

## Ivette M. Gutierrez

### Senior Associate

Social Policy Research Associates

**M.A.**, Political Science, California State University - Long Beach, 2013

**B.A.**, Political Science and Latino Studies, California State University - Long Beach, 2011

2022 – present *Senior Associate*

2017 – 2021 *Associate*  
Social Policy Research Associates

2014 – 2016 *Project Policy Analyst II*  
University of California – San Francisco (UCSF)

2013 – 2014 *Evaluation and Learning Coordinator*  
Youth UpRising

2012 – 2013 *Graduate Student Scholar for Research in Minority Institutions*  
NCLR/CSULB Center for Latino Community Health, Evaluation and  
Leadership Training

## SKILLS AND EXPERTISE

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- Research Interests:
  - Hard-to-employ populations (ex-offenders, disconnected youth)
  - Workers in low-income employment
  - Workforce system delivery
  - Youth and community action research
- Implementation research
- Developmental evaluations
- Administrative data collection
- Qualitative research and analysis
- Participatory research

## REPRESENTATIVE PROFESSIONAL EXPERIENCE

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*Developmental Evaluation of the Emergency Medical Services Corps Program* (April 2025-present). The California Employment Development Department (EDD), in collaboration with the Labor and Workforce Development Agency (LWDA), contracted with SPR to conduct a developmental evaluation of the Emergency Medical Services (EMS) Corps program. The program is an EDD-funded initiative, with Public Works Alliance (PWA) as the intermediary, aiming to increase the number of EMS personnel in local communities, particularly young adults from underrepresented backgrounds. SPR, and its subcontractor, Corporation for a Skilled

Workforce (CSW), will assess the program’s design, implementation, and early outcomes using a comprehensive mixed-methods approach, combining quantitative data analysis, including from CalJOBS, and qualitative insights from interviews with key stakeholders and site visits with 12 EMS Corps program sites. This evaluation will also engage program staff and program alumni through an Evaluation Advisory Group, ensuring a participatory and inclusive evaluation process.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, task management, and deliverables.

***Evaluation of WIOA Employment Social Enterprise Program*** (2024-Present). The WIOA ESE program is a new investment launched by California’s Employment Development Department (EDD) in coordination with the California Labor and Workforce Development Agency (LWDA) that is designed to support the integration of ESEs into the state’s workforce development system. This program allocated and awarded \$9,927,164 of WIOA Title I Governor’s discretionary funds to seven ESEs to design, develop, and implement programs to provide enhanced employment services to individuals facing barriers to employment. To aid REDF and other stakeholders as well as WIOA ESE pilot grantees in learning what is most effective in operating programs like these, REDF hired Social Policy Research Associates (SPR) to conduct a developmental and implementation evaluation of the initiative and the technical assistance (TA) being provided to grantees. The evaluation began in August 2024 and will extend through the end of 2025.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, task management, and final written deliverables.

***High Road Training Fund Developmental Evaluation*** (2022 – present). SPR was contracted by Jobs for the Future (JFF) to conduct a developmental evaluation of the High Road Training Fund (HRTF). JFF, in partnership with the California Workforce Development Board, the California Labor and Workforce Development Agency, and the California Governor’s Office of Social Innovation, launched HRTF to advance the state’s high road vision for economic equity, job quality, and climate resilience. HRTF serves as a public-private partnership and private funding vehicle that California High Road Training Partnerships (HRTPs) can leverage when their partnership needs supplemental funding to expand. Ranging from transportation to health care to hospitality, HRTPs are industry-based, worker-focused training partnerships that build skills for California’s “high road” employers that generate family-supporting jobs where workers have agency and voice.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, and final deliverables.

***The Fund for Workforce Equity Evaluation*** (2022– present). SPR is evaluating the Fund for Workforce Equity, a Workforce Matters initiative that is funding grantees that are working to center workers and learners of color in designing or implementing workforce policies and programs. Evaluation activities include revising the Fund’s theory of change, interviewing key project partners, facilitating a participant advisory committee, and attending Learning Community meetings.

*Principal Investigator:* Responsible for the overall quality of the project and provides support and project management oversight.

***Evaluation of Breaking Barriers to Employment*** (2023 – present). SPR and CSW are conducting a longer-term outcome study and a quasi-experimental impact study of Cohort 1 and a qualitative study of cohort 2 in this phase two evaluation for the California Workforce Development Board.

*Co-Principal Investigator:* Responsible for overall quality of the project including client communication, budgeting, and final deliverables.

***Evaluation of Pathway Home*** (2020-present). This project involves conducting knowledge development and evaluation planning activities for US DOL’s Pathway Home grants, which provide reentry services that begin pre-release in prisons, jails, and community correctional facilities, and transition to post-release services at community-based organizations, in partnership with community corrections, at locations around the country. The evaluation design includes a multi-year implementation and impact study.

*Task Lead and Analyst:* Responsible for implementation study interviewing and site visits, site liaison activity, and authoring written deliverables.

***Evaluation LA’s CaliforniansForAll Youth Jobs Corps Initiative*** (2023-2024). This implementation and outcomes evaluation funded by the City of Los Angeles and managed by the Youth Development Department evaluated the City’s Youth Jobs Corps Initiative. The initiative consists of 14 local projects designed to help underserved youth gain work experience, learn valuable job skills, develop public service career pathways, and engage with their communities. The evaluation examined program processes, outcomes, and impact utilizing four main components: an implementation study (which included site visits, staff and participant interviews, and participant focus groups); a participatory evaluation (designed to engage the youth in the design, data collection, and interpretation of the data); participant surveys collected at three time points; partner surveys; and a comparison group survey and impact analysis.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, and final written deliverables.

***Evaluation of the County of Santa Clara’s Small Business Incubator and Community Based Organization Social Enterprise*** (2022-2024). This two-year evaluation for the County of Santa Clara’s Office of Reentry Services examined the implementation and outcomes of the county’s Small Business Incubator and Social Enterprise initiatives, which provided entrepreneurial services or enhanced transitional employment services to individuals with justice involvement. The multi-year evaluation carried out interviews of program staff, focus groups of program participants, a customer satisfaction survey of participants, and examined administrative data to assess recidivism and employment outcomes. SPR produced two learning papers for each strategy and a final report.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, and final written deliverables.

**Washington Economic Security for All Evaluation** (2020-2024). SPR conducted an implementation evaluation of the Economic Security for All (EcSA) initiative pilot models. The EcSA initiative is a competitive grant program that awarded a total of \$5.8 million of federal Workforce Innovation and Opportunity Act (WIOA) Statewide Activities funds to four local Workforce Development Councils (WDC) to test new poverty reduction models. These four pilot models (in Pierce, Longview/Kelso, Connell, and Spokane) intended to be comprehensive approaches to reduce poverty more effectively, measurably, and permanently than older legacy models. Collectively, the four grant awardees expect to serve 1,258 individuals and move a total of 895 families to earnings above 200% of FPL.

*Site Lead:* Responsible for developing and carrying out qualitative data collection for rural Washington site, Connell, and report writing.

**Evaluation of Sonoma County Guaranteed Basic Income** (2022-2024). Pathway to Income Equity was a two-year pilot program designed to provide \$500 per month to 305 participants for 24 consecutive months. Eligible participants were families who lived in Sonoma County with at least one young child (0 to 5 years old) and/or those pregnant at the time of application who earned equal to or less than 185% of the federal poverty level who experienced negative impacts from the COVID-19 pandemic. The goal of the 2.5-year multi-methods evaluation was to understand the economic, health and well-being, and parenting practice outcomes associated with the pilot program. In addition, while child outcomes were not directly evaluated, there was an interest in understanding the ways in which they may have been affected. Over the course of the project, several data collection activities were carried including (1) a pre and post survey, (2) 36 pre and post qualitative interviews, and (3) Photovoice with 10 participants to assess outcomes, to support the growing body of literature related to guaranteed income and support policy at the local level.

*Photovoice Lead:* Responsible for coordinating and facilitating participant photovoice meetings and project.

**Battle Creek Initiative Evaluation** (2018-2024). Social Policy Research Associates (SPR) was awarded a contract from Kellogg Community College to conduct an implementation and outcomes evaluation of three W.K. Kellogg Foundation project-based grants awarded to City of Battle Creek, Kellogg Community College and Michigan Works! Southwest. These three grantees are focused on improving access to and utilization of employment and training services by low-income communities, women and communities of color and expanding economic development services to small and medium-sized businesses. The evaluation of the Battle Creek Initiative includes an implementation study (site visits, document reviews, observations, social network analysis) and an outcomes study based on administrative data from the program, site visits and wage data.

*Analyst:* Execute various quantitative tasks, including data management and analysis.

**Follow-up Evaluation Study of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Program** (2022-2023). This evaluation for the City of Los Angeles Economic and Workforce Development Department and Workforce Development Board examined the continued implementation of the LA:RISE program, which provided enhanced transitional

employment services to individuals with high barriers to employment to people with unstable housing or at-risk of homelessness. Now in its eight year of operation, the LA:RISE program has changed and expanded since it was initially developed under a \$6 million U.S. Department of Labor grant which operated the pilot phase from 2015 to 2018, and of which SPR conducted an impact evaluation for the city. SPR conducted a follow-up process study of the current LA:RISE program to glean potential enhancements to the LA:RISE model, strengthening of partnership configurations, and, most importantly, service delivery process improvements.

*Key Analyst:* Responsible for developing and carrying out program staff interviews, a literature review, and contributing to any written deliverables.

***Reentry Project (RP) Grants Evaluation*** (2021-2022). In partnership with Mathematica Policy Research, SPR evaluated the U.S. Department of Labor’s Reentry Project (RP) Grants Program, which funds programs to improve employment outcomes and workforce readiness for justice-involved individuals. The evaluation included a knowledge development phase to situate REO grantees and their strategies within the existing evidence base, an implementation study to document how services were delivered, and an impact study to determine whether REO programs improved employment and recidivism outcomes for participants.

*Analyst:* Carried out virtual site visits for the implementation study. Authored reports and final deliverables.

***Evaluation of Breaking Barriers to Employment (AB1111)*** (2020-2022). In this 21-month project for the California Workforce Development Board, in partnership with The Corporation for a Skilled Workforce (CSW), SPR examined the implementation of the first cohort of California’s Breaking Barriers to Employment grants awarded to local workforce development boards and CBO partners. These grant-based programs provide employment-based services to individuals with high barriers to employment (individuals with criminal justice system involvement, who are at risk of homelessness, who have low educational, English language, or other skill levels, etc.) and are designed to improve linkages for these individuals between private organizations and the public workforce system. The evaluation examined how these programs have been implemented, the outcomes of participants, and the impact these programs have on co-enrollment and employment. Data collection activities included: a document review, grantee survey, grantee interviews, an analysis of quarterly grant reports, and program services and employment data from the CalJOBS system. The evaluation included an implementation study, tracking grantee plans and the services ultimately provided as well as an understanding of the factors involved in implementation, including an analysis of best practices, especially around building partnerships and referral mechanisms for getting participants co-enrolled in both local CBO and Public Workforce System services. The evaluation also involved an outcomes study.

*Analyst:* Responsible for analyzing program data, grantee interviews, and report writing.

***Developmental Evaluation of The James Irvine Foundation’s Better Careers Initiative*** (2020-2022). SPR served as the evaluation and strategic learning partner to The James Irvine Foundation for the first phase of the Better Careers initiative, a philanthropic project to move low-wage workers into family sustaining employment. SPR identified evaluation and learning questions, reviewed, and synthesized existing data on the initiative, and employed surveys, interviews, and analyses of grantee reports, to monitor and learn from the initiative’s progress.

Through the project, SPR engaged Irvine staff and grantees to develop meaning from past and current learnings and completed multiple reports, products, and learning sessions to help inform the initiative's future.

*Project Director:* Responsible for overall management of the project including client communication, budgeting, and final written deliverables. Also responsible for qualitative data collection and analysis.

***Marin Guaranteed Income Pilot Evaluation*** (2021-2022). The 2-year evaluation aimed to understand outcomes related to economic and social gains for low-income BIPOC mothers, participating in a pilot guaranteed income program in Marin County. Participants received \$1,000 monthly for 24 months. Over the course of the project, qualitative and quantitative data was collected to assess outcomes and to support policy advocacy at the local, state, and federal levels of government.

*Analyst:* Conducted interviews with mother's receiving funding in both English and Spanish.

***Evaluation of the San Jose Bringing Everyone's Strengths Together (BEST) Program*** (2019-2021). This evaluation looked at the implementation and impact of the BEST program, a series of grants, supporting non-profit operated gang-prevention, intervention and suppression programs in San Jose, CA, under the auspices of the Mayor's Gang Prevention Task Force and operated through the Department of Parks, Recreation and Neighborhood services. The study assessed the impact the program has on crime in the city and explored the implementation and program services provided by grantees.

*Analyst:* Responsible for developing and carrying out program surveys, qualitative data collection, and report writing.

***Evaluation of the Oakland Fund for Children and Youth*** (2017-2021). This 29-month, mixed-methods evaluation examined the quality and outcomes of 66 community-based youth programs funded by Oakland's Fund for Children and Youth (OFCY), ranging from Early Childhood Education programs to Youth Workforce and Violence Prevention. The evaluation included an analysis of youth and parent surveys, structured site visit data, interview and focus group data, and administrative program data on an annual basis. It also incorporated youth voices; SPR recruited and trained youth evaluator advisors to provide their unique insight to the OFCY evaluation process, who also conducted youth interviews and presented their findings at a grantee convening.

*Analyst; youth evaluator lead:* Responsible for coordinating and facilitating youth evaluator meetings and project; conducted program director interviews and assisted in quarterly grantee convening.

***Evaluation of the Workforce Accelerator Fund Grants*** (2017-2021). Funded by the California Workforce Development Board, this project includes the creation of a public data dashboard of that maps services and grantees throughout the state.

*Project Manager:* Produce data visualizations and geospatial mapping products. Managed project timeline.

***Youth ApprenticeshipUSA State Accelerator and Expansion Grants Program Evaluation (SAE)*** (2019-2020). Together with Mathematica Policy Research, Inc. and the Urban Institute, SPR participated in a comprehensive implementation evaluation focused on operations and strategies that support the grants program's primary objectives: expanding and diversifying apprenticeships. The research team used a wide range of data collection methods across 37 state and territorial grantees and 14 national partners to identify the key factors that influence the successful initiatives and the primary barriers to expansion and diversification efforts.

*Analyst:* Interviewed state leaders overseeing apprenticeship programs around the country.

***Evaluation of the Expansion of the San Francisco Beacon Initiative*** (2019-2020). This evaluation described how the Beacons Community Schools Program expanded and implemented at elementary and middle schools in the San Francisco Unified School District, how youth and families benefitted from their participation in the program, and provided recommendations to the San Francisco Department of Youth, Children, & Their Families (DCYF) to improve the program.

*Analyst:* Conducted interviews and activity observations and developed individual site write-ups.

***Evaluation of the Job ChalleNGe Program*** (2018-2020). This multi-year project examined the impacts of the U.S. Department of Labor's Job ChalleNGe addition to the National Guard Youth ChalleNGe program. SPR partnered with Mathematica to conduct both an outcomes and implementation study of this program, which supplements the original Youth ChalleNGe program, increasing enrollment of court-involved youth and providing an additional residential component focused on training and employment.

*Analyst:* Responsible for qualitative data collection and report writing, served as a site visitor to two program sites.

***Evaluation of Youth Ambassadors for Peace Program*** (2017-2020). Five-year evaluation of a program designed to reconnect at-risk youth to education, employment, and leadership activities. Using a developmental evaluation approach, the research team documented the implementation of the program model, youth outcomes, and costs associated with program operations.

*Key Analyst:* Responsible for data collection, analysis, and all final deliverables.

***W.K. Kellogg Foundation Guaranteed Income Feasibility Study*** (2020). The W.K. Kellogg Foundation provided a grant for the Economic Security Project and Social Policy Research Associates to conduct a feasibility study for a cash transfer program in Battle Creek, Michigan. The study sought to answer how the coronavirus pandemic shifted the overall landscape, what the intended long-term outcomes of the project would be, the potential target groups for the project, and the overall feasibility of such project.

*Analyst:* Carry out interviews with parents in Battle Creek in both English and Spanish, conduct qualitative analysis, and present findings to client.

***Consulting Services for Ventura County’s Specialized Training and Employment Project for Success (STEPS) Connections*** (2018-2019). This project was conducted for the Ventura County Workforce Development Board through a Workforce Accelerator Fund grant and involves a gap analysis, tool development, and resource collection for best-practices for an employment-focused program for youth on probation.

*Project Director:* Responsible for overseeing all activities associated with the project, including management, design, data collection and analysis, and production of a resource guide.

***Evaluation of the Face Forward 3 Department of Labor Grant*** (2017-2019). The USDOL of labor funded 13 agencies to combine the most promising workforce and juvenile justice strategies to address the workforce and recidivism outcomes of court-involved youth. The evaluation focuses on the implementation of programs and services, and the various strategies employed to address workforce development, diversion, and recidivism.

*Site visitor; report writer:* Responsible for planning and conducting site visits to grant sites, writing site reports, and generating a brief on diversion services of grantees.

***Evaluation of Linking to Employment Activities Pre-release (LEAP) Specialized American Job Centers (AJCs)*** (2017-2018). In 2015, the USDOL funded 20 pilot sites across the country to encourage greater coordination between local workforce programs, correctional systems and other critical services to prepare inmates for jobs before release, and to continue to assist them after release. The LEAP initiative seeks to break down silos and help integrate two services already offered by local governments: correctional facilities and workforce development programs. SPR along with prime contractor, Mathematica Policy Research, provided evaluation services to the USDOL. The team conducted a formative evaluation and an implementation study.

*Key Analyst:* Interviewed program managers, staff and offenders at correctional sites. Responsible for site reports. Produced a brief for DOL on case management activities and authored chapters for final report.

***Evaluation of the National Health Emergency Grants to Address the Opioid Crisis*** (2018-2021). For the Department of Labor’s Chief Evaluation Office, as a subcontractor to Mathematica Policy Research, SPR evaluated the implementation of six National Health Emergency Grants to states testing innovative approaches to address the labor market impacts of the opioid epidemic. The project included a literature review, an implementation study, and a series of grantee webinars to share emerging practices and lessons learned.

*SPR Project Lead:* Responsible for data collection and analysis.

***Keep Oakland Housed*** (2021). SPR evaluated a three-year homelessness prevention initiative in Oakland, California called Keep Oakland Housed. This evaluation had a robust quantitative

component utilizing housing-specific data systems as well as a deep community engagement component to understand homelessness from those facing housing insecurity.

*Analyst:* Produced data reports for grantees on a bi-annual basis using Tableau.

***Evaluation of the Los Angeles County American Job Centers, Chief Executive Office of Los Angeles County*** (2021). In this evaluation, called for by the Los Angeles Board of Supervisors in a motion carried in September 2020, SPR analyzed the current structure and efficacy of the County's American Job Centers and made recommendations for a more responsive structure and for the County's workforce system, with considerations to the market pressures due to COVID19, and the need to grow High Road Training Partnerships and career pathways.

*Analyst:* Conducted interviews with AJCCs and develop individual interview write-ups.

***Consulting Services for The Unity Council*** (2019-2020). This project is being conducted for the Oakland Unity Council through a Workforce Accelerator Fund grant and involves highlighting the barriers immigrant job seekers face to unionized building trades and developing resources to address these barriers.

*Task lead:* Responsible for developing research questions, interview protocols, and supporting the grantee through any additional projects.

***Immigrant Integration Evaluation*** (2018-2020). The California Community Foundation (CCF) commissioned a process evaluation of the Council on Immigrant Integration (CII). CII is led by CCF and the USC Center for the Study of Immigrant Integration and brings together 20-30 organizational leaders from multiple sectors in Los Angeles to advance immigrant integration efforts. This one-year process evaluation helped tell the story of CII and inform future direction and strategy.

*Analyst:* Interviewed CII membership, analyzed interview data, and summarized membership feedback for final report.

***Evaluation of Alternatives to Improve Elderly Access to Supplemental Nutrition Assistance Program*** (2018-2019). The United States Department of Agriculture's Food and Nutrition Service (FNS) commissioned a multi-year study to better understand how to maximize elder (60+) access to SNAP, and selected Social Policy Research Associates (SPR) and its subcontractor, Mathematica Policy Research (Mathematica), to conduct the evaluation from Fall 2016 through Fall 2019. The evaluation had four key components: (1) an exploratory study consisting mainly of a review of the existing literature that lays the groundwork for and guides the rest of the project; (2) a study of state interventions, based primarily on interviews with State SNAP administrators from 10 states; (3) a study of elder participant perspectives, based on interviews and focus groups with elder SNAP applicants, recipients, and eligible non-participants in the same states; and (4) a quantitative analysis of the effect of various interventions designed to increase elder SNAP access or enrollment and reduce churn.

*Analyst:* Responsible for site visits, participant recruitment, and Spanish-speaking senior interviews.

***Workforce System Strategies*** (2017-2019). The WorkforceGPS website is intended to make it easier for workforce state and local program staff to identify and implement effective practices based on existing research, and ultimately to support improved outcomes for workforce system customers. Each resource is summarized in a profile that gives basic information such as why the study might be useful; which populations, regions, or programs it focuses on; and major findings to help site users decide whether to link to the whole study or other resource. Visitors to the site use the information found there to replicate practices, assist with the evaluation of workforce systems, and to inform evidence-based program design.

*Profile writer; QA coordinator:* Produced study profiles relevant to workforce practitioners, conduct review calls with ETA staff.

***Oakland Fund for Children and Youth Strategic Planning*** (2018). Since 1996, the Oakland Fund for Children and Youth (OFCY) has awarded \$173 million in grants to community-based organizations and public agencies to provide direct services to Oakland's children and youth. SPR is guiding the goal planning process to incorporate research and evaluation findings and community voice into the development of the new OFCY strategic plan for 2019-2022.

*Analyst:* Responsible for analyzing background data and existing programs for best practices.

***Evaluation of Idaho Center of Excellence Healthcare Partnership*** (2017-2018). SPR evaluated this TAACCCT Round 4 initiative that aimed to fill workforce and training gaps in the healthcare sector. The Idaho Center of Excellence Consortium comprised three community colleges from Idaho and was led by the North Idaho Community College. The evaluation featured a process study, and outcomes study, and a quasi-experimental impact study.

*Analyst:* Interviewed program staff and participants; developed site write ups.

***Evaluation of the Michigan Coalition for Advanced Manufacturing (M-CAM) TAACCCT Grant*** (2017-2018). The evaluation of the Michigan Coalition for Advanced Manufacturing TAACCCT Grant utilized a quasi-experimental design and an implementation study to assess the impact of enhanced training in four career pathways aligned with regional opportunities in advanced manufacturing.

*Analyst:* Conducted site visits to two Michigan community college sites, managed student information system with over 3,000 participants, responsible for outcome chapter in final report.

## PUBLICATIONS

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Social Policy Research Associates (including Gutierrez, I.). Evaluation of the Small Business Opportunity Program and Santa Clara County's Regional Initiative for Social Enterprise

Assessing Implementation and Outcomes for Santa Clara County’s Office of Diversion and Reentry Services. 2025.

Social Policy Research Associates (including Gutierrez, I.) and CSUN. Final Evaluation Report: L.A. Youth Jobs Corps. 2024.

Mathematica and Social Policy Research Associates (including Gutierrez, I.). Implementing Employment Programs to Support Reentry: Lessons from the 2018 and 2019 Reentry Project Grants. 2023.

<https://www.dol.gov/agencies/oasp/evaluation/completedstudies/Reentry-Projects-Grant-Evaluation>

Shiferaw, L., Geckeler, C., Deutsch, J., Fischer, B., Paprocki, A., Gutierrez, I., Folsom, L., Wiegand, A., Lewis, G., English, B. (2024). Mathematica. Summary of Findings from the Reentry Project Grants Evaluation. Chief Evaluation Office, U.S. Department of Labor.

Social Policy Research Associates (including Gutierrez, I.). Better Careers Initiative: Looking Back at the First Four Years. Prepared for The James Irvine Foundation. 2022.

Geckeler, Christian, DeFever, R., Dunham, K., Folsom, L., Gutierrez, I. An Evaluation of AB 1111: The Breaking Barriers to Employment Initiative Implementation and Early Outcomes Report. Oakland, CA: Social Policy Research Associates. 2022.

Levin, Madeleine, Allmang, S., Gutierrez, I., et al. Economic Security for All: Midpoint Evaluation Report. Oakland, CA: Social Policy Research Associates. May 2022.

Gutierrez, Ivette, Hebbard, L., Khemani, D., Levin, M., Muñoz, J., Oberlee, D., Rangnekar, M. Battle Creek Workforce Development Consortium: 2021 Progress Report. Oakland, CA: Social Policy Research Associates. 2021.

Staatz, Colleen, Berk, J., Blyer, C., Bondelos, K., Mack, M., Gutierrez, I. National Health Emergency Grants to Address the Opioid Crisis: Implementation Study Final Report. Princeton, NJ, and Oakland, CA: Mathematica Policy Research and Social Policy Research Associates. 2021.

[https://wdr.doleta.gov/research/FullText\\_Documents/ETAOP2021-35\\_NHE\\_Opioid\\_Final\\_Report.pdf](https://wdr.doleta.gov/research/FullText_Documents/ETAOP2021-35_NHE_Opioid_Final_Report.pdf)

Social Policy Research Associates (including Gutierrez, I.). Better Careers 2018 – 2020 Deep Dive Assessment: What We’re Learning. Prepared for The James Irvine Foundation. Oakland, CA: Social Policy Research Associates. 2020.

<https://www.irvine.org/wp-content/uploads/BC-Public-Facing-Deep-Dive-without-Grantee-profiles2.pdf>

Berk, Jill, Kahn-Lang Spitzer, A., Stein, J., Needels K., Geckeler, C., Paprocki, A., Gutierrez, I., Millenky, M. Evaluation of the National Guard Youth ChalleNGe / Job ChalleNGe Program. Princeton, NJ, Oakland, CA, and NYC: Mathematica Policy Research, Social

- Policy Research Associates, and MDRC. 2020. <https://www.dol.gov/agencies/oasp/evaluation/completedstudies/national-guard-youth-challenge-job-challenge-evaluation>
- Khemani, Deanna, Negoita, M., Levin, M., Gutierrez, I. Final Report: Battle Creek Project-Based Initiative. Oakland, CA: Social Policy Research Associates. December 2020.
- Levin, Madeleine, Gutierrez, I., Oettinger, J. Kone, A. Initial Implementation Report: Economic Security for All Initiative Evaluation. Oakland, CA: Social Policy Research Associates. September 2020.
- Levin, M., Negoita, M., Goger, A., Paprocki, A., Gutierrez, I., Sarver, M. Evaluation of Alternatives to Improve Elderly Access to SNAP. Report prepared for the United States Department of Agriculture, Food and Nutrition Service. Social Policy Research Associates, Oakland, CA. 2020 <https://www.fns.usda.gov/snap/evaluation-alternatives-improve-elderly-access-supplemental-nutrition-assistance-program>
- Gutierrez, Ivette, Levin, M., Mallett, J. Engaging Opportunity Youth: Final Report for The Monterey County Youth Ambassadors for Peace Project. Oakland, CA: Social Policy Research Associates. September 2019. [https://www.spra.com/wordpress2/wp-content/uploads/2020/04/Monterey-WIF-Final-Report\\_508.pdf](https://www.spra.com/wordpress2/wp-content/uploads/2020/04/Monterey-WIF-Final-Report_508.pdf)
- Bellotti, Jeanne, Sattar, S., Gould-Werth, A., Berk, J., Ivette Gutierrez, et. al. Developing American Job Centers in Jails: Implementation of the Linking to Employment Activities Pre-Release (LEAP) Grants. Final Report. Princeton, NJ, and Oakland, CA: Mathematica Policy Research and Social Policy Research Associates. 2018. <https://www.dol.gov/asp/evaluation/completed-studies/LEAP-Final-Report.pdf>
- Gutierrez, Ivette. “Case Management Models for Pre- and Post-Release Employment Services.” Princeton, NJ, and Oakland, CA: Mathematica Policy Research and Social Policy Research Associates. May 2018. <https://www.dol.gov/asp/evaluation/completed-studies/Case-Management-Models-for-Pre-and-Post-Release-Employment-Services.pdf>
- Negoita, Marian, Anne Paprocki, and Ivette Gutierrez. Evaluation of the Idaho Center of Excellence Healthcare Partnership (ICE): Final Report. Oakland, CA: Social Policy Research Associates. 2018. <https://www.skillscommons.org/bitstream/handle/taaccct/18548/ICE%20Final%20Evaluation%20Report.pdf?sequence=1&isAllowed=y>
- Geckeler, Christian and Ivette Gutierrez. “Understanding the Landscape of Workforce Accelerator Grantees and Their Projects: A Briefing Paper for the Accelerator Innovation Evaluation.” Oakland, CA: Social Policy Research Associates. 2018.
- Gutierrez, Ivette, Leshnick, S. and Stein, J. “Minimizing Youth Involvement with the Courts: A Profile of Face Forward Grantees’ Diversion Services” Princeton, NJ, and Oakland, CA: Mathematica Policy Research and Social Policy Research Associates, 2017.

<https://www.mathematica.org/our-publications-and-findings/publications/minimizing-youth-involvement-with-the-courts-a-profile-of-face-forward-grantees-diversion-services>

Lewis-Charp, Heather, Deanna Khemani, Ronald D'Amico, Annelies Goger, Ivette Gutierrez, et al. Evaluation of the Michigan Coalition for Advanced Manufacturing (M-CAM): Final Report. 2017. <https://www.spra.com/wordpress2/wp-content/uploads/2017/09/Final-M-CAM-Report.pdf>

Gutierrez, Ivette. "Engaging English Learners in Manufacturing Training Programs: Michigan's M-CAM Experience." Oakland, CA: Social Policy Research Associates. 2017. <https://www.spra.com/wordpress2/wp-content/uploads/2017/10/Engaging-English-Learners-in-Manufacturing-Training-Programs.pdf>

Schapiro, Naomi, Emily Green, and Ivette Gutierrez. "Graduate student service learning in medically underserved communities." Journal of Nursing Education and Practice. 7(5). 2017. p.17. <http://dx.doi.org/10.5430/jnep.v7n5p17>

"Population-Wide Screenings in Schools: Guide" (with Naomi Schapiro, Victoria Keeton, and Emily Green). UCSF School of Nursing: Family Health Together. 2016.

## PRESENTATIONS

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"Roundtable: Preventing Justice System Involvement and Re-involvement Across California." 79th American Society of Criminology Annual Meeting in San Francisco, California, 2024.

"Promising Practices for Centering Worker Voice and Agency in Workforce Program Design and Implementation: Early Results from an Evaluation of Workforce Matters' Fund for Workforce Equity." Workshop presentation at Meeting of the Minds 2023. September 2023.

"A Second Chance at Inclusion: People with Disabilities, Work, and Re-entry after Incarceration." Webinar presentation for the LEAD Center, a WIOA policy development center of the Office of Disability Employment Policy. July 2021. <https://youtu.be/7OJfoHNnpHQ>

"STEPS Youth and STEPS Connections: Developing Innovative Solutions to Effectively Serve Reentry Youth." Workshop presentation at WORKCON 2019. May 2019. Garden Grove, California.

"Leveraging a University-SBHC Partnership to Conduct Population-Level Screenings in Schools: What is the Impact on Youth Health Outcomes?" Research poster presented at National School-Based Health Care Convention. June 2016. Arlington, Virginia.

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