 62,438 hours of direct service. Each customer received an average of 36 hours of service with an average of \$241 spent on each of them.
- The average cost per hour of service was \$5.67 for San Pablo funds and \$6.61 for total funds (San Pablo TFY and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service delivered. This cost per hour is an efficient use of resources. Efficiency cannot stand alone--it needs to be measured along with effectiveness of the services.

## Summary of SPYF Funded Service Providers Percent of Funds Spent & Delivered Contracted Services

All of the San Pablo Youth Futures Service Providers delivered 104% of their planned hours of service. Service providers spent 95% of their total funds (TFY and matching funds).

Table 1 - Percent of Funds Spent

### Total Funds Spent

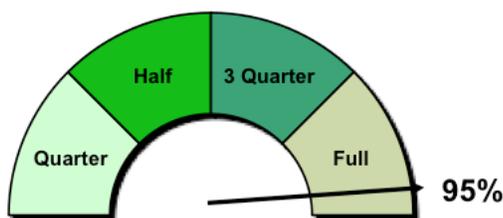
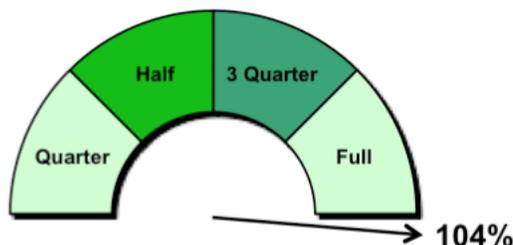


Table 2 - Percent of Planned Services Delivered

### Hours of Service Delivered



**SPYF Service Providers spent 100% of SPYF funds allocated and 95% of the total funds that include matching funds. They delivered 104% of planned contracted services.**

# SPYF Funded Services Were Effective

- Children and youth customers gave SPYF services an 88% satisfaction rating and parents had a 92% satisfaction, both a positive and high satisfaction rate.
- SPYF funded services were effective in achieving positive changes in the behaviors and skills of children and youth customers. Seventy-three percent (73%) of youth indicated improvement in their targeted developmental assets. Children and youth also indicated that SPYF funded services were effective in producing 74% targeted changes selected by each agency because of their service and care. These targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop needed youth assets and skills to ensure a positive future. Customer satisfaction along with changes for the better because of the services and care are used to measure effectiveness of the services.

Chart 1



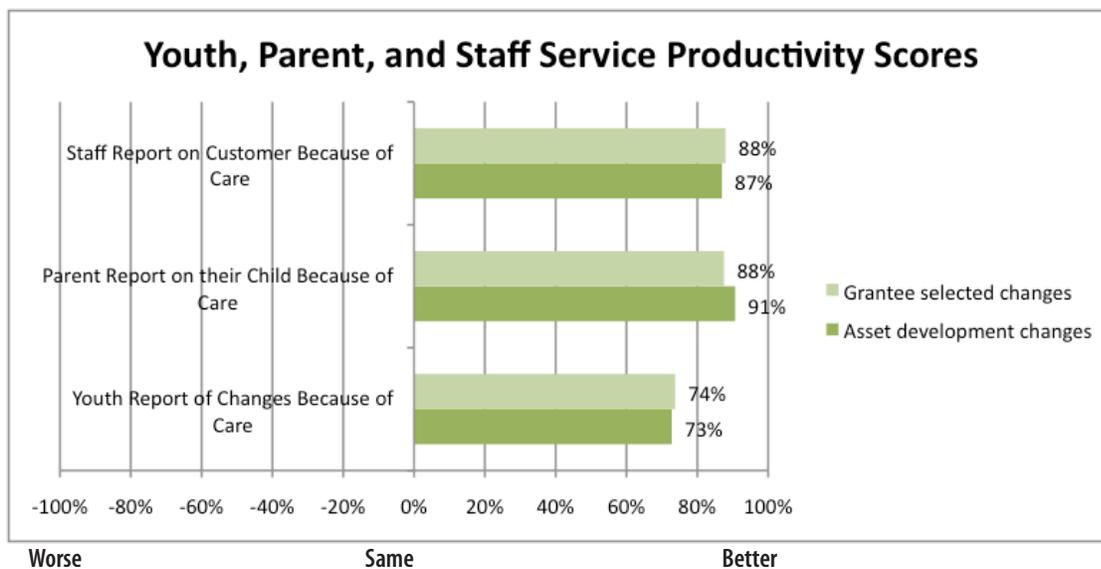
## Service Productivity Scores Also Indicated Effectiveness

In addition to satisfaction with services, SPYF agencies are assessed on how much change they produce in their youth customers. Green (2003) applied the term “service productivity” to this type of assessment of the effects of services. He followed the distinction recommended by Heaton (1977): “emphasize measuring the effectiveness of services versus their efficiency when discussing productivity. This distinction seems particularly apt, because services are provided to cause changes in people or their property” (Hill, 1976). Unlike when goods are produced, inventoried, and valued based on the effort expended to create them, services have no value unless they cause targeted changes and benefits for customers. Data from 1,543 surveys indicate that the TFY partners are delivering benefits and value to their customers. Over the last 17 years CCPA has analyzed over 740,000 survey reports from youth, their parents, and staff assessment.

The assessment of service productivity involves designing questions that relate to service goals for individual customers and phrasing them so that the responder considers whether change occurred due to the services. The amount of productivity for services is calculated by averaging the responses. The choices offered must allow the responder to indicate that services made them worse off or caused no change, as well as indicating that there was improvement. Consequently, service productivity ranges from 100% to minus 100%, with zero meaning no change overall. A score of 100% means the responder improved on all items or targeted changes and a score of minus 100% means the responder got worse on all items.

Two types of service productivity are assessed for SPYF agencies—asset development service productivity and grantee-agency specified service productivity as shown below..

Chart 2

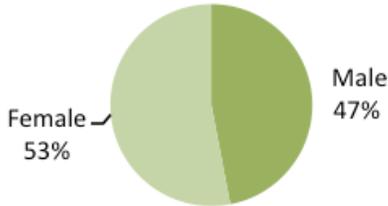


**Collectively, SPYF Service Providers met the performance goal of 60% or better.**

**This year, the SPYF funded services were both efficient and effective.**

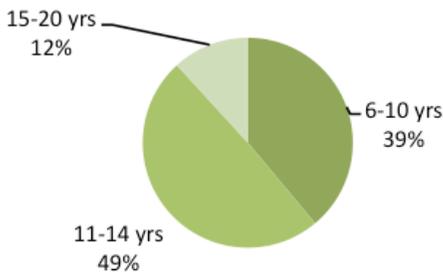
# Dashboard of Who Are Our 1,713 Customers?

## Gender of Customers



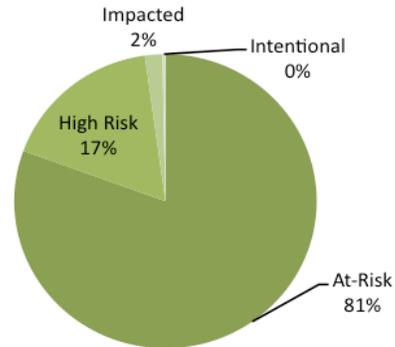
**47% Male and 53% Female Customers Served**

## Age of Customers



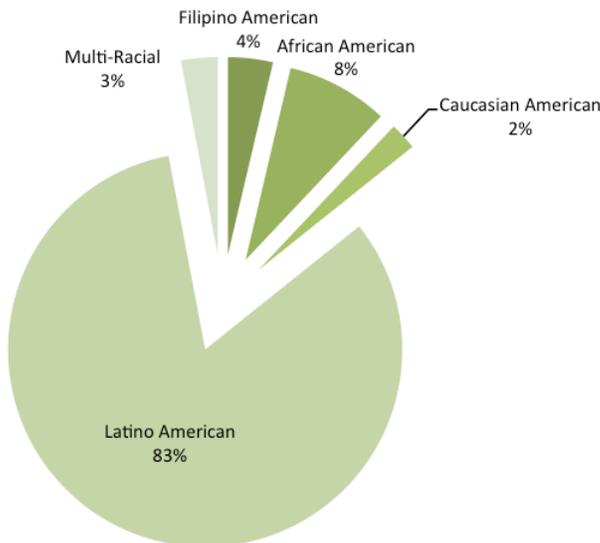
**88% of Customers Were Elementary and Middle School Age Youth**

## Risk Level of Customers



**81% of Customers were At Risk Youth, 17% Were High Risk Youth, and 2% were Impacted Youth.**

## Ethnicity of Customers



**83% of Customers Ethnicity Were Latino Americans**

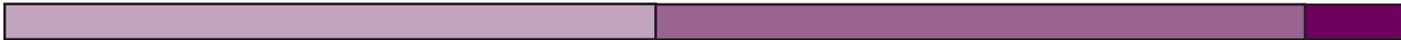
**Definitions of Risk Level Are Found in Appendix A**

# Dashboard At a Glance Score Card: Effort, Effect, and Performance

## SPYF Funded Cycle IV - Collectively Met All Their Performance Goals

Graphic 1

SP Youth Futures Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SP Youth Futures Evaluation Questions	Answers to SP Youth Futures and Team for Youth Evaluation Questions for Cycle IV (7/1/14 to 6/31/15)				Met Performance Goals	
EFFORT	Inputs	What did SP Youth Futures fund on services?	SP Youth Futures Funds Allocated	Matching Funds Allocated	Total Funds Allocated	Percent of Funds Allocated Matched		
			\$353,654	\$83,046	\$ 436,700	23%		
	Inputs	What did SP Youth Futures spend on services?	SP Youth Futures Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SP Youth Future Funds Spent	Percent of Total Funds Spent	Yes, Spent 71% of contracted match
			\$354,311	\$58,580	\$412,891	100%	95%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	RPR Asset Level	Level of Risk for Delinquency	Yes
			1,713	47%	53%	MEDIUM	AT-RISK	
			6-10 yrs	11-14 yrs	15-20 yrs	Over 25		
			39%	49%	12%	0%		
			Filipino American	African American	Caucasian American	Latino American	Multi-Racial	
	4%	8%	2%	83%	3%			
Risk Level of Customers (TFY) Only	At-Risk	High Risk	Impacted	Intentional				
81%	17%	2%	0%					
Activities	How much services did we provide?	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Service for Year	Number of Ongoing Customers	Dosage-Hours of Service per Customer for Year	Yes	
		59,843	62,438	104%	1,713	36		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SP Youth Futures Funds	Actual Cost per Hour Total Funds	Cost per Customer SP Youth Futures Funds	Cost per Customer Total Funds	Number of New Caring Adults Because of Services	Yes	
		\$5.67	\$6.61	\$207	\$241	2.9		
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Youth Satisfaction Rate	Parent Satisfaction Rate	Customer Level of Participation in Services (4.0 and above high)	Percent of Youth Who Had Growth in Expectations	Staff-rated Growth in Participation-Home, School, Community	Yes Satisfaction > 70% Good Participation and Growth in Expectations
			88%	92%	4.27	72%	74%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Youth Report of Changes Parent Report on their Child Staff Report on Customer		Youth Report of Changes Because of Care	Parent Report on their Child Because of Care	Staff Report on Customer Because of Care	Yes Service Productivity > 60%
			Asset development changes		73%	91%	87%	
			Grantee selected changes		74%	88%	88%	
Service Quality and Reliability	Were our services equally effective for all our customers?	Agency Specified Service Quality Spring 15	Agency Specified Service Quality Fall 14	Level of Service Quality	Percent of Grantees with Good Reliability		Yes, Quality Score >1 Reliability of questions is good.	
		2.48	2.19	Desirable	100%			
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPR Surveys	Total Surveys	Good Sample Size	
		641	122	271	509	1,543		



## **Summary of Dashboard Score Card Outcomes for Cycle IV for Youth Futures Task Force Funded Programs *Data Indicates that the Programs Were Efficient and Effective and Collectively Met All Their Performance Goals***

### **Inputs**

Youth Futures and Team for Youth spent 95% of total funds allocated for the year including San Pablo funds and matching funds.

### **Customers**

Youth Futures and Team for Youth served 1,713. Assessment of youths' risk avoidance, protective, and resiliency assets indicate that overall the youth were at risk for delinquency. Eighty-eight percent (88%) of Customers were elementary and middle school age.

### **Activities**

Youth Futures and Team for Youth delivered 62,438 hours of direct service to children, youth, and their parents. This was 104% of planned services. The average hours of service or dosage of care per ongoing customers was 36 hours of care.

### **Outputs Promise Efficiency**

The cost per hour of services delivered this year demonstrates efficiency. Efficiency (the cost of delivering an hour of service) cannot stand alone without determining effectiveness (the value added or benefits produced for customers). The cost per hour for total funds spent was \$6.61 an hour for services delivered. The cost per customer was \$241.

### **Customer Satisfaction**

In the field of Continuous Quality Improvement (CQI), quality is defined by meeting or exceeding the expectation of your customers. The customer satisfaction score of 88% is high (18% over performance benchmark) and indicates that child and youth customers: rated the programs between excellent and good, felt that they had benefited from the programs, thought the people who ran the programs were helpful, and would recommend the program to a friend. Generally, satisfied customers are more likely to experience and undergo the desired changes and benefit from the programs' services.

### **Service Productivity / Initial Outcomes/Changes Because of the Program Services**

The children, youth, and the staff indicated that because of the Youth Futures funded programs the children and youth changed for the better with new knowledge, skills, and attitudes. Both the asset development service productivity score of 73% and grantee selected service productivity score of 74% were significantly over the performance goal of 60%. The customer satisfaction and service productivity scores indicate that the services were effective in producing change for the better indicating both efficiency and effectiveness of care.

### **Service Quality and Reliability**

Service Quality was high and the scoring indicates that services were equally as effective and consistent for customers. The survey sample size was good but additional efforts need to be made to increase the sample size for parents and staff assessments.

## Conclusions

The City of San Pablo through its Youth Futures Task Force has successfully:

1. Implemented a prevention, intervention, and suppression continuum of care to connect youth and families back into society's opportunities and goals.
2. Implemented an evidence based evaluation system that allows for data to be used to document effort, effect, and results. The data can be used to manage and evaluate their funded strategies and most importantly used for continuous quality improvement. The evaluation system indicates that the programs funded provided value to 1,713 children and youth customers by providing an average of 36 hours of service or dosage of care per customer with high satisfaction rates and with youth customers indicating that they benefited and are better off from the funded care. Delivered services and care are efficient and effective as indicated by the evidence found in the evaluation.
3. Implemented theory of change of child and youth developmental asset and resiliency theory and incorporated it into their care and into how they evaluate and deliver care in their program strategies.
4. Assisted children and youth to connect to an average of 2.9 new caring adults, set higher expectations for themselves, and improve their participation in home, school and/or the community. Indicating a growth in resiliency assets and skills.

## Recommendations

San Pablo Youth Futures is encouraged to implement the following recommendations for improvement:

1. Align the next round of funding to the new Youth Futures Strategic Work Plan.
2. Continue to build capacity to work with older at risk and high risk youth 16-20 years of age.

