

Bringing Everyone's Strengths Together City of San Jose BEST



Cycle 26
FY 2016-17
FINAL EVALUATION REPORT



City of San José

Mayor Sam Liccardo
City of San José

City Council

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Council member, District 1

Sergio Jimenez
Council member, District 2

Raul Peralez
Council member, District 3

Lan Diep
Council member, District 4

Magdalena Carrasco, Vice Mayor
Council member, District 5

Devora “Dev” Davis
Council member, District 6

Tam Nguyen
Council member, District 7

Sylvia Arenas
Council member, District 8

Donald Rocha
Council member, District 9

Johnny Khamis
Council member, District 10

David Sykes
City Manager

Angel Rios, Jr.
Director, Department of Parks, Recreation and Neighborhood Services

Eddie Garcia
Chief of Police

City of San José PRNS BEST Administration

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Neil Rufino- Deputy Director, PRNS
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Mayor's Gang Prevention Task Force Policy Team

The Task Force is made up of two components: a Policy Team that develops strategic direction for the task force, and a Technical Team which carries out the task force's anti-gang programs and efforts. Read more about these two teams below.

Policy Team

The Policy Team is co-chaired by the mayor and police chief. The team consists of government department heads and senior officials, school district leaders, local businesses, representatives from community-based organizations, and neighborhood leaders. This team advises the mayor on City policies designed to combat gang violence and develops strategies for the task force's own gang prevention and intervention efforts. Policy Team meetings are open to the public and include time on the agenda for input from citizens and partner organizations. View Policy Team Meeting Agendas. The Policy Team also operates three subcommittees

Community Engagement Subcommittee:

This subcommittee focuses on disseminating crucial information and resources to the community.

Interagency Collaboration Subcommittee:

This subcommittee is tasked with building strong relationships with our partner agencies and leveraging our limited resources.

Technical Team Subcommittee:

This subcommittee serves as a liaison between the Policy Team and Technical Team members working in the community.

Community Engagement Subcommittee meetings and Interagency Collaboration Subcommittee meetings are open to the public. View Subcommittee Meeting Agendas.

Technical Team

The Technical Team is comprised of Parks, Recreation & Neighborhood Services staff, police officers, school officials, and direct-service organizations who provide prevention and intervention services in the community to curb gang violence. The team is "charged with the responsibility of assuring the development of gang prevention, intervention, and suppression programs that work effectively in the neighborhoods." These members also utilize their expertise to provide the Policy Team with updates on the current gang climate and the effectiveness of the Task Force's efforts.

Mayor's Gang Prevention Task Force Policy Team 2017

Member Name	Organization
Sam Liccardo	Mayor – Chair
Eddie Garcia	Chief of Police – Co-chair
Magdalena Carrasco	Vice-Mayor, City of San José
Jennifer Maguire	Assistant City Manager
David Sykes	City Manager
Paul Pereria	Policy Advisor to the Mayor
Carl Mitchell	Senior Deputy City Attorney
Angel Rios, Jr.	Recreation and Neighborhood Services
Neil Rufino	Recreation and Community Services
Cindy Chavez	Santa Clara County Board of Supervisors
Laura Garnette	Santa Clara County Chief Probation Office
Bruce Copely	Santa Clara County Department of Drug and Alcohol Services
Jeff Rosen	Santa Clara County District Attorney's Office
Chris Ariolla	Santa Clara County District Attorney's Office
Mary Ann Dewan	Santa Clara County Office of Education
Molly O'Neal	Santa Clara County Public Defender's Office
Sara Cody, M.D.	Santa Clara County Public Health Department
Judge Lucero	State of California Superior Court, Santa Clara County
Laurie Smith	Santa Clara County Sheriff's Office
Bruce Wagstaff	Santa Clara County Social Services Agency
Evan Suzuki	California Department of Corrections and Rehabilitation
Chris Funk	East Side Union High School District
Juan Cruz	Franklin-McKinley School District
Jeff Ruster	Work2Future
Montez Davis	Bill Wilson Center
Manny Cardenas	Fresh Lifelines for Youth
Vince Cabada	Fresh Lifelines for Youth
Cora Tomalinas	Community Member
Danny Sanchez	Faith-Based Community

Mayor's Gang Prevention Task Force Technical Team

The following organizations have provided ongoing support and collaboration formalized through a Memorandum of Understanding with the City of San José to be members of the Mayor's Gang Prevention Task Force Technical Team. New members are joining as organizations complete their Memorandum of Understanding:

BEST Funded Agencies:

Alum Rock Counseling Center
Bay Area Tutoring Association
Bill Wilson Center
Catholic Charities of Santa Clara County
California Youth Outreach
Carminar
ConXion to Community
Empowering Our Community for Success
Fresh Lifelines for Youth
From the Streets to the Grave
Girl Scouts of Northern California
SJSU Research Foundation/CommU
Midtown Family Services
New Hope for Youth
San Jose Jazz
Teen Success, Inc.
The Art of Yoga
The Firehouse Community Development
The Tenacious Group
Ujima Adult and Family Services
Unity Care Group
Uplift Family Services

Non-BEST Funded Agencies:

AARS/HR 360
Alchemy Academy
All Stars Helping Kids
Bay Area Wilderness Training
Boys & Girls Clubs
California Highway Patrol (CHP)
Cathedral of Faith
Center for Employment and Training
City Year
Community Crime Prevention Associates
Community Member - Cora Tomalinas
Community Member - Pastor Richard Mock II
Crossroad Calvary Chapel
Foothill Community Health Center
For Pits Sake, Knock Out Dog Fighting
Grizzly Youth Academy
Joyner/Payne Youth Services Agency
Kids in Common/OYP
Lighthouse of Hope Counseling Center
MACLA
Pathway Society
Saint John Vianney Catholic Church
San Jose City Year
San Jose Conservation Corps
San Jose Job Corps
Seneca Family of Agencies

Social Policy Research Associates
South Bay Teen Challenge
Southwest Key Programs, Inc.
Work2Future Foundation

City of San José Departments/Programs

City Manager's Office
Council Districts
Housing
Independent Police Auditor's Office
Library Department
Mayor's Office
Park, Recreation, and Neighborhood Services
B.E.S.T Contracts Unit
Clean Slate Program
Policy Community Crime Prevention
MGPTF AG/Litter Neighborhood Services
Project Hope
Youth Commission
Public Library

Other Government Offices

Santa Clara County District Attorney's Office
Santa Clara County Dept. Alcohol & Drug Services
Santa Clara County Family & Children Services
Santa Clara County Juvenile Probation Department
Santa Clara County Office of Education - Alternative Education Department
Santa Clara County Public Health
Santa Clara County Sheriff's Office
Santa Clara County Valley Medical Center

Schools

ACE Charter Schools
Alum Rock Union Elementary School District
Bridges Academy
Campbell Unifeied School District
Davis Intermediate School
Downtown College Prep
East Side Union High School District
Escuela Popular
Franklin McKinley School District
Gunderson High School
Latino College Preparatory Academy
Moreland School District
Mt. Pleasant Elementary School
Oak Grove School District
San José Unified School District
Sylvandale Middle School



City of San José BEST Cycle XXVI Final Evaluation Report FY 2016-2017

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BEST 2016-17 Final Evaluation Findings

The City of San Jose's Bringing Everyone's Strengths Together (BEST) 2016-17 Final Evaluation Report reflects Cycle XXVI (26) of the City's commitment to deliver services to youth that are most vulnerable for gang involvement. Key findings are based on the information and data collected and analyzed for the 2016-17 program year.

Key Findings for This Year

3,511 unduplicated youths were served during Cycle XXVI During Cycle 26, funded providers collectively served 231 more youth as compared to last year. Through BEST services, a total of 3,511 youth were served with an average dosage of 43 hours of service.

Youth reported higher rates of change in Cycle 26 Youth receiving BEST services indicated higher rates of change as compared to last year across every type of change measurement - youth asset development, social/respect and agency-specific.

Youth increase their ability to connect with adults Seventy-seven percent (77%) of youth that received services indicated that they have increased their ability to connect with adult allies because of their involvement in BEST programming. This represents a 17% increase from Cycle 25.

Youth feel prepared to succeed and thrive in their community Seventy-two percent (72%) of youth reported that they can identify their anger and express it in non-violent ways due to BEST care. This reflects a 4% increase from last year. This year, seventy-seven percent (77%) of youth expressed that they feel prepared to succeed in the community where they live because of services received by BEST agencies. This is a strong indicator that BEST programming is ensuring that youth are not only prepared to succeed in life but that they feel that they can achieve it in the community in which they live.

Youth are getting re-connected to school Sixty-two percent (62%) of 210 youth who self-reported not attending school last year indicated they are now attending school this year. This represents a five percent increase from Cycle 25 (57%) and demonstrative of the efforts of BEST agencies in supporting their youth customers to re-connect and re-engage in school.

Reduction in youth using drugs Sixty-five percent (65%) of youth served by BEST providers in Cycle 26 indicated they are no longer engaged in drug use. This represents 326 BEST youth customers that have changed their high risk behavior and stopped using drugs. Last year, 60% of youth customers self-reported a reduction in substance abuse. This year's data indicates a 5% increase from last year in the number of youth that have stopped using drugs while receiving BEST services.

Reduction in Youth Recidivism Sixty-four percent (64%) of youth previously arrested reported not getting re-arrested while receiving BEST care and services. This represents 203 youth who were not re-arrested while a BEST customer during Cycle 26 due, in part, to program services.

BEST Grantees' Score Card for BEST Cycle XXVI

BEST Grantees' Score Card results for Cycle XXVI are based on the information and data collected and analyzed for 2016-17, including customer and stakeholder surveys and assessments, grantee quarterly reports, and program performance data.

Was the BEST funding spent on intended program services?

- ★ Yes, BEST funded 21 contracts to grantees totaling \$3.5 million to serve the children and youth of San José.

Was the BEST funding spent efficiently?

- ★ Yes, this year's costs for services continued to be an efficient use of resources. BEST grantees spent 99% of their total funds. The average cost per hour of service was \$16.03 for BEST funds and \$22.85 for total funds (BEST and matching dollars). The cost per hour for total funds reflects an increase of \$8.71 an hour from last year. This might be, in part, due to integrating case management as an eligible service during Cycle 26.

Were the intended recipients of BEST services reached?

- ★ Yes, BEST grantees served 3,511 unduplicated children and youth customers. Forty-two percent (42%) of targeted youth customers were "high risk" and "gang impacted" and 48% of youth were "at risk." Ten percent (10%) were "gang intentional" and identified by law enforcement agencies as gang members.

Where do youth customers live?

- ★ Eighteen percent (18%) of youths served by BEST services reside in the King/Ocala/Overfelt High School area (zipcode 95122). The community that had the second highest percentage of youth served by BEST (16%) was the Andrew Hill High School area (zip code 95111).

Were the BEST services delivered as planned?

- ★ Yes, 152,678 hours of direct service were delivered this year. This year, 81% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service, indicating room for improvement in delivering planned services. Overall, BEST grantees delivered 118% of contracted services and care.

Were BEST customers satisfied with program services?

- ★ Yes, children and youth customers gave BEST services a 91% satisfaction rating while parents gave the same services for their children a 93% satisfaction rating. Both scores reflect very high satisfaction with BEST services and increase of 3% and 2%, respectively.

How did BEST agencies perform this year?

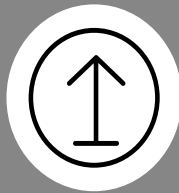
- ★ 90% of BEST agencies met their performance goal for youth customer satisfaction – an important indicator of program effectiveness
- ★ 90% of BEST agencies achieved the performance goal for agency-selected targeted changes. These targeted areas are specific to an agency's service delivery and program model.

San Jose BEST

What happened this year?

TAKE A QUICK LOOK

BEST Agencies are Transforming Lives



Each funded-agency is assessed on how much change they produce in their youth customers in three targeted areas: asset development, social/respect and agency-specific service productivity. Service productivity, or targeted change, ranges from 100%, meaning the youth experienced improvement on all targeted changes to -100%, meaning they got worse on every targeted change.

In Cycle 26, BEST grantees collectively exceeded the target goal of 70% for each of these areas.



17 out of 21 grantees met or exceeded their contracted hours of direct service.



19 out of 21 grantees met or exceeded their goal for youth customer satisfaction. More often than not, satisfied customers experience and receive benefits from program services.



19 out of 21 grantees met or exceeded their performance goal for desired changes in their agency specific service delivery and program model.



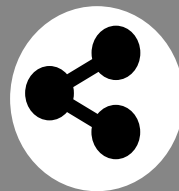
Investment

\$2.5 million invested in Cycle 26



Adult Allies

3.4 is the average # of new caring adults connected to youth via BEST services



Referral Source of Youth Clients

Youth self-referrals have increased by 11% since Cycle 25



Youth Participants

Median age of youth participants is 17.5

Highlights of San José BEST Services

Below are highlights of the effort, effect, and performance of BEST grantees for the year of Cycle 26.

Effort of BEST-Funded Services for this Year

- BEST funded 21 contracts to grantees, totaling \$2.5 million. Twenty-four percent (24%) of funds were allocated to early intervention services and the remaining 76% was disseminated to high risk intervention services.
- BEST grantees matched BEST funds with \$1 million dollars. BEST grantees spent 98% of their BEST funds and 101% of matching funds.
- Grantees served 3,511 unduplicated children and youth customers with 152,678 hours of direct service. Each customer received an average of 43 hours of service and care with an average cost of \$965 in services, achieving a good average dosage of care per customer.
- The average cost per hour of service was \$16.03 for BEST funds and \$22.85 for total funds (BEST 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.

Funds Spent and Services Delivered

As indicated below, grantees collectively spent 99% of their total funding and delivered 118% of their planned contracted services for FY 2016-17.

Effect of BEST Services

A strong indicator of the effectiveness of program service and care in producing desired outcomes is customer satisfaction. Children and youth gave BEST services a 91% satisfaction rating. Parents gave the same services a 93% satisfaction rating.

99%

Total Funds Spent



Collectively, BEST grantees spent 99% of their total funding during Cycle 17. Total funding includes both BEST awarded dollars and matching dollars.

93%

Parent Satisfaction

Parents of children/youth customers gave BEST services a customer satisfaction rating of 93% - an increase of 2% from Cycle 16.

118%

Hours of Service Delivered



BEST Grantees delivered 118% of their planned contracted services for FY 2016-17. In total, a collective 152,678 total units of service were delivered to children, youth and families.

91%

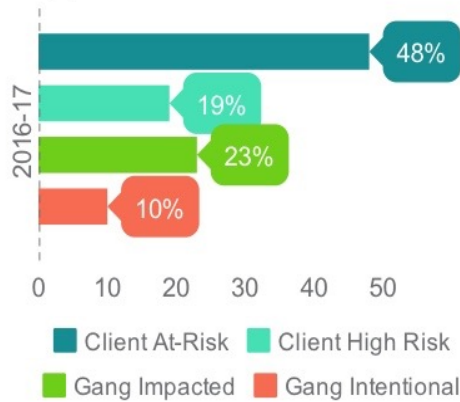
Youth Satisfaction

Children and youth customers gave BEST services a 91% satisfaction rating - an increase of 3% from last year.

Youth with the Greatest Need Continue to Receive Services

Funded providers continue to serve youth with the greatest need for BEST services.; This year, funded providers served 3% more youth identified as “gang intentional” as compared to last year. . Similar to Cycle 25, an observable focus on prevention efforts continues with 45% of “at risk” youth being served.

Type of BEST Customer



Grantees Continue to Serve Youth with Greatest Need for BEST Services

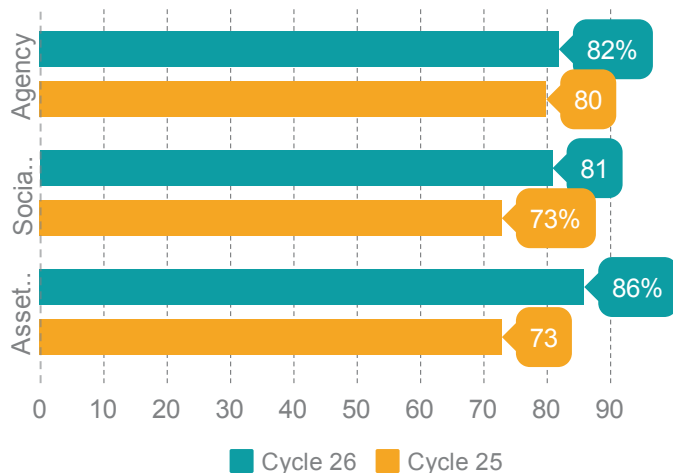
Fifty-two percent (52%) of children/youth in FY 2016-17 served were at greatest risk for gang involvement. An equal focus on prevention efforts in Cycle 17 meant that 48% of clients were identified as At-Risk.



Youth Continue to Experience Change Due to BEST Services

As part of the evaluation, BEST agencies are assessed on how much change they produce in their youth customers. The assessment of “service productivity” or the effects of services 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. BEST measures three types of service productivity: agency-specific, social/respect and asset development. **Agency-specific** measures change related to grantee-specific funded skills and behaviors. As such, agency-specific targeted change varies across providers. **Social/respect** measures the growth in youth customers attitudes and behaviors relative to social/respect and community norms, such as respecting others who are different from you to feeling prepared to succeeding in the community where one lives. **Asset development** measures core developmental assets in youth, including success in school, communication skills and ability to connect with adults, for example.

Effectiveness in Producing Change



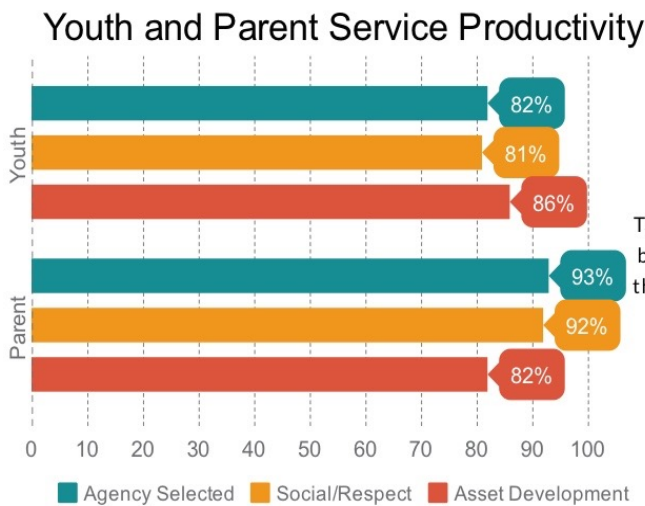
Youth Reported Higher Rates of Change in Cycle 26

During Cycle 26, youth receiving BEST services indicated higher rates of change as compared to last year across every level - agency specific, social/respect and asset development.



Service Productivity Scores Remain Consistent and High

Service productivity scores reflect an improvement from last year. BEST Service Providers continue to show effectiveness in producing positive social and civil behaviors, agency-selected, and youth developmental asset changes in their customers. Data were based on 1,991 individual youth assessments of customers served by BEST funded services and care.



Grantees Exceeded the Performance Goal of 70% for Targeted Changes

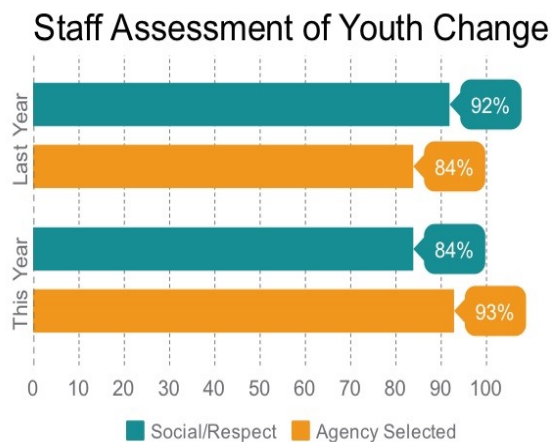
Targeted Changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop needed assets to ensure a positive future.



Three types of service productivity are assessed for BEST agencies—asset development service productivity, social/respect, and agency-specified service productivity. 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; a score of minus 100% means the responder got worse on all items. Zero percent when customers indicated that they got no benefit or change because of the BEST funded services (they stayed the same).

Staff Assessments

BEST staffs conduct individual assessments of their youth customers to measure agency-selected and pro-social behavior service productivity. Data reflects a lower score of 84% for social/respect (pro-social behavior) service productivity this year as compared to a score of 92% last year.



Staff Reported Higher Levels of Agency Selected Changes This Year

Staff Assessments indicated a score of 84% for social/respect behavioral changes and 93% for agency-specific targeted changes.



Performance of BEST Funded Services

- Effort**

 - At the beginning of each fiscal year, grantees develop a service plan that indicates the scope of work they will complete for their grant. This year, 81% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service. The performance goal was 95% of planned activities.

- Satisfaction**

 - Ninety percent (90%) of grantees met or exceeded the BEST goal for children and youth satisfaction and 100% of grantees met the performance goal of 80% for parent satisfaction of the services and care provided to their child.

- Service Productivity: Asset Development Changes**

 - All the BEST grantees report on similar child and youth developmental asset targeted changes. This year, 71% of grantees met or exceeded their performance goal for growth in targeted child/youth developmental assets as indicated by their child and youth customers. Ninety-five percent (95%) of the parents surveyed indicated that the program in which their child was involved met or exceeded their performance goal for targeted changes in their child’s developmental assets. The performance goal was 70%.

- Service Productivity: Agency-Selected Changes**

 - All of the BEST grantees/agencies select changes that are targeted to their specific service delivery and unique to their program. This year, 90% of grantees met or exceeded their performance goal to stimulate growth in the grantee’s selected, targeted changes as indicated by their child and youth customers. One-hundred (100%) of the parents surveyed indicated that the program in which their child was involved met or exceeded their performance goal for targeted changes. The performance goal was 70%.

- Service Productivity: Social/Respect Changes**

 - Seventy-six percent (76%) of grantees met or exceeded their performance goal for growth in social/respect changes as indicated by their child and youth customers. Ninety-five percent (95%) of the parents surveyed indicated that the grantee program in which their child was involved met or exceeded their performance goal for targeted changes in their child’s social/respect attitudes and behaviors. The social/respect service productivity is an attempt to measure changes from a street code or gang mindset to a pro-social mindset and activities. The performance goal was 70%. This is an area for continuous quality improvement and efforts.

The following table summarizes BEST grantees performance in meeting five target goals for this year: 1) delivery of planned amount of service; 2) customer satisfaction; 3) asset development service productivity score; 4) grantee selected service productivity score and 5) social/respect service productivity.

Fifty-seven percent (57%) of the grantees or 12 grantees made all five of the major performance goals. Nineteen percent (19%) met four or more of the five performance goals. One grantee missed all the performance goals.

BEST Grantees Performance Summary for Cycle XXVI (26) FY 2016-17		
	Number	Percent
Grantees That Met all Five Performance Goals	12	57%
Grantees That Met Four Out of Five Performance Goals	4	19%
Grantees That Met Three Out of Five Performance Goals	3	14%
Grantees That Met Two Out of Five Performance Goals	0	0%
Grantees That Met One Out of Five Performance Goals	1	5%
Grantees That Missed All Five Performance Goals	1	5%

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

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 All San José BEST Grantees				Met Performance Goals		
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$2,496,897	Annual Contract Budget Match \$1,026,809	Total Funds \$3,523,706	Percent Matching Funds 41%			
		What did BEST spend on services?	BEST Funds Spent \$2,447,901	Annual Contract Budget Match Spent \$1,040,265	Total Funds Spent \$3,488,166	Percent of BEST Funds Spent 98%	Percent of Total (BEST + Match) Funds Spent 99%	Yes, Spent 101% of Matching Funds	
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 66.7	Years Experience 14	Years Schooling 15	Male 51%	Female 49%	Yes	
			Total Unduplicated Customers 3,511	Male 46%	Female 54%	Level of RPRA Developmental Assets MEDIUM	Level of Risk for Criminogenic Behavior MEDIUM	Yes, served 52% of youth that were high risk and gang involved.	
	Customers	Who are our youth ongoing customers?	6-10 yrs 5%	11-14 yrs 24%	15-20 yrs 56%	21-25 yrs 6%	Over 25 8%		
			Asian Pacific Americans 6%	African Americans 6%	Caucasian Americans 3%	Latino Americans 78%	Other/Multi-racial 7%		
			Client At-Risk 48%	Client High-Risk 19%	Gang Impacted 23%	Gang Intentional 10%	Unassigned 0%		
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 49%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 24%	Substance Abuse Prevention and Intervention 4%	Vocational/Job Training Services 6%	Case Management 13%		
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Central 9%	Foothill 22%	Southern 20%	Western 33%	City-Wide 16%	Yes, Parent Awareness delivered 5% of service strategies.	
			Activities	How much services did we provide?	Total Planned Hours of Service for Year 128,976	Total Actual Units of Service for Year 152,678	Percent of Actual Services Year 118%	Hours of Service per Customer 43	Percent of Youth Not Arrested During Services by Staff and Youth Assessment 93%
	Outputs	How much did the services cost to deliver?			Actual Cost per Hour BEST Funds \$16.03	Actual Cost per Hour Total Funds \$22.85	Cost per Customer BEST Funds \$697	Cost per Customer Total Funds \$993	Average # of New Caring Adults Connected to Youth 3.4
			E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 91%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 93%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?		Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report on their Child	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
				Asset development changes		82%	93%		
				Social/Respect selected changes		81%	92%		
	Agency selected changes		86%	82%	93%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality High	% of Grantees with Good Reliability 71%		Yes, Quality Score > 1 Yes, 71% of Grantees with Good Reliability		
		First Half 2.2	Second Half 3.3						
Survey Sample	How many customers did they survey?	RPRA Survey 1,466	Youth Surveys 1,991	Parent Surveys 1,134	Staff Surveys 1,803	Total Surveys Collected 6,394	Good Sample Size		

Summary of Dashboard Score Card Outcomes for the Year

San José BEST Funded Programs

Inputs

BEST-funded agencies spent 98% of BEST allocated funds for the year and the grantees spent 101% of their matching funds. Funds were allocated and spent with 24% for early intervention services and 76% for high-risk intervention services.

Customers

During this year, BEST grantees served 3,511 unduplicated customers. Of the customers served, 46% were male and 54% were female with 56% of youth ranging in age between 15 to 20 years old. Staff assessments of youth participants indicated that 52% were high risk ,gang-impacted and gang intentional youth down from 3% last year.

Activities

BEST grantees delivered 152,678 hours of direct service to youth, and their parents. The funded providers delivered 118% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$22.85 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided to BEST customers on targeted impact changes because of the care provide to improve their knowledge, skills, behaviors and attitudes.

Customer Satisfaction – A Measure of Effectiveness

BEST grantees earned a high satisfaction score of 91% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 93%.

Service Productivity – A Measurement of Change for the Better

The BEST grantees collectively exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants as indicated by youth, their parents, and individual assessments of BEST funded staff. Connecting funding strategies, activities, and efforts to the measured impact is an evidence based principle for evaluating effectiveness of services and care. BEST uses an evaluation system that successfully accomplishes this evaluation strategy by asking each child, youth, parent customer to indicate if they improved on the targeted changes “because of the service funded by BEST.”

Service Quality, Reliability,

The service quality score was very good with a score of 3.3 - indicating that services were equally effective and consistent for customers. Seventy-one percent (71%) of BEST providers had good reliability of survey questions. The winter and spring survey sample size was good - a total of 6,394 surveys were analyzed.

BEST and Matching Funds Cycle 26

The City of San José awarded \$2.5 million in direct funding to 21 grantees to deliver Early Intervention and High Risk Intervention Services. These BEST grantees collectively provided a 41% match totaling \$1 million. The grantees who were awarded BEST funds are listed in the table below with beginning year contracted funding amounts.

BEST Service Provider (21 Grantees) FY 2016-2017	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
Alum Rock Counseling Center, Inc.	\$202,314	\$161,231	\$363,545	80%
Bay Area Tutoring Association	\$43,000	\$8,000	\$51,000	19%
Bill Wilson Center	\$135,000	\$27,000	\$162,000	20%
Catholic Charities of Santa Clara County	\$323,393	\$60,679	\$384,072	19%
Girl Scouts of Northern California	\$69,490	\$162,351	\$231,841	234%
ConXion To Community	\$168,000	\$74,500	\$242,500	44%
California Youth Outreach	\$83,000	\$36,150	\$119,150	44%
Empowering our Community for Success	\$43,000	\$8,000	\$51,000	19%
The Firehouse Community Development Corporation	\$268,000	\$52,400	\$320,400	20%
Family and Children Services	\$83,000	\$27,000	\$110,000	33%
Fresh Lifelines For Youth	\$117,800	\$23,560	\$141,360	20%
From The Streets To The Grave	\$53,000	\$10,000	\$63,000	19%
Midtown Family Services	\$44,666	\$17,533	\$62,199	39%
New Hope for Youth	\$289,662	\$54,194	\$343,856	19%
San Jose Jazz - Progressions	\$68,000	\$122,305	\$190,305	180%
The Art of Yoga Project	\$48,000	\$9,100	\$57,100	19%
The Tenacious Group	\$78,000	\$18,750	\$96,750	24%
Teen Success, Inc.	\$38,000	\$77,009	\$115,009	203%
Unity Care	\$25,000	\$13,733	\$38,733	55%
Uplift Family Services	\$161,001	\$32,200	\$193,201	20%
Ujima Adult and Family Services	\$155,571	\$31,114	\$186,685	20%
All Programs	\$2,496,897	\$1,026,809	\$3,523,706	41%

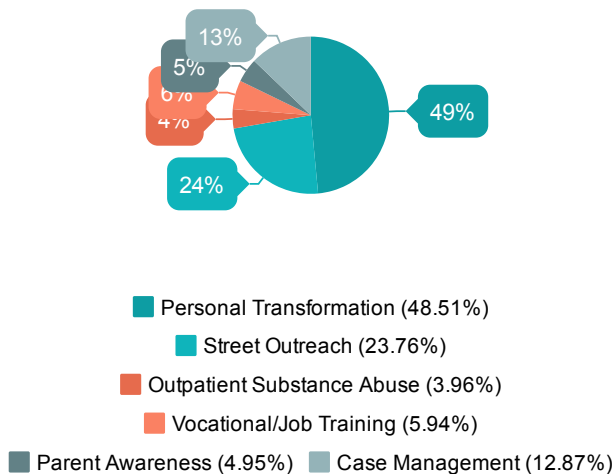
Summary of BEST Funds Spent This Year

The following table summarizes the funds spent this year. BEST Providers spent 98% of contracted grants funds and 101% of matching funds.

BEST Service Provider (21 Grantees) FY 2016-2017	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
Alum Rock Counseling Center, Inc.	\$202,314	\$161,231	\$363,545	80%
Bay Area Tutoring Association	\$43,000	\$8,000	\$51,000	19%
Bill Wilson Center	\$135,000	\$27,000	\$162,000	20%
Catholic Charities of Santa Clara County	\$323,393	\$60,679	\$384,072	19%
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New Hope for Youth	\$289,662	\$54,194	\$343,856	19%
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The Art of Yoga Project	\$48,000	\$9,100	\$57,100	19%
The Tenacious Group	\$78,000	\$18,750	\$96,750	24%
Teen Success, Inc.	\$38,000	\$77,009	\$115,009	203%
Unity Care	\$25,000	\$13,733	\$38,733	55%
Uplift Family Services	\$161,001	\$32,200	\$193,201	20%
Ujima Adult and Family Services	\$155,571	\$31,114	\$186,685	20%
All Programs	\$2,496,897	\$1,026,809	\$3,523,706	41%

Service Strategies Funded by Eligible Services and Type of Intervention

BEST Cycle 26 Service Strategies



BEST providers are awarded funding by eligible service area. During Cycle 26, BEST Administration introduced a new eligible service: case management. This year, thirteen percent (13%) of case management services were delivered.

Historical Review of BEST Funding

The City of San José's efforts to sustain its outreach to the city's high risk youth over time is documented in the table below. Its willingness to fund community based partners has allowed the BEST Program to match 77% of the City of San Jose funds over time with support from partners. **BEST matching funds provide 77 cents for every dollar of City of San José funds.**

The BEST Program continues to focus its services on youth that are disconnected from their families, school and the community in an effort to support them so they may transform their lives, realize their full potential and contribute meaningfully as members of society. In the last twenty-six years, the BEST Program has expended a total of \$55.2 million in City of San José funds, \$42.4 million in matching funds from partners for a total of \$97.6 million to deliver 12.2 million hours of direct service to intervene in the lives of young people to reduce gang involvement, gang activity and violence by assisting youth to build pro social behaviors for a healthy and productive future.

BEST Funding Cycle	BEST Funding Evaluated	Matching Funds	Total Funds	Percent Match	Hours of Service	Cost per Hr. BEST \$	Cost per Hr. Total \$
Cycle 1 1992	\$ 1,500,000	\$ 180,000	\$ 1,680,000	12%	208,945	\$ 7.18	\$ 8.04
Cycle 2 1993	\$ 825,000	\$ 95,000	\$ 920,000	12%	88,654	\$ 9.31	\$ 10.38
Cycle 3 1994*	\$ 1,373,000	\$ 698,000	\$ 2,071,000	51%	191,709	\$ 7.16	\$ 10.80
Cycle 4 1995	\$ 1,956,000	\$ 1,056,240	\$ 3,012,240	54%	777,542	\$ 2.52	\$ 3.87
Cycle 5 1996	\$ 1,452,153	\$ 1,357,658	\$ 2,809,811	93%	546,346	\$ 2.66	\$ 5.14
Cycle 6 1997	\$ 1,653,727	\$ 1,970,974	\$ 3,624,701	119%	640,071	\$ 2.58	\$ 5.66
Cycle 7 1998	\$ 1,686,951	\$ 2,194,363	\$ 3,881,314	130%	598,838	\$ 2.82	\$ 6.48
Cycle 8 1999	\$ 1,823,736	\$ 2,370,046	\$ 4,193,782	130%	752,255	\$ 2.42	\$ 5.57
Cycle 9 2000	\$ 1,886,291	\$ 2,333,048	\$ 4,219,339	124%	775,922	\$ 2.43	\$ 5.44
Cycle 10 2001	\$ 2,515,544	\$ 2,954,233	\$ 5,469,777	117%	1,217,415	\$ 1.98	\$ 4.30
Cycle 11 2002	\$ 2,583,176	\$ 3,217,418	\$ 5,800,594	125%	1,079,548	\$ 2.39	\$ 5.38
Cycle 12 2003	\$ 2,411,885	\$ 2,641,482	\$ 5,053,367	110%	966,537	\$ 2.50	\$ 5.23
Cycle 13 2004	\$ 2,564,357	\$ 3,039,983	\$ 5,604,340	119%	861,773	\$ 2.98	\$ 6.50
Cycle 14 2005	\$ 2,367,278	\$ 1,736,564	\$ 4,103,842	73%	316,394	\$ 7.48	\$ 12.95
Cycle 15 2006	\$ 2,397,033	\$ 1,627,367	\$ 4,024,400	68%	316,524	\$ 7.57	\$ 12.71
Cycle 16 2007	\$ 2,407,325	\$ 2,122,516	\$ 4,529,841	88%	298,816	\$ 7.90	\$ 14.34
Cycle 17 2008	\$ 2,764,790	\$ 1,407,766	\$ 4,172,556	51%	286,497	\$ 9.65	\$ 14.56
Cycle 18 2009	\$ 2,850,084	\$ 1,467,236	\$ 4,317,320	51%	369,168	\$ 7.72	\$ 11.29
Cycle 19 2010	\$ 2,890,016	\$ 1,533,191	\$ 4,423,207	53%	370,879	\$ 7.79	\$ 11.79
Cycle 20 2011	\$ 2,402,057	\$ 1,373,032	\$ 3,775,089	57%	343,117	\$ 7.00	\$ 11.00
Cycle 21 2012	\$ 1,619,302	\$ 1,392,926	\$ 3,012,228	86%	221,889	\$ 7.30	\$ 13.58
Cycle 22 2013	\$ 2,197,449	\$ 1,449,525	\$ 3,646,974	66%	217,175	\$ 9.87	\$ 16.65
Cycle 23 2014	\$ 2,177,793	\$ 1,301,662	\$ 3,479,455	60%	217,801	\$ 9.72	\$ 15.78
Cycle 24 2015	\$ 2,185,793	\$ 889,506	\$ 3,075,302	41%	225,574	\$ 9.69	\$ 13.63
Cycle 25 2016	\$ 2,241,132	\$ 981,143	\$ 3,222,275	44%	223,873	\$ 9.76	\$ 14.14
Cycle 26 2017	\$ 2,496,897	\$ 1,026,809	\$ 3,523,706	41%	152,630	\$ 16.04	\$ 22.85
Total Funding	\$ 55,228,769	\$ 42,417,688	\$ 97,646,457	77%	12,265,892	\$ 4.50	\$ 7.96
* No evaluation conducted for Cycle 3, therefore, numbers are from management reports							

Profile of BEST Customers - Top Zip Codes & Referrals

Home Zip Codes of Youth Customers

Home zip codes were collected from all customers served by BEST grantees. The table below shows a comparison of home zip codes of youth customers across four years of BEST funding. The majority of youth served by BEST Providers resided in the east side of San Jose – similar to previous years. **The zip code 95122 (King/Ocala/ Overfelt High School area has been the top geographical region with the most youth customers served over the last four cycles of funding.** The Zip Code 95111 (Andrew Hill HS Area) is in the second spot. The zip code 95116 (Mayfair Area) remained in the third spot. The Zip Code 95112 also remained in the fourth spot this year.

Region	Zip Code	Percent	Cycle 26	Cycle 25	Cycle 24	Cycle 23
King/Ocala/Overfelt HS Area	95122	18.30%	1	1	1	1
Andrew Hill HS Area	95111	16.10%	2	2	2	2
Mayfair Area	95116	12.50%	3	3	4	3
SJSU to Tully Area	95112	7.60%	4	4	5	6
Alum Rock Area	95127	7.20%	5	5	3	4
Downtown & Washington Area	95110	6.00%	6	6	6	5

Referral Source of Youth Clients

Each year, the evaluation team reports on the referral source of youth clients for all BEST grantees collectively. This data is important as it is reflective of the partnerships developed and established by grantees with the community –at-large and collaborations throughout the City. As the table indicates below, Cycle 26 saw the referrals of youth to BEST Providers from the Juvenile Justice System remain constant from last year; however, referrals from the San José Police Department decreased by 2%. School referrals are the second highest referrals (37%) with an eight percent (8%) decrease from Cycle 25. Self referrals became the first method of referrals with forty-two percent (42%) of customers seeking services on their own. **This shift in referral source from youth to other youth is worth taking note as it is an indicator that youth for whom BEST services are working are referring their friends that may be in need of similar services. It is not surprising that collectively, youth receiving BEST services provided a customer satisfaction rating of 91%. Customer satisfaction is an indicator of whether youth customers like the services they are receiving and are getting what they expected.**

Region	Cycle 26	Cycle 25	Cycle 24	Cycle 23	Cycle 22	Cycle 26 to Cycle 25 Comparison	Difference Across 5 Years
Police	0%	2%	1%	1%	0%	-2%	0%
Juvenile Justice	9%	9%	9%	11%	23%	0%	-14%
School	37%	45%	38%	40%	28%	-8%	9%
Parents	3%	9%	4%	8%	1%	-6%	2%
Friend	2%	3%	4%	5%	6%	-1%	-4%
Self	42%	31%	36%	32%	29%	11%	13%
Other/Unknown	7%	1%	8%	4%	13%	6%	-6%

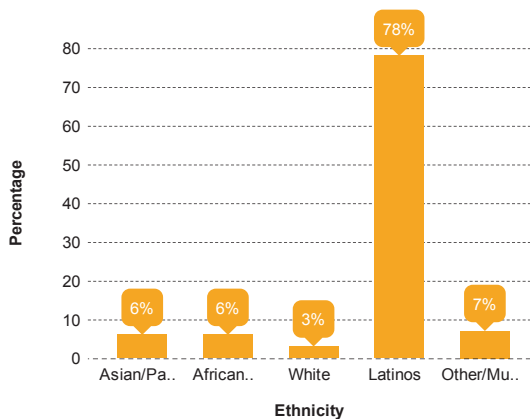
Profile of BEST Customers - Demographics

The profile of BEST customers illuminates that the majority of youth served were between the ages of 15–20, predominantly Latino youth that were self-referred. This year, 3,511 youth were served. Of customers served, 54% were female and 46% were male. This is the second year BEST served more female customers than male. The ethnicity of BEST customers continues to remain unchanged with the largest percentage of youth served identifying as Latinos. Finally, the referral source that showed the highest increase from Cycle 25 is “youth self-referrals,” meaning that youth are hearing and finding out about the services offered by BEST providers and reaching out on their own to seek assistance.

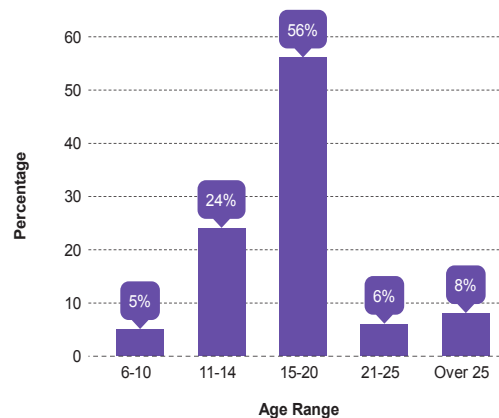
Ethnicity

Age

Ethnicity of BEST Youth Participants

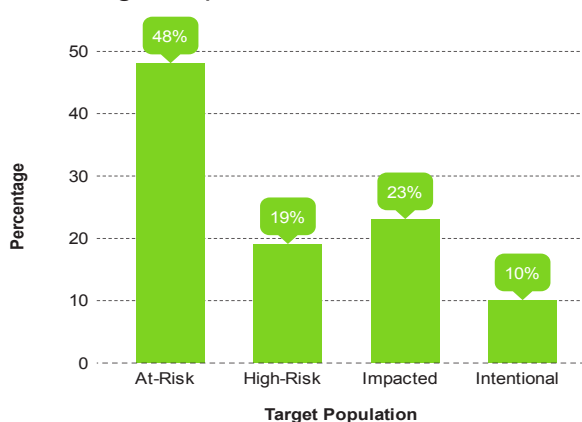


Age of BEST Youth Participants



Cycle 26 Target Populations

Target Population of BEST Youth

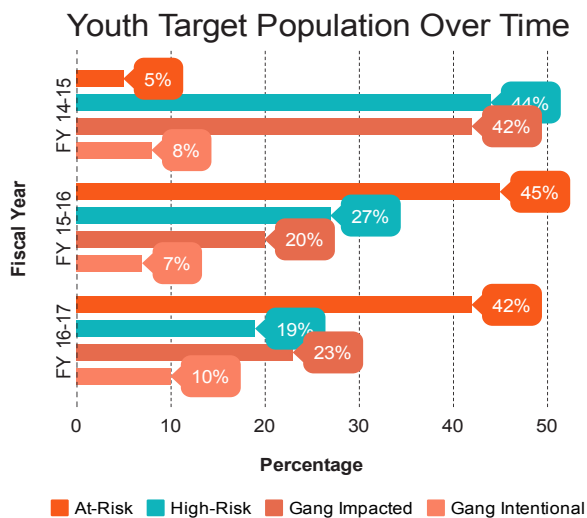


Target population profiles were established to assist San José BEST with aligning funded programming with targeted population of youth served over time. The four target population categories are: At-Risk, High-Risk, Gang Impacted and Gang Intentional. The definitions for each of these profiles can be found on pages 22 and 23. During Cycle 26, “At-Risk” youth were the largest target population comprising 48% of youth served.

Target Population Profiles

Target population profiles are not intended to “label” youth served by San José BEST, rather, to inform how to best align services with youth needs. Each category was developed for funded agencies to estimate the level of gang impact and involvement of youth customers. The Mayor’s Gang Prevention Task Force (MGPTF) target population is: 1) Youth ages 6 to 24 years of age exhibiting high-risk behaviors; 2) Youth committing intentional acts of violence; 3) Youth exhibiting high-risk behaviors related to gang lifestyles and 4) Youth identified as a gang member and/or arrested for gang-related incidents of gang violence, in addition to families (including parents and children) and friends of youth involved with the gang lifestyle or incarcerated for gang-related crimes.

Target Populations Over Time



The four target population categories for BEST are: At-Risk, High-Risk, Gang Impacted and Gang Intentional. The definitions of each of these profiles can be found on this page and the following page. During Cycle 26, a shift in the population profile of youth served occurred. “At-Risk” youth were the largest target population comprising 48% of youth served in FY 16-17; this represents a significant departure of youth that were served from this target population profile as compared to Cycle 24 where only 5% of youth served were identified as “At-Risk.” Similar dramatic shifts of youth served are observed for both “High-Risk” and “Gang-Impacted” categories from Cycle 24 to Cycle 26

In order to increase services for youth impacted by gangs and active in the gang lifestyle, BEST Administration implemented a new Street Outreach Intervention Strategy in hopes to reach more youth in the highest need areas of San José. Due to an error in reporting, the total number of youth served in the Street Outreach Intervention Eligible Service Area was not accurately captured. BEST Administration has rectified the error and moving forward expects to see an increase in gang-impacted and gang-intentional youth served.

At-Risk: This category may be distinguished from other at-risk youth in that they are residing in a high risk community (hot spot areas, low socio-economic areas) and have some of the following gang risk characteristics:

1. Has a high potential to exhibit high-risk gang behaviors.
2. Has not had any personal contact with juvenile justice system.
3. Exhibits early signs of school-related academic, attendance and/or behavior problems.
4. Has periodic family crises and/or is a child welfare case.
5. Is low-income and/or lives in overcrowded living conditions
6. Knows some neighborhood gang members but does not associate with them.
7. Is beginning to experiment with drug/alcohol use.

High-Risk: This category may be distinguished from the “at-risk” population based on the additional characteristics and level of intensity of the following:

1. Admires aspects of gang lifestyle characteristics.
2. Views gang member as “living an adventure.”
3. Lives in gang “turf” area where the gang presence is visible
4. Has experienced or practiced in gang intimidation type of behaviors or has witnessed violent gang acts.
5. Feels unsafe being alone in neighborhood.
6. Has family members who have lived or are living a juvenile delinquent, criminal and/or gang lifestyle.
7. Has had several contacts with the juvenile justice system and law enforcement.
8. Does not see the future as providing for him/her; has a perspective of “you have to take what you can get.”
9. Casually and occasionally associates with youth exhibiting gang characteristics.
10. Has a high rate of school absences, and experiences school failure and disciplinary problems.
11. Uses free time after school to “hang out” and does not participate in sports, hobbies or work.
12. Is suspicious and hostile toward others who are not in his/her close circle of friends.
13. Does not value other people’s property.
14. Believes and follows his/her own code of conduct, not the rules of society.
15. Only follows advice of friends; does not trust anyone other than friends.
16. Uses alcohol and illegal drugs.
17. Has had numerous fights and sees violence as primary way to settle disagreements and maintain respect.
18. May have been placed in an alternative home or living arrangement for a period.
19. Does not have personal goals/desires that take precedence over gang impacted youth groups

Impacted: Youth exhibiting high-risk behaviors related to gang lifestyles.

1. Has had several contacts with juvenile justice system and law enforcement. Has spent time in juvenile hall. Has had a probation officer and/or may have participated in delinquency diversion program.
2. Has not numerous fights, and views violence as primary way to intimidate, settle disagreements and maintain respect.
3. May claim a turf or group identity with gang characteristics, but still values independence from gang membership.
4. Personally knows and hangs out with identified gang members.
5. Considers many gang-related activities socially acceptable.
6. Feels he/she has a lot in common with gang characteristics.

7. Views gang involvement as an alternative source of power, money and prestige.
8. Wears gang style clothing and/or gang colors/symbols.
9. Promotes the use of gang cultural expressions and terminology.
10. Identifies with a gang-related affiliation and/or turf, but has not officially joined a gang. Is ready to join a gang.
11. Does not seek employment, and regards “underground economy” as a viable option.
12. Probably has gang-related tattoos.
13. Has drawing of gang insignia or symbols on notebook/book covers, other personal items.

Intentional: This category is distinguished from all other categories in that youth must be identified and/or arrested for gang related incidents or acts of gang violence through the justice system.

1. May have been identified or certified as a gang member by law enforcement agencies.
2. Associates almost exclusively with gang members to the exclusion of family and former friends.
3. Views intimidation and physical violence as the way to increase personal power, prestige and rank in the gang.
4. Regularly uses/abuses alcohol and other drugs.
5. Self-identifies as a gang member.
6. Has spent time in juvenile hall, juvenile camp or California Youth Authority
7. Regularly deals with gang rival and allied gang business.
8. Has gang-related tattoos.
9. Identifies specific individuals or groups as enemies.
10. Is engaged in the gang lifestyle.
11. Rejects anyone or any value system, other than that of the gang.
12. Believes that the gang, its members, and/or his/her family live for or will die for the gang.
13. Has fully submerged his/her personal goals and identity in the collective identity and goals of the gang.
14. Has adopted and/or earned gang status within the gang system.

BEST Services Delivered This Year

The Average BEST Customer Received 43 Hours of Service

The amount of service provided per customer is an important measure when evaluating intervention services for high-risk youth. Research indicates that changing the behavior and mindset of youth and their parents through interventions requires an investment over time or sufficient dosage of services to change the way a youth thinks and deals with life challenges and opportunities.

BEST grantees delivered 152,678 hours of service during this year. Collectively, grantees provided 118% of their contracted services for the full year. Ninety-three percent (93%) of youth served were not arrested during their tenure as a participant in BEST-funded programming as reported by youth and staff assessments of each youth..

BEST Service Provider (21 Grantees) FY 2016-2017	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services for Year	Hours of Service per Customer	Percent of Youth Not Arrested During Services Youth and Staff Report
Alum Rock Counseling Center	10,111	9,864	98%	55	97%
Bay Area Tutoring Association	1,431	1,687	118%	19	95%
Bill Wilson Center	5,128	5,416	106%	74	78%
Catholic Charities of Santa Clara	7,091	10,402	147%	11	88%
Girl Scouts of Northern California	10,799	11,410	106%	17	89%
ConXion to Community	12,909	16,608	129%	115	97%
California Youth Outreach	5,024	1,936	39%	19	ND
Empowering Our Communities Through Success	1,481	1,128	76%	14	97%
The Firehouse Community Development Corporation	9,156	11,753	128%	93	90%
Family and Children Services	5,015	7,521	150%	53	99%
Fresh Lifelines for Youth	3,686	5,134	139%	50	87%
From the Streets to the Grave	1,275	2,366	186%	34	ND
Midtown Family Services	2,393	7,383	309%	615	85%
New Hope for Youth	19,600	25,979	133%	337	87%
San Jose Jazz - Progressions	17,429	17,017	98%	161	100%
The Art of Yoga Project	1,641	2,087	127%	12	72%
The Tenacious Group	2,575	2,849	111%	32	96%
Teen Success	1,473	1,127	77%	56	100%
Unity Care	1,497	778	52%	12	ND
Uplift Family Services	3,112	3,267	105%	23	88%
Ujima Adult and Family Services	6,150	6,966	113%	68	96%
All Programs	128,976	152,678	118%	43	93%

Cost per Hour by BEST Service Providers

Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth
\$16.03	\$22.85	\$697	\$993	3.4

The cost per hour was \$16.03 for BEST grant funds and \$22.85 for total funds. Service providers connected an average of 3.4 new caring adults to youth as a result of their participation in program services. Connecting youth to caring adults is a significant factor in the improvement of their ability to be resilient and make good choices.

The table below shows the cost per hour for each BEST grantee. Readers are reminded that grantees should only be compared to grantees with similar services and care. Cost per hour total funds ranged from a low of \$3.99 for San Jose Jazz - Progressions to a high of \$49.28 for Uplift Family Services.

BEST Service Provider (21 Grantees) FY 2016-2017	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds	BEST Funds per Customer	Total Funds Spent per Customer	Average # of New Caring Adults Connected to Youth
Alum Rock Counseling Center	\$20.51	\$36.86	\$1,124	\$2,020	4.0
Bay Area Tutoring Association	\$25.49	\$30.23	\$483	\$573	4.8
Bill Wilson Center	\$24.93	\$29.91	\$1,849	\$2,219	5.7
Catholic Charities of Santa Clara	\$29.69	\$35.69	\$324	\$390	2.6
Girl Scouts of Northern California	\$6.09	\$18.94	\$106	\$331	3.0
ConXion to Community	\$10.12	\$14.60	\$1,159	\$1,672	2.7
California Youth Outreach	\$41.98	\$60.65	\$805	\$1,163	3.4
Empowering Our Communities Through Success	\$38.12	\$45.21	\$531	\$630	1.9
The Firehouse Community Development Corporation	\$22.33	\$27.00	\$2,066	\$2,498	4.1
Family and Children Services	\$11.04	\$23.97	\$580	\$1,261	3.7
Fresh Lifelines for Youth	\$22.94	\$27.53	\$1,155	\$1,386	2.7
From the Streets to the Grave	\$13.75	\$16.32	\$465	\$552	NR
Midtown Family Services	\$6.05	\$8.42	\$3,722	\$5,183	4.6
New Hope for Youth	\$11.15	\$13.26	\$3,762	\$4,473	2.5
San Jose Jazz - Progressions	\$3.99	\$8.73	\$641	\$1,402	ND
The Art of Yoga Project	\$23.00	\$27.36	\$271	\$323	5.8
The Tenacious Group	\$27.38	\$34.05	\$886	\$1,102	3.4
Teen Success	\$33.72	\$102.05	\$1,900	\$5,750	2.7
Unity Care	\$23.55	\$36.39	\$273	\$423	2.7
Uplift Family Services	\$49.28	\$59.62	\$1,118	\$1,353	2.4
Ujima Adult and Family Services	\$22.35	\$27.05	\$1,511	\$1,829	3.3
All Programs	\$16.03	\$22.85	\$697	\$993	3.4

Indicators of Performance - Efficiency and Effectiveness

CCPA evaluated the performance of each of the 21 BEST grantees relative to their effectiveness and efficiency. Two indicators of effectiveness are Youth Customer Satisfaction and Service Productivity. Two indicators of efficiency are Percentage of Contracted Services Delivered and Cost per Hour of Service. The definitions of the key performance indicators follows:

Percent of contracted services delivered should be minimally 95% for the contract period. BEST grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.

Cost per hour of service for BEST funds is calculated by dividing the amount of BEST funds expended by the number of hours of direct service delivered. Cost per hour of service for total funds is calculated by dividing the amount of BEST funds and matching funds by the number of hours of direct service delivered. No performance goal is set for cost per hour but readers can compare the cost per hour of services among similar grantees contracted to provide similar services to determine if the cost per hour is reasonable.

Youth customer satisfaction is determined by child and youth responses to four questions about satisfaction with the services they received. The four questions are summarized into a score which ranges from 0% (low) to 100% (very high). BEST has set a performance goal of 80% for this measure.

Service Productivity is a measure which is used to determine the effectiveness of BEST-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a percentage that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percentage of targeted changes achieved minus the percentage missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For grantees there are three types of service productivity - one that measures child and youth developmental assets (asked by all grantees), the second that measures program-specific changes, as determined by the grantee and the third that measures social/respect specific changes in attitudes and behaviors. BEST set a goal of 70% as a stretch goal for agencies up from the national benchmark of 60%.

BEST Performance Target Goals:

Percent of contracted service delivered: 95%

Customer satisfaction rate: 80%

For The Three Service Productivity Rates :70%

List of BEST Grantees and Performance Goals Achieved

Grantees That Met all Five Performance Goals

1. Alum Rock Counseling Center
2. Bill Wilson Center
3. Catholic Charities of Santa Clara
4. Girl Scouts of Northern California
5. ConXion to Community
6. Firehouse Community Development Corp.
7. Family and Children Services
8. Midtown Family Services
9. New Hope for Youth
10. The Art of Yoga Project
11. Uplift Family Services
12. Ujima Adult and Family Services, Inc

Grantees That Met Four Out of Five Performance Goals

1. California Youth Outreach
2. Empowering Our Communities Through Success
3. The Tenacious Group
4. Teen Success

Grantee That Met Three Out of Five Performance Goals

1. Fresh Lifelines for Youth
2. San Jose Jazz - Progressions
3. Bay Area Tutoring Association

Grantee That Met One Out of Five Performance Goals

1. From the Streets to the Grave

Grantees That Met None of Five Performance Goals

1. Unity Care

BEST Grantee Data for Efficiency and Effectiveness

The following table indicates the performance scores for efficiency and effectiveness of services by grantee. A shaded area indicates a Continuous Quality Improvement (CQI) performance goal that was missed.

BEST Service Provider (21 Grantees) FY 2016-2017	EFFICIENCY			EFFECTIVENESS			
	Percent of Actual Services for the Year	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds	Youth Sat.	Youth-rated Asset Development Service Productivity	Youth-reported Pro-social Behavior Productivity	Youth-rated Agency Service Productivity
Alum Rock Counseling Center	98%	\$20.51	\$36.86	86%	85%	81%	88%
Bill Wilson Center	106%	\$24.93	\$29.91	88%	80%	74%	98%
Catholic Charities of Santa Clara	147%	\$29.69	\$35.69	97%	97%	97%	94%
Girl Scouts of Northern California	106%	\$6.09	\$18.94	90%	80%	79%	77%
ConXion to Community	129%	\$10.12	\$14.60	93%	86%	79%	85%
The Firehouse Community Development Corporation	128%	\$22.33	\$27.00	96%	94%	92%	92%
Family and Children Services	150%	\$11.04	\$23.97	88%	86%	81%	87%
Midtown Family Services	309%	\$6.05	\$8.42	86%	70%	73%	90%
New Hope for Youth	133%	\$11.15	\$13.26	91%	80%	80%	75%
The Art of Yoga Project	127%	\$23.00	\$27.36	92%	88%	89%	96%
Uplift Family Services	105%	\$49.28	\$59.62	92%	86%	82%	79%
Ujima Adult and Family Services	113%	\$22.35	\$27.05	93%	81%	78%	80%
BEST GRANTEES THAT MISSED ONE OR MORE OF THE PERFORMANCE GOALS							
Bay Area Tutoring Association	118%	\$25.49	\$30.23	81%	68%	65%	80%
California Youth Outreach	39%	\$41.98	\$60.65	100%	NR	NR	100%
Empowering Our Communities Through Success	76%	\$38.12	\$45.21	87%	84%	86%	85%
Fresh Lifelines for Youth	139%	\$22.94	\$27.53	85%	59%	60%	82%
From the Streets to the Grave	186%	\$13.75	\$16.32	NR	NR	NR	NR
San Jose Jazz - Progressions	98%	\$3.99	\$8.73	82%	68%	67%	77%
The Tenacious Group	111%	\$27.38	\$34.05	90%	68%	71%	90%
Teen Success	77%	\$33.72	\$102.05	93%	86%	75%	82%
Unity Care	52%	\$23.55	\$36.39	62%	53%	55%	46%
All Programs	118%	\$16.03	\$22.85	91%	82%	81%	86%

Initial Outcomes From Youth Surveys

Customer Satisfaction Questions

Customer satisfaction is an indicator of whether youth customers like the services they are receiving and are getting what they expected. Youth customers are asked four questions about how good the services were, how helpful, and whether they should be recommended to others. Below are the frequency distributions for each of the four youth customer satisfaction questions across all BEST providers. These distributions reflect valid percentages meaning they do not include missing cases.

I think the program and activity I participated in was:

Poor	1%	Fair	2%	Good	25%	Great	72%
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I feel I benefitted from this program:

Not at all	1%	Some	21%	A lot	79%
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I thought the people who run the program were:

Very helpful	92%	Somewhat helpful	8%
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Do you think this program would help a friend or school mate:

Yes	81%	Maybe	18%	No	1%
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Asset Development Survey Questions

Asset development measures core developmental assets in youth, including success in school, communication skills and ability to connect with adults, for example. Below are each of the asset development survey questions and the corresponding valid percent for the response “better.”

Because of this program, my success at school is better: 77%

Because of this program, my understanding of who I am and what I can do is better: 84%

Because of this program, my ability to communicate is better: 80%

Because of this program, my ability to learn new things is better: 81%

Because of this program, my ability to connect with adults is better: 77%

Because of this program, my ability to work with others is better: 79%

Because of this program, my ability to stay safe is better: 78%

Social/Respect Survey Questions

Social/respect measures the growth in youth customers’ attitudes and behaviors relative to social/respect and community norms, such as respecting others who are different from you to feeling prepared to succeeding in the community where one lives.. Below are each of the social/respect survey questions and the corresponding valid percent for the response “better.”

Because of this program, I can identify my anger and express it in a non-violent way better: 72%

Because of this program, I feel better prepared to succeed in the community where I live: 77%

Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more: 71%

Because of this program, I respect others who are different from me more: 82%

The results for agency-selected questions are based on the service and care provided by each funded-program. Each agency summary is found in Part 2 of this report.



City of San José BEST Funded Grantee's Summaries

Part 2 of Final Evaluation Report

Alum Rock Counseling Center

Agency Description

A group of active community members with similar interests came together in 1974 to form Alum Rock Counseling (Communications) Center (ARCC). Their goal was to provide the Spanish-speaking community with counseling and communications services that were bilingual and culturally sensitive in a quiet, healthful setting. In 1978, ARCC added a prevention component to reach out to youth and families before behavioral problems turned into potentially volatile situations. Mentoring, family education, and after-school youth programs are a fundamental part of ARCC. Alum Rock Counseling Center provides culturally appropriate services that enable youth and their families in East Santa Clara Valley to improve their lives. ARCC has established a broad range of case management, counseling, prevention, education and early intervention services throughout East Santa Clara Valley including services designed for high-risk populations at K-12 school sites.

Project Description

ARCC's BEST-funded program includes services to adjudicated youth through the Crisis Intervention Prevention for Youth (CIPY) Program. This program provides aftercare and support services to referred youth. Following screening and intake, youth receive a comprehensive assessment that facilitates the development of a 90-day case plan unique to their specific needs focusing on behavior, academic, emotional and other issues. Participants take part in support group workshops that focus on helping high-risk youth learn essential daily life skills. Services also include individual counseling and home site visits. Specialized truancy case management services are offered to middle and high school truant youth who have been identified as "habitual truants" to re-engage them back into the school system by providing support to help them succeed in school. Services include weekly visits at school and at home in order to build relationships with both the youth and the family. The program design focuses on providing skills, knowledge and support to affect attitude and behavioral change. ARCC works closely with target school sites to organize peer support groups to encourage youth to attend and continue in school.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Alum Rock Counseling Center-Ocala Mentoring Program (Youth Survey)

79% Because of this program, my success at school (job /training) is better:

80% Because of this program, my understanding of who I am and what I can is better:

74% Because of this program, my ability to communicate is better:

79% Because of this program, my ability to learn new things is better:

71% Because of this program, my ability to connect with adults is better:

83% Because of this program, my ability to work with others is better:

82% Because of this program, my ability to stay safe is better:

69% Because of this program, I can identify my anger and express it in a non-violent way is better:

75% Because of this program, I feel prepared to succeed in the community where I live is better:

67% Because of this program, I participate in and know how to access positive activities more:

78% Because of this program, I respect others who are different from me more:

79% Because of this program, I believe that using alcohol and tobacco is a bad idea more:

85% Because of this program, my commitment to staying in school and graduating from high school has increased:

78% Because of this program, my desire to practice healthy living has increased:

78% Because of this program, the amount of healthy living practices I've incorporated into my daily life has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 ALUM ROCK COUNSELING CENTER, INC.				Met Performance Goals		
			EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding		Annual Contract Budget Match	Total Funds
What did BEST spend on services?	\$202,314	\$161,231			\$363,545	80%			
Staff	Who were the staff providing services?	Number of Paid FTE Staff		Years Experience	Years Schooling	Male	Female	Yes	
		5.1		14	17	0%	100%		
Customers	Who are our youth ongoing customers?	Total Unduplicated Customers		Male	Female	Level of RPRA Developmental Assets	for Criminogenic Behavior	Yes, served xx% of youth that were high risk and gang involved.	
		180		49%	51%	LOW	HIGH		
		6-10 yrs		11-14 yrs	15-20 yrs	21-25 yrs	Over 25		
		1%		52%	47%	0%	1%		
		Asian Pacific Americans		African Americans	Caucasian Americans	Latino Americans	Other/Multi-racial		
7%	3%	3%		80%	6%				
Client At-Risk	Client High-Risk	Gang Impacted		Gang Intentional	Unassigned				
83%	6%	6%		6%	0%				
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation	Substance Abuse Prevention and Intervention	Vocational/Job Training Services	Case Management	Yes		
		63%	0%	0%	0%	37%			
		Central	Foothill	Southern	Western	City-Wide			
		0%	99%	0%	0%	1%			
Activities	How much services did we provide?	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services Year	Hours of Service per Customer	Percent of Youth Not Arrested During Services by Staff and	Yes		
		10,111	9,864	98%	55	97%			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes		
		\$20.51	\$36.86	\$1,124	\$2,020	4.0			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items)		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)		Staff-rated Customers Level of Participation (%Highest and High)	Yes, Satisfaction > 80%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%	
			Asset development changes		85%	96%			
			Social/Respect selected changes		81%	95%			
	Agency selected changes		88%	98%					
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good SPI Score		
		First Half	Second Half	High	Low				
		2.30	4.20						
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size		
		47	237	142	254	680			



Summary of Dashboard Score Card Outcomes for the Year

Alum Rock Counseling Center (ARCC)

Inputs

Alum Rock Counseling Center spent 100% of their BEST allocated funds and 100% of their total funds (BEST + Matching Funds) for the year. Sixty-three percent (63%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education.

Customers

ARCC served 180 unduplicated customers. Of the customers served, 49% were male and 51% were female with 52% of youth ranging in age between 11 to 14 years old.

Activities

ARCC delivered 9,864 hours of direct service to youth, and their parents. The funded provider delivered 98% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year was \$36.86 an hour for total funds. This cost per hour reflected an average of 55 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

ARCC earned a high satisfaction score of 86% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the program were helpful and would recommend the program to a friend. Parent customers indicated a satisfaction score of 91%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

ARCC exceeded the target goal of 70% for asset development, pro-social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 4.2 indicating that services were equally effective and consistent for customers. The survey sample size was good; a total of 680 surveys were analyzed.

Alum Rock Counseling Center Met All the Performance Goals

Bay Area Tutoring Association

Agency Description

The mission of the Bay Area Tutoring Association is to develop an academic tutoring workforce for the support of Common Core Math, Literacy, Next Generation Science Standards (NGSS), STEM, Computer Science intervention and enrichment programs and services. BATA aims to effectively train tutors, collaborate with parents, teachers, educational leaders, school sites, districts, CBO's, non-profits, foundations and other organizations to foster growth mindsets and life-long learners within Bay Area K-12th students, foster youth and adults.

Project Description

BATA provides academic tutoring and culturally relevant coaching to BEST participants utilizing the Phoenix curriculum.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Bay Area Tutoring Association (Youth Survey)

43% Because of this program, my success at school (job /training) is better:

64% Because of this program, my understanding of who I am and what I can is better:

43% Because of this program, my ability to communicate is better:

57% Because of this program, my ability to learn new things is better:

43% Because of this program, my ability to connect with adults is better:

36% Because of this program, my ability to work with others is better:

57% Because of this program, my ability to stay safe is better:

39% Because of this program, I can identify my anger and express it in a non-violent way is better:

71% Because of this program, I feel prepared to succeed in the community where I live is better:

57% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:

64% Because of this program, I respect others who are different from me more:

43% Because of this program, I am able to advocate for myself about my academics with my teachers is better:

43% Because of this program, my academic productivity is better:

57% Because of this program, my study skills are better:

57% Because of this program, my cultural awareness has increased:

85% Because of this program, my interest in college and career has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 BAY AREA TUTORING ASSOCIATION				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$43,000	Annual Contract Budget Match \$8,000	Total Funds \$51,000	Percent Matching Funds 19%		
		What did BEST spend on services?	BEST Funds Spent \$43,000	Contract Budget Match Spent \$8,000	Total Funds Spent -1/2 Year \$51,000	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.0	Years Experience 14	Years Schooling 16	Male 100%	Female 0%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 89	Male 47%	Female 53%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 61% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 40%	15-20 yrs 60%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 1%	African Americans 20%	Caucasian Americans 2%	Latino Americans 64%	Other/Multi-racial 11%	
			Client At-Risk 39%	Client High-Risk 40%	Gang Impacted 18%	Gang Intentional 3%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 0%	Foothill 100%	Southern 0%	Western 0%	City-Wide 0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 1,431	Total Actual Units of Service for Year 1,687	Percent of Actual Services Year 118%	Hours of Service per Customer 19	Percent of Youth Not Arrested During Services by Staff and 95%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$25.49	Actual Cost per Hour Total Funds \$30.23	Cost per Customer BEST Funds \$483	Cost per Customer Total Funds \$573	Average # of New Caring Adults Connected to Youth 4.8	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 81%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 89%		Staff-rated Customers Level of Participation (%Highest and High) 83%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70% Need to increase targeted changes for Asset Development & Social/Respect
			Asset development changes		68%	92%	75%	
			Social/Respect selected changes		65%	88%	83%	
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good Reliability	
		First Half 1.70	Second Half 2.20	Desirable	Good			
Survey Sample	How many customers did they survey?	RPRA Survey 93	Youth Surveys 42	Parent Surveys 70	Staff Surveys 50	Total Surveys Collected 255	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Bay Area Tutoring Association (BATA)

Inputs

Bay Area Tutoring Association spent 100% of their BEST allocated funds and 100% of their total funds (BEST + Matching Funds) for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education.

Customers

BATA served 89 unduplicated customers. Of the customers served, 47% were male and 53% were female with 60% of youth ranging in age between 15 to 20 years old.

Activities

BATA delivered 1,687 hours of direct service to youth, and their parents. The funded provider delivered 118% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$30.23 an hour for total funds. This cost per hour reflected an average of 19 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

BATA earned a satisfaction score of 81% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the program were helpful and would recommend the program to a friend. Parent customers indicated a satisfaction score of 89%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

BATA did not meet the target goal of 70% for asset development and social/respect service productivity. They did achieve the target goal for agency-specific service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was desirable with a score measuring of 2.20 indicating that services were equally effective and consistent for customers. A total of 255 surveys were analyzed.

Bay Area Tutoring Association Met Three of the Performance Goals



Bill Wilson Center

Agency Description

The Bill Wilson Center supports and strengthens the community by serving youth and families through counseling, housing, education, and advocacy. Bill Wilson Center serves over 10,000 clients in Santa Clara County annually and is committed to working with the community to ensure that every youth has access to the variety of services needed to grow to be healthy and self-sufficient adults. Through the years, Bill Wilson Center has helped youth make positive changes in their lives. With an emphasis on youth development, all programs focus on building self-confidence and developing personal assets. With these tools, youth can permanently change the direction of their lives. While the agency is focused on youth, creating a healthy, safe community requires that people in all age groups receive the support they need. For this reason, Bill Wilson Center also offers services for adults and families.

Project Description

Bill Wilson Center provides a city-wide service delivery system for youth and their families, including prevention and intervention services to high risk and gang-impacted youth ages 12-24 years of age, referred by probation, other community-based organizations, self-referrals and through street outreach. Service Intervention Plans are developed for each youth enrolled in the Drop-In Center. Services consist of case management, weekly support groups, individual and family therapy, substance abuse counseling, educational services, as well as pro-social skill development in a safe and welcoming environment for youth clients. Staff provides structured asset and skill building workshops for youth clients focusing on leadership development, conflict resolution, independent living skills, planning and decision-making and positive identity. Staff assists and supports youth clients to access needed medical, educational, social, pre-vocational, vocational, rehabilitative or other community services.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Bill Wilson Center (Youth Survey)

79% Because of this program, my success at school (job /training) is better:

74% Because of this program, my understanding of who I am and what I can is better:

74% Because of this program, my ability to communicate is better:

79% Because of this program, my ability to learn new things is better:

84% Because of this program, my ability to connect with adults is better:

94% Because of this program, my ability to work with others is better:

68% Because of this program, my ability to stay safe is better:

42% Because of this program, I can identify my anger and express it in a non-violent way is better:

84% Because of this program, I feel prepared to succeed in the community where I live is better:

68% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:

90% Because of this program, I respect others who are different from me more:

100% Because of this program, my understanding of what I need to do to be employed has increased:

95% Because of this program, my knowledge of housing options has increased:

100% Because of this program, my knowledge of what steps I need to take to exit the streets has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 BILL WILSON CENTER				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$135,000	Annual Contract Budget Match \$27,000	Total Funds \$162,000	Percent Matching Funds 20%	Yes	
		What did BEST spend on services?	BEST Funds Spent \$135,000	Annual Contract Budget Match Spent \$27,000	Total Funds Spent -1/2 Year \$162,000	Percent of BEST Funds Spent 100%		Percent of Total (BEST + Match) Funds Spent 100%
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 2.6	Years Experience 6	Years Schooling 14	Male 63%	Female 37%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 73	Male 62%	Female 38%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 94% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 0%	15-20 yrs 19%	21-25 yrs 81%	Over 25 0%	
			Asian Pacific Americans 4%	African Americans 23%	Caucasian Americans 19%	Latino Americans 53%	Other/Multi-racial 0%	
			Client At-Risk 6%	Client High-Risk 0%	Gang Impacted 94%	Gang Intentional 0%	Unassigned 0%	
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 80%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 20%	Case Management 0%	
	Central 0%	Foothill 0%	Southern 0%	Western 100%	City-Wide 0%			
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	80%	0%	0%	20%	0%	Yes
0%			0%	0%	100%	0%		
Activities	How much services did we provide?	Total Planned Hours of Service for Year 5,128	Total Actual Units of Service for Year 5,416	Percent of Actual Services Year 106%	Hours of Service per Customer 74	Percent of Youth Not Arrested During Services by Staff and 78%	Yes	
		Actual Cost per Hour BEST Funds \$24.93	Actual Cost per Hour Total Funds \$29.91	Cost per Customer BEST Funds \$1,849	Cost per Customer Total Funds \$2,219	Average # of New Caring Adults Connected to Youth 5.7		
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 88%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) 100%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		80%	NR		
			Social/Respect selected changes		74%	NR		
Agency selected changes		98%	NR	91%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
		First Half 0.05	Second Half 4.10					
Survey Sample	How many customers did they survey?	RPRA Survey 40	Youth Surveys 38	Parent Surveys 0	Staff Surveys 38	Total Surveys Collected 116	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Bill Wilson Center (BWC)

Inputs

Bill Wilson Center spent 100% of allocated and matching funds for the year. Eighty percent (80%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education.

Customers

BWC served 73 unduplicated customers. Of the customers served, 62% were male and 38% were female with 81% of youth ranging in age between 21 to 25 years old.

Activities

BWC delivered 5,416 hours of direct service to youth, and their parents. The funded provider delivered 106% of the planned services for the year – a reflection of this agency's ability to strategically plan and execute their program strategies and deployment of activities.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$29.91 an hour for total funds. This cost per hour reflected an average of 74 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

BWC earned a satisfaction score of 88% as reported by youth customers – exceeding the performance goal for customer satisfaction of 80%. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

BWC did meet the target goal of 70% for asset development, social/respect and agency-specific service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 4.1 indicating that services were equally effective and consistent for customers. A total of 116 surveys were analyzed.

Bill Wilson Center All of the Performance Goals



California Youth Outreach

Agency Description

California Youth Outreach (CYO) was established a quarter of a century ago under the name, Breakout Prison Outreach to provide support and give hope to youth victimized by drug abuse, violence and gang lifestyles. Program staff are dedicated to reaching out to all gang impacted youth, families, and their communities with education services, intervention programs, and resource opportunities that support a healthy and positive lifestyle for current and future generations.

Project Description

CYO provides the Proud Parenting Program, a parent awareness/training and family support program designed to break the inter-generational cycle of violence associated with the gang lifestyle by increasing parenting knowledge, improving attitudes about being responsible parents, and strengthening family relationships.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Breakout Prison Outreach DBA CYO (Youth Survey)

100% Because of this program, my understanding on better ways to approach my family and/or children is better:

100% Because of this program, my chances of my family relationships improving is better:

100% Because of this program, my ability to communicate better with my family and/or children is better:

100% Because of this program, my ability to make better choices such as avoiding addiction and violence is better:

100% Because of this program, my ability to have healthy interactions with my family and/or children is better:

100% Because of this program, my view to be better towards my family and/or children is better:

100% Because of this program, my ability to ask for help with parenting and/or family situations is better:

100% Because of this program, my ability to access other resources to obtain additional assistance and support is better:

80% Because of this program, my understanding of the influences of the street lifestyles towards my family/or children is better:

100% Because of this program, my ability to spend quality time with my family is better:

100% Because of this program, my ability to understand the importance of enjoying a mean with my family is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 CALIFORNIA YOUTH OUTREACH				Met Performance Goals	
			E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$83,000		Annual Contract Budget Match \$36,150
What did BEST spend on services?	BEST Funds Spent \$81,266	Annual Contract Budget Match Spent \$36,150			Total Funds Spent -1/2 Year \$117,416	Percent of BEST Funds Spent 98%	Percent of Total (BEST + Match) Funds Spent 99%	Yes
Staff	Who were the staff providing services?	Number of Paid FTE Staff 6.5		Years Experience 11	Years Schooling 16	Male 50%	Female 50%	Yes
Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 101		Male 86%	Female 14%	Level of RPRA Developmental Assets NR	for Criminogenic Behavior NR	Yes, served 100% of youth that were high risk and gang involved.
		6-10 yrs 0%		11-14 yrs 0%	15-20 yrs 1%	21-25 yrs 8%	Over 25 91%	
		Asian Pacific Americans 2%		African Americans 6%	Caucasian Americans 30%	Latino Americans 60%	Other/Multi-racial 1%	
		Client At-Risk 0%		Client High-Risk 0%	Gang Impacted 0%	Gang Intentional 100%	Unassigned 0%	
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 0%		Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes, Parent Awareness delivered 100% of service strategies.
		Central 0%		Foothill 0%	Southern 0%	Western 0%	City-Wide 100%	
Activities	How much services did we provide?	Total Planned Hours of Service for Year 5,024	Total Actual Units of Service for Year 1,936	Percent of Actual Services Year 39%	Hours of Service per Customer 19	Percent of Youth Not Arrested During Services by Staff and NR	No, did not deliver total planned hours of service.	
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$41.98	Actual Cost per Hour Total Funds \$60.65	Cost per Customer BEST Funds \$805	Cost per Customer Total Funds \$1,163	Average # of New Caring Adults Connected to Youth 3.4	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 100%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) 80%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		NR	NR	83%	
			Social/Respect selected changes		NR	NR	84%	
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good Reliability	
		First Half 1.45	Second Half NR	Desirable	Good			
Survey Sample	How many customers did they survey?	RPRA Survey 0	Youth Surveys 5	Parent Surveys 16	Staff Surveys 5	Total Surveys Collected 26	Insufficient Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

California Youth Outreach (CYO)

Inputs

California Youth Outreach spent 98% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Parent Awareness service strategies.

Customers

CYO served 101 unduplicated customers. Of the customers served, 86% were male and 14% were female with 91% of young adults over 25 years of age.

Activities

CYO delivered 1,936 hours of direct service to youth, and their parents. The funded provider delivered 39% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$60.65 an hour for total funds. This cost per hour reflected an average of 19 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

CYO earned a satisfaction score of 100% as reported by targeted youth customers – meeting the performance target goal of 80% for customer satisfaction.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

CYO exceeded the target goal of 70% for agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 1.45 indicating that services were equally effective and consistent for customers. A total of 26 surveys were analyzed.

California Youth Outreach Met Four of the Performance Goals

Catholic Charities of Santa Clara County

Agency Description

Catholic Charities of Santa Clara County (CCSCC) serves and advocates for families and individuals in need, especially those living in poverty. Catholic Charities works to create a more just and compassionate community in which people of all cultures and beliefs can participate. For over 50 years, Catholic Charities of Santa Clara County has changed lives for good by helping strengthen families and building economic self-sufficiency.

Project Description

Catholic Charities Youth Empowered for Success (YES) Program uses an integrated case management service approach that combines gang intervention, cultural enrichment, social and leadership development, recreation, field trips, counseling support services for youth, and their families as well as age and culturally-appropriate support groups to respond to the needs of the community. The individual counseling offered through the YES Program is designed to facilitate the positive growth and development of youth identified by schools, multi-service teams and outside referrals as requiring more intensive services. Youth learn problem solving, communication and anger management skills to mitigate some of the difficulties in their family and peer groups. Specialized assistance in areas such as educational attendance, participation and success, career/vocational planning, legal advocacy, communication skills, family relationship development, interpretation and access services, and positive social competencies are also offered to youth clients.

Age-appropriate support groups for gang-prone youth in and out of high school are facilitated to help youth develop positive peer support networks that are essential for making and maintaining positive changes in their lives. Through the support groups, youth develop improved stress and anger management and problem-solving skills that will enable them to face many challenges in the future without needing to resort to or return to their street lifestyles including gang involvement, criminal activities, substance abuse, and other negative behavior. Youth also participate in service-learning projects designed to help them learn and develop through active participation in thoughtfully organized service experiences.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Catholic Charities-Case Management (Youth Survey)

- 99% Because of this program, my success at school (job /training) is better:
- 98% Because of this program, my understanding of who I am and what I can is better:
- 96% Because of this program, my ability to communicate is better:
- 93% Because of this program, my ability to learn new things is better:
- 94% Because of this program, my ability to connect with adults is better:
- 93% Because of this program, my ability to work with others is better:
- 96% Because of this program, my ability to stay safe is better:
- 93% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 96% Because of this program, I feel prepared to succeed in the community where I live is better:
- 98% Because of this program, I participate in and know how to access positive activities more:
- 96% Because of this program, I respect others who are different from me more:
- 95% Because of this program, I know where to go when I need help more:
- 93% Because of this program, I know how to have a fun time while still being safe more:
- 97% Because of this program, I am prepared to be successful in school or at my job is more:
- 100% Because of this program, I am responsible and independent is more:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 CATHOLIC CHARITIES OF SANTA CLARA COUNTY				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$323,393	Annual Contract Budget Match \$60,679	Total Funds \$384,072	Percent Matching Funds 19%		
		What did BEST spend on services?	BEST Funds Spent \$308,847	Annual Contract Budget Match Spent \$62,355	Total Funds Spent -1/2 Year \$371,202	Percent of BEST Funds Spent 96%	Percent of Total (BEST + Match) Funds Spent 97%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 4.5	Years Experience 14	Years Schooling 12	Male 60%	Female 40%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 953	Male 68%	Female 32%	Level of RPRA Developmental Assets LOW	for Criminogenic Behavior HIGH	Yes, served 12% of youth that were high risk and gang involved.
			6-10 yrs 10%	11-14 yrs 28%	15-20 yrs 34%	21-25 yrs 12%	Over 25 15%	
			Asian Pacific Americans 5%	African Americans 1%	Caucasian Americans 0%	Latino Americans 92%	Other/Multi-racial 1%	
			Client At-Risk 87%	Client High-Risk 9%	Gang Impacted 3%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 16%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 24%	Substance Abuse Prevention and Intervention 31%	Vocational/Job Training Services 0%	Case Management 29%	Yes
			Central 0%	Foothill 27%	Southern 4%	Western 61%	City-Wide 8%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 7,091	Total Actual Units of Service for Year 10,402	Percent of Actual Services Year 147%	Hours of Service per Customer 11	Percent of Youth Not Arrested During Services by Staff and 88%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$29.69	Actual Cost per Hour Total Funds \$35.69	Cost per Customer BEST Funds \$324	Cost per Customer Total Funds \$390	Average # of New Caring Adults Connected to Youth 2.6	Yes	
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 97%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 96%		Staff-rated Customers Level of Participation (%Highest and High) 54%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		97%	97%		
			Social/Respect selected changes		97%	99%	94%	
	Agency selected changes		94%	97%	96%			
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 31.10, Second Half: 9.20		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 151	Youth Surveys 214	Parent Surveys 175	Staff Surveys 113	Total Surveys Collected 653	Great Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Catholic Charities of Santa Clara

Inputs

Catholic Charities of Santa Clara spent 97% of allocated and matching funds for the year. Sixteen percent (16%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services and twenty-four percent (24%) of funds targeted Street Outreach Worker services.

Customers

Catholic Charities served 953 unduplicated customers. Of the customers served, 68% were male and 32% were female with 34% of youth ranging in age between 15 to 20 years old.

Activities

Catholic Charities delivered 10,402 hours of direct service to youth, and their parents. The funded provider delivered 147% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$35.69 an hour for total funds. This cost per hour reflected an average of 11 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

Catholic Charities earned a high satisfaction score of 97% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 96%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Catholic Charities achieved the target goal of 70% for asset development, social/respect and agency-specific service productivity. Achieving the performance goal for service productivity is an indication that BEST-funded program services are effectively changing "for the better," new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring 9.2. A total of 653 surveys were analyzed.

Catholic Charities Met All of the Performance Goals

ConXion to Community (CTC)

Agency Description

ConXión to Community (formerly known as Center for Training & Careers), a local community-based non-profit corporation, has a successful 30+ year track record in serving the needs of underserved populations in Santa Clara County. ConXión has established itself as a culturally and linguistically-competent provider of case management, education, employment, job training, mentoring, family wellness, and pro-social activity services for at-risk youth and their families. Since 2000, ConXión has provided a variety of culturally-competent case management, recovery meetings, domestic violence prevention classes, life skills, and support services to high-risk youth and families from diverse cultural and linguistic backgrounds. Its on-site support services including AA/NA/CA recovery meetings in English and Spanish, daily breakfast, weekly (support group) Talking Circles, domestic violence prevention classes, weekly food distribution, civic engagement opportunities, and referrals to community resource agencies.

Project Description

CTC provides education, prevention and intervention services to out-of-school youth and fifth-year seniors, ages 17-24 referred by school administration, County Probation, community-based organizations, Mayor's Gang Prevention Task Force members and self-referrals. Fifth-year students are defined as students in the fifth-year of high school and out-of-school youth are defined as school dropouts, have low school credits, repeated suspensions or expulsions, at-risk or high-risk delinquent behavior and do not qualify for alternative high schools. The Vision GED Program is designed for youth who are interested in obtaining a GED. CTC provides youth with life skills and cognitive behavior management. Students in the program are provided the opportunity to receive the tools necessary to transform from a negative, anti-social gang lifestyle to a positive, pro-social way of thinking, free from gang activity, helping them transform into a more valuable member of society. CTC collaborates with Santa Clara County Office of Education (SCCOE) to coordinate GED proficiency testing. Students also participate in school to career workshops including job preparation, career planning, job referrals and job placements. Job placement services are also provided through the Work2Future One Stop.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

ConXion Respect-Education (Youth Survey)

46% Because of this program, my success at school (job /training) is better:

92% Because of this program, my understanding of who I am and what I can is better:

77% Because of this program, my ability to communicate is better:

85% Because of this program, my ability to learn new things is better:

62% Because of this program, my ability to connect with adults is better:

69% Because of this program, my ability to work with others is better:

62% Because of this program, my ability to stay safe is better:

62% Because of this program, I can identify my anger and express it in a non-violent way is better:

85% Because of this program, I feel prepared to succeed in the community where I live is better:

23% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:

85% Because of this program, I respect others who are different from me more:

69% Because of this program, I feel positive about my future more:

39% Because of this program, I am prepared educationally more:

31% Because of this program, I am hopeful about going to college more:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 CONXION TO COMMUNITY				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$168,000	Annual Contract Budget Match \$74,500	Total Funds \$242,500	Percent Matching Funds 44%		
		What did BEST spend on services?	BEST Funds Spent \$168,000	Annual Contract Budget Match Spent \$74,500	Total Funds Spent -1/2 Year \$242,500	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 5.5	Years Experience 9	Years Schooling 17	Male 0%	Female 100%	Yes
			Total Unduplicated Customers 145	Male 48%	Female 52%	Level of RPRA Developmental Assets LOW	for Criminogenic Behavior HIGH	Yes, served 78% of youth that were high risk and gang involved.
	Customers	Who are our youth ongoing customers?	6-10 yrs 0%	11-14 yrs 0%	15-20 yrs 89%	21-25 yrs 10%	Over 25 1%	
			Asian Pacific Americans 2%	African Americans 3%	Caucasian Americans 0%	Latino Americans 85%	Other/Multi-racial 8%	
			Client At-Risk 22%	Client High-Risk 36%	Gang Impacted 34%	Gang Intentional 8%	Unassigned 0%	
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 55%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 45%	Case Management 0%	
	Central 43%	Foothill 0%	Southern 0%	Western 48%	City-Wide 9%			
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 12,909	Total Actual Units of Service for Year 16,608	Percent of Actual Services Year 129%	Hours of Service per Customer 115	Percent of Youth Not Arrested During Services by Staff and 97%	Yes
			Actual Cost per Hour BEST Funds \$10.12	Actual Cost per Hour Total Funds \$14.60	Cost per Customer BEST Funds \$1,159	Cost per Customer Total Funds \$1,672	Average # of New Caring Adults Connected to Youth 2.7	Yes
	EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 93%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 97%		Staff-rated Customers Level of Participation (%Highest and High) 88%
Service Productivity Initial Outcomes		Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		86%	88%		
			Social/Respect selected changes		79%	93%		
Agency selected changes		85%	91%	90%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 5.35, Second Half: 4.33		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 117	Youth Surveys 157	Parent Surveys 153	Staff Surveys 179	Total Surveys Collected 606	Great Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

ConXion to Community (CTC)

Inputs

ConXion to Community spent 100% of allocated and matching funds for the year. Fifty-five percent (55%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services and forty-five percent (45%) of funds targeted Vocational/Job Training services.

Customers

CTC served 145 unduplicated customers. Of the customers served, 48% were male and 52% were female with 89% of youth ranging in age between 15 to 20 years old.

Activities

CTC delivered 16,608 hours of direct service to youth, and their parents. The funded provider delivered 129% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$14.60 an hour for total funds. This cost per hour reflected an average of 115 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

CTC earned a high satisfaction score of 93% as reported by youth customers. This score indicates that youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. Parent customers indicated an equally high satisfaction score of 97%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

CTC exceeded the target goal of 70% for asset development, social/respect and agency-specific productivity. These performance scores reflect an increase in their social/respect service productivity from the previous year and CTC staffs capacity to strategize and deploy services that more effectively target these outcomes. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 4.3 indicating that services were equally effective and consistent for customers. A total of 606 surveys were analyzed.

ConXion to Community Met All of the Performance Goals



Empowering Our Community for Success

Agency Description

No description provided.

Project Description

Empowering Our Community for Success provides personal transformation through life skills groups; referrals to supportive services; and pro-social 1:1 and group activities for High-Risk and Gang-impacted male and female youth.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Empowering Our Communities for Success-Ocala Middle School (Youth Survey)

92% Because of this program, my success at school (job /training) is better:

85% Because of this program, my understanding of who I am and what I can is better:

77% Because of this program, my ability to communicate is better:

77% Because of this program, my ability to learn new things is better:

69% Because of this program, my ability to connect with adults is better:

100% Because of this program, my ability to work with others is better:

93% Because of this program, my ability to stay safe is better:

85% Because of this program, I can identify my anger and express it in a non-violent way is better:

62% Because of this program, I feel prepared to succeed in the community where I live is better:

69% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:

85% Because of this program, I respect others who are different from me more:

69% Because of this program, my attendance is better:

54% Because of this program, my grades are better:

54% Because of this program, my relationships with adults are better:

100% Because of this program, my ability to make positive choices is better:

100% Because of this program, my behavior at school is better:

92% Because of this program, my ability to resolve conflicts is better:

85% Because of this program, my ability to control my anger is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 EMPOWERING OUR COMMUNITY FOR SUCCESS				Met Performance Goals		
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds			
			\$43,000	\$8,000	\$51,000	19%			
	Inputs	What did BEST spend on services?	BEST Funds Spent	Contract Budget Match	Total Funds Spent -1/2 Year	Percent of BEST Funds Spent	Percent of Total (BEST + Match) Funds Spent	Yes	
			\$43,000	\$8,000	\$51,000	100%	100%		
	Staff	Who were the staff providing services?	Number of Paid FTE Staff	Years Experience	Years Schooling	Male	Female	Yes	
			1.5	13	14	75%	25%		
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers	Male	Female	Level of RPRA Developmental Assets	for Criminogenic Behavior	Yes, served 64% of youth that were high risk and gang involved.	
			81	62%	38%	MEDIUM	MEDIUM		
			6-10 yrs	11-14 yrs	15-20 yrs	21-25 yrs	Over 25		
			0%	73%	27%	0%	0%		
			Asian Pacific Americans	African Americans	Caucasian Americans	Latino Americans	Other/Multi-racial		
			4%	0%	1%	95%	0%		
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation	Substance Abuse Prevention and Intervention	Vocational/Job Training Services	Case Management	Yes		
		100%	0%	0%	0%	0%			
		Central	Foothill	Southern	Western	City-Wide			
		0%	80%	0%	20%	0%			
Activities	How much services did we provide?	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services Year	Hours of Service per Customer	Percent of Youth Not Arrested During Services by Staff and	No		
		1,481	1,128	76%	14	97%			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes		
		\$38.12	\$45.21	\$531	\$630	1.9			
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items)		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)		Staff-rated Customers Level of Participation (%Highest and High)	Yes, Satisfaction > 80%	
			87%		80%		81%		
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%	
			Asset development changes		84%	85%			
Social/Respect selected changes			86%	97%					
Agency selected changes		85%	89%	94%					
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good Reliability		
		First Half	Second Half	High	Good				
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size		
		57	57	42	48	204			



Summary of Dashboard Score Card Outcomes for the Year

Empowering Our Community for Success

Inputs

Empowering Our Community for Success spent 100% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

ECS served 81 unduplicated customers. Of the customers served, 62% were male and 38% were female with 73% of youth ranging in age between 11 to 14 years old.

Activities

ECS delivered 1,128 hours of direct service to youth, and their parents. The funded provider delivered 76% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$45.21 an hour for total funds. This cost per hour reflected an average of 14 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

ECS earned a high satisfaction score of 87% as reported by youth customers. This score indicates that youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. Parent customers indicated an equally high satisfaction score of 80%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

ECS exceeded the target goal of 70% for asset development, social/respect and agency-specific productivity. These performance scores reflect an increase in their social/respect service productivity from the previous year and ECS staffs capacity to strategize and deploy services that more effectively target these outcomes. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 4.04 indicating that services were equally effective and consistent for customers. A total of 204 surveys were analyzed.

Empowering Our Community for Success Met Four of the Performance Goals

Family and Children Services

Agency Description

Since 1948, Family & Children Services has provided health and human services to children, teens, adults, and families in San Mateo and Santa Clara counties. The mission is to build strong, safe, and self-sufficient individuals, families, and communities. The agency offers a wide variety of comprehensive and affordable counseling, education, and prevention programs.

Project Description

The Family and Schools Together (FAST) model is a highly collaborative, early intervention program for at-risk children in Kindergarten through 3rd grade and their families. Older siblings in 4th and 5th grade, middle or high school are asked to participate in the program. The referred child needs to be identified as one of the following: “at-risk” for school failure, delinquency, family substance abuse, child abuse or neglect. Students that are deemed as being high-risk are an average of one year behind in school, tend to exhibit behavioral problems and face issues such as depression, high stress, or family trauma.

FAST brings together students, their families, and school representatives in a supportive, positive environment to increase communication within families and between the family and the school, in order to reduce the likelihood of unhealthy behavior and poor choices by the youth. The FAST team is comprised of highly qualified professionals including a mental health, school, parent, alcohol and drug, recreation, and childcare partners. The program is highly structured, interactive, and culturally and linguistically appropriate. Weekly sessions include a family meal, communication games, play therapy, and parent/youth-specific activities. The program seeks to: 1) enhance family cohesion and communication; 2) promote child and youth success in school; 3) prevent delinquent behaviors such as substance abuse and criminal activities by youth; 4) enhance social support networks for youth and family via a two-year follow-up program component (FAST WORKS).

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Family and Children Services Teen FAST –Yerba Buena High (Youth Survey)

50% Because of this program, my success at school (job/training) is better:

75% Because of this program, my understanding of who I am and what I can do is better:

100% Because of this program, my ability to communicate is better:

38% Because of this program, my ability to learn new things is better:

100% Because of this program, my ability to connect with adults is better:

88% Because of this program, my ability to work with others is better:

75% Because of this program, my ability to stay safe is better:

75% Because of this program, I can identify my anger and express it in a non-violent way is better:

63% Because of this program, I feel prepared to succeed in the community where I live is better:

38% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service, and self-care more:

100% Because of this program, I respect others who are different from me more:

75% Because of this program, I engage in healthy relationships more:

100% Because of this program, I demonstrate leadership in my environment is better:

100% Because of this program, I can identify my strengths/ values is better:

84% Because of this program, I understand the rules in my home, school, and community is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 FAMILY AND CHILDREN SERVICES				Met Performance Goals		
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds			
			\$83,000	\$27,000	\$110,000	33%			
	Staff	What did BEST spend on services?	Annual BEST Funds Spent	Annual Contract Budget Match Spent	Total Funds Spent -1/2 Year	Percent of BEST Funds Spent	Percent of Total (BEST + Match) Funds Spent	Yes	
			\$83,000	\$97,274	\$180,274	100%	164%		
	Customers	Who were the staff providing services?	Who were the staff providing services?	Number of Paid FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
				2.1	11	9	50%	50%	
			Who are our youth ongoing customers?	Total Unduplicated Customers	Male	Female	Level of RPRA Developmental Assets	for Criminogenic Behavior	Yes, served 88% of youth that were high risk and gang involved.
				143	41%	59%	LOW	HIGH	
				6-10 yrs	11-14 yrs	15-20 yrs	21-25 yrs	Over 25	
				20%	13%	32%	0%	35%	
Asian Pacific Americans	African Americans	Caucasian Americans		Latino Americans	Other/Multi-racial				
1%	0%	0%	99%	0%					
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation	Substance Abuse Prevention and Intervention	Vocational/Job Training Services	Case Management	Yes, Parent Awareness delivered 100% of service strategies.		
		0%	0%	0%	0%	0%			
		Central	Foothill	Southern	Western	City-Wide			
Activities	How much services did we provide?	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services Year	Hours of Service per Customer	Percent of Youth Not Arrested During Services by Staff and	Yes		
		5,015	7,521	150%	53	99%			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes		
		\$11.04	\$23.97	\$580	\$1,261	3.7			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items)		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)		Staff-rated Customers Level of Participation (%Highest and High)	Yes, Satisfaction > 80%	
			88%		92%		90%		
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%	
			Asset development changes		86%	97%	88%		
		Social/Respect selected changes		81%	98%	88%			
		Agency selected changes		87%	99%	90%			
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Low Reliability		
		First Half	Second Half	High	Low				
		5.55	5.69	High	Low				
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Great Sample Size		
		73	155	147	155	530			



Summary of Dashboard Score Card Outcomes for the Year

Family and Children Services (FCS)

Inputs

Family and Children Services spent 164% of allocated and matching funds for the year. Sixty percent (60%) of funds targeted Parent Awareness, Training & Family Support.

Customers

FCS served 143 unduplicated customers. Of the customers served, 41% were male and 59% were female with 32% of youth ranging in age between 15 to 20 years old.

Activities

FCS delivered 7,521 hours of direct service to youth, and their parents. The funded provider delivered 150% of the planned services for the year. It is recommended that FCS plan their projected services and yearly schedule so they are within 5-10% of their planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$23.97 an hour for total funds enabling the agency to provide a dosage of 53 hours of care per youth customer.

Customer Satisfaction – A Measure of Effectiveness

FCS earned a high satisfaction score of 88% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 92%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

FCS exceeded the target goal of 70% for asset development, social/respect and agency selected service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 5.69 indicating that services were equally effective and consistent for customers. A total of 530 surveys were analyzed.

Family & Children Services Met All of the Performance Goals

Firehouse Community Development Corporation

Agency Description

The Firehouse Community Development Corporation, founded in 2006, is a multicultural resource center that empowers youth and their families to break the cycle of poverty and become productive members of the community. The team of Firehouse have been committed and dedicated to working with at risk youth in the community for several years.

Project Description

Firehouse specializes in providing gang mediation and intervention services to intervene with street gangs, volatile situations, and gang violence. Program services are developed to divert gang-involved individuals to services that will assist them to disassociate themselves from the gang lifestyle. Youth are targeted citywide, through face-to-face street outreach activities.

Youth participants enrolled in the program are provided case management services that focus on three elements: re-enrollment in school, participation in job training and fulfilling community service hour requirements. Participants also attend weekly support groups that provide each client exposure to a structured life skills curriculum. Topics include: gang awareness, violence prevention, educational and personal goal setting, problem-solving, communication and anger management. The program also provides clients with recreational and pro-social activities to divert youth from gang socialization through exposure and participation in healthy activities, so they can learn how to use their leisure time in a safe and more non-threatening manner. Firehouse also offers follow-up and aftercare support services to youth transitioning from the criminal justice system into their communities to prevent youth from re-offending. Parents are offered support service workshops to encourage parents' own participation in guiding the lives of their youth.

Firehouse Igniting Youth for Success –Andrew Hill (Youth Survey)

83% Because of this program, my success at school (job/training) is better:

97% Because of this program, my understanding of who I am and what I can do is better:

94% Because of this program, my ability to communicate is better:

91% Because of this program, my ability to learn new things is better:

74% Because of this program, my ability to connect with adults is better:

82% Because of this program, my ability to work with others is better:

91% Because of this program, my ability to stay safe is better:

82% Because of this program, I can identify my anger and express it in a non-violent way is better:

85% Because of this program, I feel prepared to succeed in the community where I live is better:

63% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service, and self-care more:

97% Because of this program, I respect others who are different from me more:

94% Because of this program, I am feeling good about myself more:

74% Because of this program, I am speaking with confidence in front of the class and/or in public more:

74% Because of this program, I feel in control of my future more:

100% Because of this program, I understand the consequences of my actions is better:

94% Because of this program, I understand how the choices I make will affect my family (either positively or negatively) is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 FIREHOUSE COMMUNITY DEVELOPMENT CORP.					Met Performance Goals	
			EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding	Annual Contract Budget Match		Total Funds
What did BEST spend on services?	BEST Funds Spent	Contract Budget Match Spent			Total Funds Spent - 1/2 Year	Percent of BEST Funds Spent	Percent of Total (BEST + Match) Funds Spent		
Staff	Who were the staff providing services?	Number of Paid FTE Staff		Years Experience	Years Schooling	Male	Female	Yes	
		5.1		25	16	20%	80%		
Customers	Who are our youth ongoing customers?	Total Unduplicated Customers		Male	Female	Level of RPRA Developmental Assets	for Criminogenic Behavior	Yes, served 53% of youth that were high risk and gang involved.	
		127		70%	30%	MEDIUM	MEDIUM		
		6-10 yrs		11-14 yrs	15-20 yrs	21-25 yrs	Over 25		
		0%		1%	90%	9%	0%		
		Asian Pacific Americans		African Americans	Caucasian Americans	Latino Americans	Other/Multi-racial		
2%	0%	2%		94%	1%				
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation	Substance Abuse Prevention and Intervention	Vocational/Job Training Services	Case Management	Yes, Parent Awareness delivered 7% of service strategies.		
		19%	33%	0%	0%	41%			
		Central	Foothill	Southern	Western	City-Wide			
Activities	How much services did we provide?	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services Year	Hours of Service per Customer	Youth Not Arrested During Services by Staff and Youth	Yes		
		9,156	11,753	128%	93	90%			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes		
		\$22.33	\$27.00	\$2,066	\$2,498	4.1			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items)		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)		Staff-rated Customers Level of Participation (%Highest and High)	Yes, Satisfaction > 80%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%	
			Asset development changes		94%	89%			
			Social/Respect selected changes		92%	93%			
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good Reliability		
		First Half	Second Half	High	Good				
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size		
		113	114	52	84	363			



Summary of Dashboard Score Card Outcomes for the Year

Firehouse

Inputs

Firehouse spent 99% of allocated and matching funds for the year. Forty-one percent (41%) of funds targeted Case Management Services.

Customers

Firehouse served 127 unduplicated customers. Of the customers served, 70% were male and 30% were female with 90% of youth ranging in age between 15 to 20 years old.

Activities

Firehouse delivered 11,753 hours of direct service to youth, and their parents. The funded provider delivered 128% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$27.00 an hour for total funds. This cost per hour reflected an average of 93 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

Firehouse earned a satisfaction score of 96% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 93%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Firehouse exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 7.02 indicating that services were equally effective and consistent for customers. A total of 363 surveys were analyzed.

Firehouse Met All of the Performance Goals

Fresh Lifelines for Youth

Agency Description

Fresh Lifeline for Youth or FLY started with one woman, Christa Gannon and numerous volunteer law students. Since the initial seed funding from the Soros Foundation ten years ago, FLY has taken off and has grown exponentially in both staff, volunteers and youth served. FLY's mission is to educate disadvantaged and at-risk youth to help them become more responsible, accountable, and capable of making healthier lifestyle choices. FLY meets this mission by reducing juvenile crime and incarceration through legal education, mentorship, and leadership training. FLY has a unique history of incorporating youth voices in program design and implementation of the Legal Eagle Program and Peer Leadership components.

Project Description

The Legal Eagle program targets youth transiting from the criminal justice system. The curriculum uses a cognitive based, interactive approach to teach young people about the rule of law and the consequences of crime. The curriculum is based on proven Law Related Education (LRE) strategies that use legal education to build youth assets and life skills in non-violent conflict resolution, anger management, problem solving, and communication. In Legal Eagle, FLY staff and law student volunteers meet with 12-15 youth, once a week for 13 weeks, after school for two hours where youth participate in group activities and listen to guest speakers. Midway through the program, youth spend a Saturday at Santa Clara University participating in a mock trial, meeting with local juvenile court judges, and learn about college and financial aid. The program culminates with a graduation ceremony for youth, families and friends. FLY also conducts a year-long peer leadership training program to teach youth how to work in teams and design and implement service projects that improve their communities. All participants of the peer leadership program receive case management services to assist youth in setting and achieving their goals related to education, vocation and sobriety.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Fresh Lifeline for Youth-Mt. Madonna (Youth Survey)

40% Because of this program, my success at school (job/training) is better:

40% Because of this program, my understanding of who I am and what I can do is better:

20% Because of this program, my ability to communicate is better:

60% Because of this program, my ability to learn new things is better:

30% Because of this program, my ability to connect with adults is better:

40% Because of this program, my ability to work with others is better:

60% Because of this program, my ability to stay safe is better:

40% Because of this program, I can identify my anger and express it in a non-violent way is better:

50% Because of this program, I feel prepared to succeed in the community where I live is better:

40% Because of this program, I participate in positive activities, such as recreation, sports, arts, and community service more:

50% Because of this program, I respect others who are different from me more:

80% Because of this program, my knowledge of the law is better:

80% Because of this program, I understand what happens if I break the law is better:

60% Because of this program, I am dealing with conflict and problems better:

50% Because of this program, I understand how breaking the law affects other people is better:

Year-End Dashboard–Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 FRESH LIFELINES FOR YOUTH				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$117,800	Annual Contract Budget Match \$23,560	Total Funds \$141,360	Percent Matching Funds 20%		
		What did BEST spend on services?	BEST Funds Spent \$117,799	Annual Contract Budget Match Spent \$23,559	Total Funds Spent -1/2 Year \$141,358	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 7.1	Years Experience 11	Years Schooling 16	Male 20%	Female 80%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 102	Male 72%	Female 28%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 69% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 2%	15-20 yrs 98%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 4%	African Americans 5%	Caucasian Americans 6%	Latino Americans 81%	Other/Multi-racial 4%	
			Client At-Risk 31%	Client High-Risk 0%	Gang Impacted 69%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 66%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 34%	Yes
			Central 0%	Foothill 14%	Southern 12%	Western 0%	City-Wide 74%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 3,686	Total Actual Units of Service for Year 5,134	Percent of Actual Services Year 139%	Hours of Service per Customer 50	Percent of Youth Not Arrested During Services by Staff and 87%	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$22.94	Actual Cost per Hour Total Funds \$27.53	Cost per Customer BEST Funds \$1,155	Cost per Customer Total Funds \$1,386	Average # of New Caring Adults Connected to Youth 2.7	Yes
	EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 85%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 91%		Staff-rated Customers Level of Participation (%Highest and High) 64%
Service Productivity Initial Outcomes		Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70% Need to increase targeted changes for Asset Development & Social/Respect
			Asset development changes		59%	80%	68%	
			Social/Respect selected changes		60%	76%	68%	
Agency selected changes		82%	91%	92%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 2.11, Second Half: 1.45		Level of Service Quality Desirable	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 112	Youth Surveys 116	Parent Surveys 54	Staff Surveys 155	Total Surveys Collected 437	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Fresh Lifelines for Youth

Inputs

Fresh Lifelines for Youth spent 100% of allocated and matching funds for the year. Sixty-six percent (66%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

FLY served 102 unduplicated customers. Of the customers served, 72% were male and 28% were female with 98% of youth ranging in age between 15 to 20 years old.

Activities

FLY delivered 5,134 hours of direct service to youth, and their parents. The funded provider delivered 139% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$27.53 an hour for total funds. This cost per hour reflected an average of 50 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

FLY earned a high satisfaction score of 85% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 91%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

FLY exceeded the target goal of 70% for agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. However, they did not meet the target goal for asset development and social/respect.

Service Quality, Reliability, Service Performance Index

The service quality score was desirable with a score measuring of 1.45 indicating that services were equally effective and consistent for customers. A total of 437 surveys were analyzed.

Fresh Lifelines for Youth Met Three of the Performance Goals

From the Streets to the Grave

Agency Description

From the Streets to the Grave (FTSTTG) is a faith-based non-profit dedicated to reaching out and serving families that have been a victim to a homicide or a violent crime in the streets of our city and community. Our goal is to help families through the grief process of having experienced this type of tragedy. FTSTTG offers grief process and stress management services, free of charge. FTSTTG believe that supporting grieving families/individuals in their initial hours of grief is vitally important in helping them address the pain of their loss. As such, families are offered assistance with the next steps of services they may need to reduce tension and potential violence among siblings and friends. Continual aftercare grief and stress management support services for parents, families and friends is offered. Services are culturally sensitive.

Project Description

Parent gang awareness workshops and family wellness trainings are offered. Parent support groups are offered for those parents that have lost their children to gang violence or victims of gang violence. Referral to support services as needed to assist families with immediate needs. Services also offered include 'Grieving for the Homies' to provide individual and small group gatherings/discussions with friends of victims of violence to help them manage anger, process feelings and develop support groups. Pro-social activities include barbeques to lessen the tension among "homies" in the community.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

From the Streets to the Grave – One Day At A Time (Parent Workshop)

19% Because of this program, my understanding of parenting techniques is better:

63% Because of this program, my family relationships are better:

25% Because of this program, my ability to communicate effectively is better:

19% Because of this program, my ability to make good choices (such as avoiding drugs, and violence) is better:

57% Because of this program, my knowledge about gangs and drugs use increased:

94% Because of this program, my awareness of the seven steps of depression is better:

88% Because of this program, I understand how grief affects the family financially, physically, and mentally better:

69% Because of this program, I understand that numbing the pain though alcohol, drugs, or pills does not take away the grief better:

94% Because of this program, my knowledge of the signs of grief has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 FROM THE STREETS TO THE GRAVE				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$117,800	Annual Contract Budget Match \$23,560	Total Funds \$141,360	Percent Matching Funds 20%		
		What did BEST spend on services?	BEST Funds Spent \$32,540	Annual Contract Budget Match Spent \$6,072	Total Funds Spent -1/2 Year \$38,612	Percent of BEST Funds Spent 61%	Percent of Total (BEST + Match) Funds Spent 61%	No
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.3	Years Experience 18	Years Schooling 11	Male 50%	Female 50%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 70	Male 37%	Female 63%	Level of RPRR Developmental Assets NR	for Criminogenic Behavior NR	Yes, served 100% of youth that were high risk and gang involved.
			6-10 yrs NR	11-14 yrs NR	15-20 yrs NR	21-25 yrs NR	Over 25 NR	
			Asian Pacific Americans 3%	African Americans 0%	Caucasian Americans 1%	Latino Americans 94%	Other/Multi-racial 0%	
			Client At-Risk 0%	Client High-Risk 0%	Gang Impacted 58%	Gang Intentional 42%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 0%	Foothill 0%	Southern 0%	Western 0%	City-Wide 100%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 1,275	Total Actual Units of Service for Year 2,366	Percent of Actual Services Year 186%	Hours of Service per Customer 34	Percent of Youth Not Arrested During Services by Staff and NR	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$13.75	Actual Cost per Hour Total Funds \$16.32	Cost per Customer BEST Funds \$465	Cost per Customer Total Funds \$552	Average # of New Caring Adults Connected to Youth NR	Yes	
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) NR		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) NR	NR, Agency alone disseminates training surveys
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	NR, Agency disseminates training surveys
			Asset development changes		NR	NR	NR	
			Social/Respect selected changes		NR	NR	NR	
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		NR	
		First Half NR	Second Half NR	NR	NR			
Survey Sample	How many customers did they survey?	RPRR Survey 0	Youth Surveys 0	Parent Surveys 22	Staff Surveys 0	Total Surveys Collected 22	Sample Size Sufficient	



Summary of Dashboard Score Card Outcomes for the Year

From the Streets to the Grave (FTSTTG)

Inputs

From the Streets to the Grave spent 61% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

FTSTTG served 70 unduplicated customers. Of the customers served, 37% were male and 63% were female.

Activities

FTSTTF delivered 2,366 hours of direct service to youth, and their parents. The funded providers delivered 186% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$16.32 an hour for total funds. This cost per hour reflected an average of 34 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

Not required for this agency.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Not required for this agency.

Service Quality, Reliability, Service Performance Index

Not required for this agency.

From the Streets to the Grave Met One of the Performance Goals

Girl Scouts of Northern California

Agency Description

Girl Scouts has served girls throughout Northern California since 1918. Girl Scouts of Northern California (GSNC), was formed in 2007 through the merger of five Girl Scout councils across a 19-county area from Silicon Valley to the Oregon border.

GSNC's mission is to build girls of courage, confidence and character who make the world a better place. Girl scouting in the 21st century has evolved well beyond its traditional focus into a vibrant contemporary movement that offers girls, ages 5-17, the opportunity to engage in a variety of personal growth and leadership development activities focused on helping them discover their strengths. Open-ended opportunities are provided through neighborhood troops, camps and outdoor programs, as well as through enrichment and outreach initiatives in targeted settings where youth need us most -- under-resourced schools, community centers, juvenile detention centers, homeless and transitional shelters and alternative high schools. Girl Scouts of Northern California offers rich opportunities for girls to discover, connect and take action with the guidance of caring adults.

Project Description

The Girl Scouts of Northern California offers the "Got Choices" program to adjudicated girls, ages 11-18 that are referred by the juvenile justice system as well as collaborating partners. The "Got Choices" Program implements a weekly life-skills curriculum, presented in a group setting that facilitates the identification of their strengths, examination of preconceived notions about themselves and others, reflection on their past behaviors while learning to avoid future negative choices, and skill development to manage relationships and feelings in a healthy manner. The curriculum contains three modules: gangs & crime prevention, female health and self-esteem and positive life choices. These modules are organized to engage youth participants through role-playing, quizzes, guest speakers, media avenues, arts and crafts, debate-style discussions and group work. Girl participants also have an opportunity to engage in service projects that will help develop self-esteem and re-engage participants with the community from which they have become isolated. The "Got Choices" program demonstrates to participants how they can make positive contributions to their community.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Girl Scouts of Northern California – Middle School (Youth Surveys)

65% Because of this program, my success at school (job/training) is better:

65% Because of this program, my understanding of who I am and what I can do is better:

76% Because of this program, my ability to communicate is better:

65% Because of this program, my ability to learn new thing is better:

53% Because of this program, my ability to connect with adults is better:

65% Because of this program, my ability to work with others is better:

82% Because of this program, my ability to stay safe is better:

67% Because of this program, I can identify my anger and express it in a non-violent way better:

58% Because of this program, I feel prepared to succeed in the community where I live is better:

65% Because of this program, I participate in and know how to access positive activities more:

77% Because of this program, I respect others who are different from me more:

65% Because of this program, I think before I react more:

56% Because of this program, I feel like there are adults in my life that care about me more:

53% Because of this program, I am connected to and involved in my community more:

82% Because of this program, I understand the difference between healthy and unhealthy relationships is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 GIRL SCOUTS OF NORTHERN CALIFORNIA				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$69,490	Annual Contract Budget Match \$162,351	Total Funds \$231,841	Percent Matching Funds 234%		
		What did BEST spend on services?	BEST Funds Spent \$69,490	Annual Contract Budget Match Spent \$146,631	Total Funds Spent -1/2 Year \$216,121	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 93%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 6.0	Years Experience 21	Years Schooling 14	Male 0%	Female 100%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 653	Male 0%	Female 100%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 87% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 28%	15-20 yrs 71%	21-25 yrs 1%	Over 25 0%	
			Asian Pacific Americans 10%	African Americans 3%	Caucasian Americans 0%	Latino Americans 64%	Other/Multi-racial 23%	
			Client At-Risk 13%	Client High-Risk 59%	Gang Impacted 28%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 4%	Foothill 3%	Southern 14%	Western 9%	City-Wide 71%	
Activities	How much services did we provide?	Total Planned Hours of Service for Year 10,799	Total Actual Units of Service for Year 11,410	Percent of Actual Services Year 106%	Hours of Service per Customer 17	Percent of Youth Not Arrested During Services by Staff and 89%	Yes	
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$6.09	Actual Cost per Hour Total Funds \$18.94	Cost per Customer BEST Funds \$106	Cost per Customer Total Funds \$331	Average # of New Caring Adults Connected to Youth 3.0	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 90%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) 58%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		80%	NR		
			Social/Respect selected changes		79%	NR		
Agency selected changes		77%	NR	100%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 1.67, Second Half: 2.75		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 188	Youth Surveys 186	Parent Surveys 0	Staff Surveys 188	Total Surveys Collected 562	Great Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Girl Scouts of Northern California

Inputs

Girl Scouts of Northern California spent 93% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

Girl Scouts served 653 unduplicated customers. Of the customers served, 100% were female with 71% of youth ranging in age between 15 to 20 years old.

Activities

Girl Scouts delivered 11,410 hours of direct service to youth. The funded providers delivered 106% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$18.94 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. This cost per hour reflected a good average dosage of 17 hours of care per youth customer.

Customer Satisfaction – A Measure of Effectiveness

Girl Scouts earned a high satisfaction score of 90% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Girl Scouts met the target goal of 70% for asset development, social/respect and agency-specific service productivity. Achieving the performance goal for service productivity is an indication that BEST-funded program services are effectively changing "for the better," new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.75 indicating that services were equally effective and consistent for customers. A total of 562 surveys were analyzed.

Girl Scouts of Northern California Met All of the Performance Goals



Midtown Family Services

Agency Description

Midtown is committed to serving and supporting the communities in Santa Clara County neighborhood. Midtown Family Services understands the challenges of raising a family and just trying to survive in the Santa Clara Valley due to the skyrocketing high cost living.

Project Description

Midtown provides street outreach intervention and case management services.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Midtown Family Services –Midtown Outreach to Youth (Youth Survey)

70% Because of this program, my succeed at school (job/training) is better:

60% Because of this program, my understanding of who I am and what I can do is better:

80% Because of this program, my ability to communicate is better:

80% Because of this program, my ability to learn new things is better

80% Because of this program, my ability to connect with adults is better:

70% Because of this program, my ability to work with others is better:

50% Because of this program, my ability to stay safe is better:

60% Because of this program, I can identify my anger and express it in a non- violent way better:

78% Because of this program, I feel prepared to succeed in the community where I live is better:

90% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service, and self- care more:

70% Because of this program, I respect others who are different from me more:

90% Because of this program, I know how to access tattoo removal services is better:

90% Because of this program, I know how to access educational services is better:

80% Because of this program, I know how to access court advocacy services is better:

90% Because of this program, I know how to leave the gang environment is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 MIDTOWN FAMILY SERVICES				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$44,666	Annual Contract Budget Match \$17,533	Total Funds \$62,199	Percent Matching Funds 39%		
		What did BEST spend on services?	BEST Funds Spent \$44,666	Annual Contract Budget Match Spent \$17,533	Total Funds Spent -1/2 Year \$62,199	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.2	Years Experience 17	Years Schooling 13	Male 50%	Female 50%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 12	Male 42%	Female 58%	Level of RPRA for Developmental Assets NR	for Criminogenic Behavior NR	Yes, served 46% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 8%	15-20 yrs 58%	21-25 yrs 33%	Over 25 0%	
			Asian Pacific Americans 0%	African Americans 0%	Caucasian Americans 0%	Latino Americans 100%	Other/Multi-racial 0%	
			Client At-Risk 0%	Client High-Risk 1%	Gang Impacted 45%	Gang Intentional 54%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 0%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 88%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 12%	Yes
			Central 0%	Foothill 0%	Southern 0%	Western 100%	City-Wide 0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 2,393	Total Actual Units of Service for Year 7,383	Percent of Actual Services Year 309%	Hours of Service per Customer 615	Percent of Youth Not Arrested During Services by Staff and 0%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$6.05	Actual Cost per Hour Total Funds \$8.42	Cost per Customer BEST Funds \$3,722	Cost per Customer Total Funds \$5,183	Average # of New Caring Adults Connected to Youth 4.6	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 86%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 85%		Staff-rated Customers Level of Participation (%Highest and High) 80%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes 70%	Parent Report on their Child 92%	Staff Report on Customers 74%	Yes, Service Productivity > 70%
			Social/Respect selected changes					
			Agency selected changes		90%	NR		
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 1.25, Second Half: 1.70		Level of Service Quality Desirable	Reliability NR		Yes, Quality Score >1 Yes, Good SPI Score	
		Survey Sample	How many customers did they survey?	RPRA Survey 0	Youth Surveys 10	Parent Surveys 6	Staff Surveys 10	Total Surveys Collected 26



Summary of Dashboard Score Card Outcomes for the Year

Midtown Family Services (MFS)

Inputs

Midtown spent 100% of allocated and matching funds for the year. Eighty-eight percent (88%) of funds targeted Street Outreach Worker Services: Gang Outreach, Intervention and Mediation.

Customers

Midtown served 12 unduplicated customers. Of the customers served, 42% were male and 58% were female with 58% of participants between the ages of 15-20.

Activities

MFS delivered 7,383 hours of direct service to youth, and their parents. The funded provider delivered 309% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$8.42 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. This cost per hour reflected an average dosage of 615 hours of care per youth customer.

Customer Satisfaction – A Measure of Effectiveness

MFS earned a satisfaction score of 86% as reported by child and youth customers. This score indicates that children and youth customers rated the programs as good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

MFS achieved the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was desirable with a score measuring of 1.7 indicating that services were equally effective and consistent for customers. A total of 26 surveys were analyzed.

Midtown Family Services Met All of the Performance Goals

New Hope for Youth

Agency Description

New Hope for Youth is dedicated to serving and reaching out to all gang impacted as well as at-risk youth, young adults, their families and communities. By means of educational programs, individual and family care, support, and resource opportunities that support a healthy, positive, and productive life style.

Project Description

New Hope for Youth provides personal transformation through Street Outreach and Case Management services. Through outreach services, NHFY is able to reach out to youth exhibiting gang involvement behaviors on campus and in the community to divert negative behaviors. Through case management services, youth are provided personal coaching, assistance with achieving personal/social/educational/vocational goals and securing needed services and opportunities.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

New Hope for Youth (Youth Survey)

- 83% Because of this program, my success at school (job /training) is better:
- 79% Because of this program, my understanding of who I am and what I can is better:
- 76% Because of this program, my ability to communicate is better:
- 78% Because of this program, my ability to learn new things is better:
- 88% Because of this program, my ability to connect with adults is better:
- 76% Because of this program, my ability to work with others is better:
- 71% Because of this program, my ability to stay safe is better:
- 75% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 88% Because of this program, I feel prepared to succeed in the community where I live is better:
- 66% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:
- 80% Because of this program, I respect others who are different from me more:
- 75% Because of this program, I make better decisions, such as avoiding drugs and violence more:
- 83% Because of this program, my ability to respect adults in authority (i.e. teachers, probation officers, parent(s), law enforcement is better:
- 75% Because of this program, my ability to avoid dangerous situations (i.e. gang violence, domestic) is better:
- 67% Because of this program, my ability to resolve conflicts peacefully is better:
- 76% Because of this program, my ability to resolve conflicts verbally instead of through fighting is better:
- 83% Because of this program, my personal relationships with others, such as, with my parents is better:
- 77% Because of this program, my ability to develop relationships with positive role models has increased:
- 67% Because of this program, my involvement in criminal behavior has decreased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 NEW HOPE FOR YOUTH				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$289,662	Annual Contract Budget Match \$54,194	Total Funds \$343,856	Percent Matching Funds 19%		
		What did BEST spend on services?	BEST Funds Spent \$289,662	Annual Contract Budget Match Spent \$54,752	Total Funds Spent -1/2 Year \$344,414	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 5.2	Years Experience 11	Years Schooling 16	Male 62%	Female 38%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 77	Male 94%	Female 6%	Level of RPRA for Developmental Assets LOW	for Criminogenic Behavior HIGH	Yes, served 79% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 9%	15-20 yrs 90%	21-25 yrs 1%	Over 25 0%	
			Asian Pacific Americans 0%	African Americans 3%	Caucasian Americans 0%	Latino Americans 97%	Other/Multi-racial 0%	
			Client At-Risk 21%	Client High-Risk 52%	Gang Impacted 27%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 0%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 90%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 10%	Yes
			Central 20%	Foothill 37%	Southern 43%	Western 0%	City-Wide 0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 19,600	Total Actual Units of Service for Year 25,979	Percent of Actual Services Year 133%	Hours of Service per Customer 337	Percent of Youth Not Arrested During Services by Staff and 87%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$11.15	Actual Cost per Hour Total Funds \$13.26	Cost per Customer BEST Funds \$3,762	Cost per Customer Total Funds \$4,473	Average # of New Caring Adults Connected to Youth 2.5	Yes	
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 91%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 84%		Staff-rated Customers Level of Participation (%Highest and High) 59%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		80%	69%		
			Social/Respect selected changes		80%	71%	65%	
Agency selected changes		75%	86%	84%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 2.03, Second Half: 3.13		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 7	Youth Surveys 103	Parent Surveys 14	Staff Surveys 76	Total Surveys Collected 200	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

New Hope for Youth (NHFY)

Inputs

New Hope for Youth spent 100% of allocated and matching funds for the year. Ninety percent (90%) of funds targeted Street Outreach Worker Services: Gang Outreach, Intervention, Mediation.

Customers

NHFE served 77 unduplicated customers. Of the customers served, 94% were male and 6% were female with 90% of youth ranging in age between 15 to 20 years old.

Activities

New Hope for Youth delivered 25,979 hours of direct service to youth, and their parents. The funded provider delivered 133% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$13.26 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. This cost per hour reflected an average dosage of 337 hours of care per youth customer.

Customer Satisfaction – A Measure of Effectiveness

New Hope for Youth earned a satisfaction score of 91% as reported by child and youth customers. This score indicates that children and youth customers rated the programs as good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

New Hope for Youth met the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 3.13 indicating that services were equally effective and consistent for customers. A total of 200 surveys were analyzed.

New Hope for Youth Met All of the Performance Goals

San Jose Jazz Society

Agency Description

From the launch of Summer Jazz Camp nearly twenty years ago, education has been the heart and soul of San Jose Jazz. Our highly-regarded programs include, Progressions a research-based youth development program that uses music to connect with low-income, at-risk students. High School All Stars is a regional, audition-based big band for talented young players. The large ensemble and small combo play high-profile gigs all over the region, including this year's summer and winter fests. Summer Jazz Camp connects talented middle and high school students with the Bay Area's best music teachers for a life changing, two-week learning lab. The Next Gen Stage at Summer Fest provides students with opportunities to perform alongside internationally acclaimed artists.

Project Description

Progressions is a K-12, research-based, youth development program that uses music to connect with low-income, at-risk students, and challenges them with a rigorous music education program, helps them build a pro-social community, and stays with them until they graduate from high school. The program is focused on helping to keep participants in school, out of gangs, and on the road to becoming better students and contributing citizens. The program begins by seeing K-4th graders 30 minutes per day, four days per week. Then in 5th grade, the program sees participants twice a week after school for an hour and 3 hours on Saturday, the equivalent of adding an entire school day to a young person's life. Progressions is taught by professional musicians/educators/mentors who teach students to read music, master instruments, and collaborate in ensembles, bands, and choirs which help them: develop as individuals, learn to set and achieve goals, and understand what it takes to succeed.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

San Jose Jazz Progression-Meadows (Youth Survey)

42% Because of this program, my success at school (job/training) is better:

50% Because of this program, my understanding of who I am and what I can do is better

74% Because of this program, my ability to communicate is better:

84% Because of this program, my ability to learn new thing is better:

53% Because of this program, my ability to connect with adults is better:

84% Because of this program, my ability to work with others is better:

47% Because of this program, my ability to stay safe is better:

42% Because of this program, I can identify my anger and express it in a non-violent way is better:

67% Because of this program, I feel prepared to succeed in the community where I live is better:

53% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service, and self-care is more:

53% Because of this program, I respect others who are different from me more:

58% Because of this program, I complete my schoolwork more:

53% Because of this program, I understand and can talk about my feelings more:

58% Because of this program, I appreciate the music I hear on the radio, internet, at church, and in the community where I live more:

95% Because of this program, my ability to play an instrument has increased:

79% Because of this program, my ability to enjoy and have confidence performing in public has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System									
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 SAN JOSE JAZZ - PROGRESSIONS				Met Performance Goals		
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds			
			\$68,000	\$122,305	\$190,305	180%			
	Inputs	What did BEST spend on services?	BEST Funds Spent	Contract Budget Match Spent	Total Funds Spent -1/2 Year	Percent of BEST Funds Spent	Percent of Total (BEST + Match) Funds Spent	No	
			\$67,900	\$80,739	\$148,639	100%	78%		
	Staff	Who were the staff providing services?	Number of Paid FTE Staff	Years Experience	Years Schooling	Male	Female	Yes	
			2.3	25	17	20%	80%		
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers	Male	Female	Level of RPRA Developmental Assets	for Criminogenic Behavior	Yes, served 45% of youth that were high risk and gang involved.	
			106	47%	53%	MEDIUM	MEDIUM		
			6-10 yrs	11-14 yrs	15-20 yrs	21-25 yrs	Over 25		
			44%	56%	0%	0%	0%		
			Asian Pacific Americans	African Americans	Caucasian Americans	Latino Americans	Other/Multi-racial		
	33%	0%	0%	63%	4%				
Client At-Risk	Client High-Risk	Gang Impacted	Gang Intentional	Unassigned					
55%	27%	18%	0%	0%					
Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation	Substance Abuse Prevention and Intervention	Vocational/Job Training Services	Case Management	Yes		
		100%	0%	0%	0%	0%			
		Central	Foothill	Southern	Western	City-Wide			
0%	0%	0%	100%	0%					
Activities	How much services did we provide?	Total Planned Hours of Service for Year	Total Actual Units of Service for Year	Percent of Actual Services Year	Hours of Service per Customer	Percent of Youth Not Arrested During Services by Staff and	Yes		
		17,429	17,017	98%	161	100%			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes		
		\$3.99	\$8.73	\$641	\$1,402	ND			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items)		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)		Staff-rated Customers Level of Participation (%Highest and High)	Yes, Satisfaction > 80%	
			82%		91%		ND		
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70% for Asset Development & Social/Respect	
			Asset development changes		68%	95%			
			Social/Respect selected changes		67%	90%	ND		
Agency selected changes		77%	87%	ND					
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Low Reliability		
		First Half	Second Half	Good	Low				
		1.71	2.28						
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Great Sample Size		
		85	153	40	55	333			



Summary of Dashboard Score Card Outcomes for the Year

San Jose Jazz Society (SJJS)

Inputs

San Jose Jazz Society spent 78% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

SJJS served 106 unduplicated customers. Of the customers served, 47% were male and 53% were female with 100% of youth ranging in age between 6 to 14 years old.

Activities

SJJS delivered 17,017 hours of direct service to youth, and their parents. The funded provider delivered 98% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$8.73 an hour for total funds. This cost per hour reflected an average dosage of 161 hours of care per youth customer.

Customer Satisfaction – A Measure of Effectiveness

SJJS earned a good satisfaction score of 82% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 91%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

SJJS met the target goal of 70% of agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They fell short of meeting the target goal for asset development, and social/respect service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.28 indicating that services were equally effective and consistent for customers. A total of 333 surveys were analyzed.

San Jose Jazz Society Met Three of the Performance Goals

The Art of Yoga Project

Agency Description

The Art of Yoga (AYP) leads teen girls, aged 12-18, involved in the California juvenile justice system toward accountability to self, others and community by providing practical tools to effect behavioral change. AYP specializes in gender-responsive rehabilitation using a holistic, evidence-based approach to promote girls' self-awareness, self-respect and self-control. AYP's goal is to break the cycle of violence and victimization for at-risk, incarcerated and exploited teen girls. Girls come into the juvenile system with significant histories of trauma. The juvenile justice system experience can re-traumatize them. AYP currently provides direct services to over 700 girls annually in San Francisco, San Mateo and Santa Clara Counties by sending specially-trained yoga teachers and creative arts educators into juvenile detention centers and rehabilitation facilities to teach a proprietary, strength-based intervention program.

Project Description

The cornerstone of AYP, the Yoga and Creative Arts Curriculum, incorporates health education, character development, yoga, meditation and creative arts. It is designed to teach teens how to manage their anger and impulses, become accountable for their actions, and develop a productive outlet for their emotions and dreams. Each session begins with a rigorous, strengthening yoga practice and continues with a creative art or writing activity. The trained facilitators also lead discussions on themes such as non-violence, tolerance, sexual ethics and integrity. The Yoga and Creative Arts Curriculum has four main program goals: accountability, self-awareness, self-respect and self-control. The practice of yoga grounds and centers the girls and allows them to connect with the best parts of themselves. In the creative arts project, the girls learn to write, paint, or draw about their feelings instead of acting out with high-risk behaviors. Together, the marriage of yoga and creative arts works to create a safe space where trust can be developed and authentic sharing becomes possible.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

The Art of Yoga Project—Yoga & Creative Arts Group (Youth Survey)

73% Because of this program, my success at school (job/training) is better:

91% Because of this program, my understanding of who I am and what I can do is better:

91% Because of this program, my ability to communicate is better:

88% Because of this program, my ability to learn new things is better:

85% Because of this program, my ability to connect with adults is better:

88% Because of this program, my ability to work with others is better:

85% Because of this program, my ability to stay safe is better:

85% Because of this program, I can identify my anger and express it in a non-violent way is better:

79% Because of this program, I feel prepared to succeed in the community where I live is better:

81% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, and community service more:

91% Because of this program, I respect others who are different from me more:

91% Because of this program, I express myself through writing/art more:

97% Because of this program, I am coping with stress is better:

97% Because of this program, my life is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System											
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 THE ART OF YOGA PROJECT				Met Performance Goals				
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$48,000	Annual Contract Budget Match \$9,100	Total Funds \$57,100	Percent Matching Funds 19%					
		What did BEST spend on services?	BEST Funds Spent \$48,000	Annual Contract Budget Match Spent \$9,100	Total Funds Spent -1/2 Year \$57,100	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes			
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.0	Years Experience 14	Years Schooling 16	Male 0%	Female 100%	Yes			
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 177	Male 0%	Female 100%	Level of RPRA Developmental Assets LOW	for Criminogenic Behavior HIGH	Yes, served 100% of youth that were high risk and gang involved.			
			6-10 yrs 0%	11-14 yrs 1%	15-20 yrs 99%	21-25 yrs 0%	Over 25 0%				
			Asian Pacific Americans 10%	African Americans 6%	Caucasian Americans 2%	Latino Americans 77%	Other/Multi-racial 5%				
			Client At-Risk 0%	Client High-Risk 100%	Gang Impacted 0%	Gang Intentional 0%	Unassigned 0%				
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%				
			Central 0%	Foothill 18%	Southern 22%	Western 0%	City-Wide 59%				
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 1,641	Total Actual Units of Service for Year 2,087	Percent of Actual Services Year 127%	Hours of Service per Customer 12	Percent of Youth Not Arrested During Services by Staff and 72%	Yes			
			Actual Cost per Hour BEST Funds \$23.00	Actual Cost per Hour Total Funds \$27.36	Cost per Customer BEST Funds \$271	Cost per Customer Total Funds \$323	Average # of New Caring Adults Connected to Youth 5.8	Yes			
	E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 92%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) 83%	Yes, Satisfaction > 80%		
Service Productivity Initial Outcomes		Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%			
			Asset development changes						88%	NR	79%
			Social/Respect selected changes						89%	NR	99%
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Low Reliability				
		First Half 4.38	Second Half 5.08					High	Low		
Survey Sample	How many customers did they survey?	RPRA Survey 29	Youth Surveys 62	Parent Surveys 0	Staff Surveys 54	Total Surveys Collected 145	Good Sample Size				



Summary of Dashboard Score Card Outcomes for the Year

The Art of Yoga Project

Inputs

The Art of Yoga spent 100% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

The Art of Yoga served 177 unduplicated customers. Of the customers served, 100% were female with 99% of youth ranging in age between 15 to 20 years old.

Activities

The Art of Yoga delivered 2,087 hours of direct service to youth, and their parents. The funded provider delivered 127% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$27.36 an hour for total funds. This cost per hour reflected an average of 12 hours of service per customer. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

Customer Satisfaction – A Measure of Effectiveness

The Art of Yoga earned a satisfaction score of 92% as reported by child and youth customers - meeting the performance goal of 80%. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

The Art of Yoga met the target goal of 70% for asset development, social/respect and agency-selected service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 5.08 indicating that services were equally effective and consistent for customers. A total of 145 surveys were analyzed.

The Art of Yoga Project Met All of the Performance Goals

The Tenacious Group

Agency Description

Founded in 1996, The Tenacious Group focuses on providing services designed to empower and influence participants with life-changing principles, tools and coaching for achieving personal, educational, family and career success.

Project Description

RESH 180 is a motivational training with a curriculum that offers tools to help build students' confidence by setting higher self-expectations and increase their productivity in personal, educational and career pursuits. RESH stands for "Raising Expectations, Standards, and Honor." One-hundred eighty (180) refers to young people making a 180 degree turn in their lives. RESH 180 explores a young person's attitudes, mindset, and beliefs – using visual, auditory, and sensory stimuli that embrace the way young people learn today. By challenging their thought processes, RESH 180 initiates a self-directed inward examination that each young person uses to become aware of his or her direction in life, and progress toward related goals. RESH 180 teaches young people to examine themselves inwardly, to see whether or not they have moved or grown in a direction that will lead to a purposeful, meaningful life. With this newfound awareness, the students are then taught to examine the inputs, influences and effects that have brought them to the life situations they are in today. Next, they are taught a new way to interpret the factors that influence their lives. The analogy of a "lens" is used to demonstrate how to "make their eyes work." Finally, RESH 180 teaches young people to be accountable for their actions, and also gives them empowerment tools to practice what they have learned. Every part of the curriculum has been designed with real-life simulation learning to give students a visual grasp of concepts and tools they need to succeed in visualizing their future & setting and fulfilling goals – turning dreams into destiny!

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

The Tenacious Group RESH 180 –Yerba Buena (Youth Survey)

61% Because of this program, my success at school (job/training) is better:

65% Because of this program, my understanding of who I am and what I can do is better:

70% Because of this program, my ability to communicate is better:

87% Because of this program, my ability to learn new things is better:

52% Because of this program, my ability to connect with adults is better:

70% Because of this program, my ability to work with others is better:

52% Because of this program, my ability to stay safe is better:

39% Because of this program, I can identify my anger and express it in a non-violent way is better:

57% Because of this program, I feel prepared to succeed in the community where I live is better:

74% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service, and self-care more:

74% Because of this program, I respect others who are different from me more:

96% Because of this program, I am looking through a new lens more:

100% Because of this program, I understand the value of leading a purpose- driven life more:

96% Because of this program, I can filter out the negative is better:

65% Because of this program, I understand how to contact school staff (teachers & counselors) for my educational needs is better:

87% Because of this program, my ability to meet my educational and career is better:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 THE TENACIOUS GROUP				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$78,000	Annual Contract Budget Match \$18,750	Total Funds \$96,750	Percent Matching Funds 24%		
		What did BEST spend on services?	BEST Funds Spent \$78,000	Annual Contract Budget Match Spent \$19,005	Total Funds Spent -1/2 Year \$97,005	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.9	Years Experience 15	Years Schooling 17	Male 70%	Female 30%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 88	Male 59%	Female 41%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 18% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 0%	15-20 yrs 100%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 7%	African Americans 5%	Caucasian Americans 3%	Latino Americans 84%	Other/Multi-racial 1%	
			Client At-Risk 70%	Client High-Risk 2%	Gang Impacted 16%	Gang Intentional 11%	Unassigned 0%	
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Central 0%	Foothill 11%	Southern 0%	Western 67%	City-Wide 22%	Yes
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 2,575	Total Actual Units of Service for Year 2,849	Percent of Actual Services Year 111%	Hours of Service per Customer 32	Percent of Youth Not Arrested During Services by Staff and 96%	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$27.38	Actual Cost per Hour Total Funds \$34.05	Cost per Customer BEST Funds \$886	Cost per Customer Total Funds \$1,102	Average # of New Caring Adults Connected to Youth 3.4	Yes
	EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 90%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 92%		Staff-rated Customers Level of Participation (%Highest and High) 100%
Service Productivity Initial Outcomes		Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70% for Asset Development
			Asset development changes		68%	87%		
			Social/Respect selected changes		71%	83%		
Agency selected changes		90%	92%	100%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 1.74, Second Half: 2.83		Level of Service Quality Good	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 69	Youth Surveys 47	Parent Surveys 44	Staff Surveys 57	Total Surveys Collected 217	Great Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

The Tenacious Group

Inputs

The Tenacious Group spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

Tenacious Group served 88 unduplicated customers. Of the customers served, 59% were male and 41% were female with 100% of youth ranging in age between 15 to 20 years old.

Activities

The Tenacious Group delivered 2,849 hours of direct service to youth, and their parents. The funded providers delivered 111% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$34.05 an hour for total funds. This cost per hour reflected a dosage of 32 hours of care per youth customer. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

Customer Satisfaction – A Measure of Effectiveness

The Tenacious Group earned a high satisfaction score of 90% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 92%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

The Tenacious Group met the target goal of 70% for social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. However, they fell short of the performance goal for asset development service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.83 indicating that services were equally effective and consistent for customers. A total of 217 surveys were analyzed.

The Tenacious Group Met Four of the Performance Goals



Teen Success, Inc.

Agency Description

The mission of Teen Success, Inc. is to help underserved teen mothers and their children to become educated, self-sufficient, valued members of society.

Project Description

Teen Success, Inc. offers personal transformation and case management services to its youth participants. This is delivered through group meetings and 1:1 case management focusing on social/emotional, parenting and reproductive health curriculum for young parents, mothers and their families.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Teen Success, Inc. (Youth Survey)

58% Because of this program, my success at school (job/ training) is better:

92% Because of this program, my understanding of who I am and what I can do is better:

83% Because of this program, my ability to communicate is better:

83% Because of this program, my ability to learn new things is better:

82% Because of this program, my ability to connect with adults is better:

75% Because of this program, my ability to work with others is better:

75% Because of this program, my ability to stay safe is better:

83% Because of this program, I can identify my anger and express it in a non- violent way is better:

67% Because of this program, I feel prepared to succeed in the community where I live is better:

67% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, music, community service and self-care more:

67% Because of this program, I respect others who are different from me more:

75% Because of this program, I know how to avoid an unplanned pregnancy is better:

75% Because of this program, my understanding of the important of reading, playing, singing and talking has increased:

100% Because of this program, my understanding of what I need to do to graduate from high school has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 TEEN SUCCESS, INC.				Met Performance Goals	
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding \$38,000	Annual Contract Budget Match \$77,009	Total Funds \$115,009	Percent Matching Funds 203%		
		What did BEST spend on services?	BEST Funds Spent \$38,000	Annual Contract Budget Match Spent \$77,009	Total Funds Spent -1/2 Year \$115,009	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 2.1	Years Experience 10	Years Schooling 16	Male 50%	Female 50%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 20	Male 0%	Female 100%	Level of RPRA for Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 30% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 5%	15-20 yrs 95%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 5%	African Americans 0%	Caucasian Americans 5%	Latino Americans 85%	Other/Multi-racial 5%	
			Client At-Risk 70%	Client High-Risk 15%	Gang Impacted 15%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 0%	Foothill 100%	Southern 0%	Western 0%	City-Wide 0%	
			0%	100%	0%	0%	0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 1,473	Total Actual Units of Service for Year 1,127	Percent of Actual Services Year 77%	Hours of Service per Customer 56	Percent of Youth Not Arrested During Services by Staff and 100%	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$33.72	Actual Cost per Hour Total Funds \$102.05	Cost per Customer BEST Funds \$1,900	Cost per Customer Total Funds \$5,750	Average # of New Caring Adults Connected to Youth 2.7	Yes
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 93%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NR		Staff-rated Customers Level of Participation (%Highest and High) 64%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		86%	NR		
			Social/Respect selected changes		75%	NR	88%	
Agency selected changes		82%	NR	80%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 1.60, Second Half: 5.54		Level of Service Quality High	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 15	Youth Surveys 18	Parent Surveys 0	Staff Surveys 23	Total Surveys Collected 56	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Teen Success, Inc.

Inputs

Teen Success spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

Teen Success served 20 unduplicated customers. Of the customers served, 100% were female with 95% of youth ranging in age between 15 to 20 years old.

Activities

Teen Success delivered 1,127 hours of direct service to youth, and their parents. The funded provider delivered 77% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$102.05 an hour for total funds. This cost per hour reflected an average of 56 hours of service per customer. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

Customer Satisfaction – A Measure of Effectiveness

Teen Success earned a high satisfaction score of 93% as reported by youth customers. This score indicates that youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Teen Success met the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 5.54 indicating that services were equally effective and consistent for customers. A total of 56 surveys were analyzed.

Teen Success, Inc. Met Four of the Performance Goals

Ujima Adult and Family Services, Inc.

Agency Description

Ujima Adult and Family Services started as Ujima Youth Program of the South Bay Association of Black Social Workers in 1991. As per plan, it spun off and incorporated as Ujima Adult and Family Services, Inc. in 1994. The agency was created from inception to be of the African community and serve the community by developing and providing African centered services. This also includes raising the consciousness of adults, youth and their families by affirming life giving and life saving values that motivate people of African descent toward self-determination and liberation.

Project Description

Ujima's BEST-funded program provides personal development and youth support groups for high-risk, pre-gang and gang-involved youth. Ujima seeks to assist youth in developing social and academic skills, as well as self-sufficiency capacities. The goal of the program is to increase cultural and self-knowledge, self-esteem and confidence. The youth support groups assist youth in increasing their developmental assets and directly addresses this with the infusion of cultural knowledge and the importance of knowing yourself and utilizing the strengths of ancestors to support health and increase competence. The weekly school-based program utilizes multi-media curriculum designed to challenge students to critically think about their identity, community, education and history. Ujima staff members provide case management services to high-risk youth at targeted school sites throughout the City of San José. These services can consist of monitoring grades, behavior and attendance. For youth participants identified as needing increased services, program staff offer a goal-oriented needs assessment, the development of a service plan, home visits, playing the role of advocate/representative during the student client's required hearings/meetings, and contact with other community based organizations.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Ujima Adult & Family Services—Andrew Hill (Youth Survey)

92% Because of this program, my success at school (job/training) is better:

85% Because of this program, my understanding of who I am and what I can do is better:

77% Because of this program, my ability to communicate is better:

83% Because of this program, my ability to learn new things is better:

85% because of this program, my ability to connect with adults is better:

92% Because of this program, my ability to work with others is better:

85% Because of this program, my ability to stay safe is better:

92% Because of this program, I can identify my anger and express it in a non-violent way is better:

85% Because of this program, I feel prepared to succeed in the community where I live is better:

85% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts, and community service more:

100% Because of this program, I respect others who are different from me more:

92% Because of this program, my knowledge of the history of the African Diaspora has increased:

92% Because of this program, my ability to set goals for myself has increased:

85% Because of this program, my ability to connect with my own family has increased:

77% Because of this program, my contribution and commitment to my community has increased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 UJIMA ADULT AND FAMILY SERVICES				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$155,571	Annual Contract Budget Match \$31,114	Total Funds \$186,685	Percent Matching Funds 20%		
		What did BEST spend on services?	BEST Funds Spent \$155,669	Contract Budget Match Spent \$32,737	Total Funds Spent -1/2 Year \$188,406	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 101%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 2.0	Years Experience 14	Years Schooling 15	Male 75%	Female 25%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 103	Male 53%	Female 47%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 56% of youth that were high risk and gang involved.
			6-10 yrs 0%	11-14 yrs 0%	15-20 yrs 100%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 1%	African Americans 89%	Caucasian Americans 0%	Latino Americans 8%	Other/Multi-racial 2%	
			Client At-Risk 43%	Client High-Risk 22%	Gang Impacted 34%	Gang Intentional 2%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 0%	Foothill 18%	Southern 29%	Western 53%	City-Wide 0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 6,150	Total Actual Units of Service for Year 6,966	Percent of Actual Services Year 113%	Hours of Service per Customer 68	Percent of Youth Not Arrested During Services by Staff and 96%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$22.35	Actual Cost per Hour Total Funds \$27.05	Cost per Customer BEST Funds \$1,511	Cost per Customer Total Funds \$1,829	Average # of New Caring Adults Connected to Youth 3.3	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 93%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 96%		Staff-rated Customers Level of Participation (%Highest and High) 33%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		81%	96%		
			Social/Respect selected changes		78%	89%	74%	
Agency selected changes		80%	97%	93%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development		Level of Service Quality	Reliability		Yes, Quality Score >1 Yes, Good Reliability	
		First Half 1.87	Second Half 3.11	High	Good			
Survey Sample	How many customers did they survey?	RPRA Survey 170	Youth Surveys 168	Parent Surveys 145	Staff Surveys 167	Total Surveys Collected 650	Great Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Ujima Adult and Family Services

Inputs

Ujima Adult and Family Services spent 101% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

Ujima served 103 unduplicated customers. Of the customers served, 53% were male and 71% were female with 100% of youth ranging in age between 15 to 20 years old.

Activities

Ujima delivered 6,966 hours of direct service to youth, and their parents. The funded provider delivered 113% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$27.05 an hour for total funds. This cost per hour reflected an average of 68 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

Ujima earned a high satisfaction score of 93% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 96%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Ujima exceeded the performance goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 3.11 indicating that services were equally effective and consistent for customers. A total of 650 surveys were analyzed.

Ujima Adult and Family Services Met All the Performance Goals



Unity Care Group Inc.

Agency Description

One of the reasons why Unity Care stands apart from other providers is our employees' cultural proficiency, which gives our staff the unique ability to better serve ethnically and diverse communities of color. Unity Care has developed a Transcultural Engagement Model, which is a main training component for our employees. The model incorporates many cultural perspectives, appreciates differences, values the unique contributions of diverse groups, and promotes learning from many orientations. Employees, children and families are always encouraged to freely express their cultural identity while at the same time participating in and contributing to the population at large.

"1-Child 1-Plan" is a framework that Unity Care utilizes to promote effective and efficient teamwork that facilitates one service delivery plan for youth and or a family referred to our care. "1 Child 1 Plan" is the collective and ongoing movement of youth who have complex emotional and behavioral needs toward more permanent and positive connection or reconnection with their families, schools and communities. In order to achieve successful outcomes for our youth and families, we integrate efforts by streamlining services across various parties involved with the youth and/or families such as: residential staff, mental health staff, community staff, families, placing agencies, schools, community stakeholders, and the children and youth themselves.

Project Description

Unity Care Group Inc. operated their successful Hip Hop 360 at Lee Mathson School. The program has the support of the administrators, the school counselor and the students. The Urban Art and the many activities engage the students. The Urban Art instructor combines Aztec Art history, with the evidence-based practice of Seven Challenges curriculum which addresses life skill deficits, situational and psychological problems; both components bring awareness to the risk of gang involvement, while also using fine motor skills that increase brain activity.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

No Spring Surveys Were Submitted

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 UNITY CARE				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$25,000	Annual Contract Budget Match \$13,733	Total Funds \$38,733	Percent Matching Funds 55%		
		What did BEST spend on services?	BEST Funds Spent \$18,321	Annual Contract Budget Match Spent \$9,987	Total Funds Spent -1/2 Year \$28,308	Percent of BEST Funds Spent 73%	Percent of Total (BEST + Match) Funds Spent 73%	No
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 0.8	Years Experience 5	Years Schooling 15	Male 50%	Female 50%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 67	Male 54%	Female 46%	Level of RPRA Developmental Assets LOW	for Criminogenic Behavior HIGH	Data on risk levels or youth participants were not provided.
			6-10 yrs 0%	11-14 yrs 90%	15-20 yrs 10%	21-25 yrs 0%	Over 25 0%	
			Asian Pacific Americans 15%	African Americans 6%	Caucasian Americans 3%	Latino Americans 67%	Other/Multi-racial 7%	
			Client At-Risk NA	Client High-Risk NA	Gang Impacted NA	Gang Intentional NA	Unassigned 100%	
			Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 100%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 0%	Vocational/Job Training Services 0%	Case Management 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Central 0%	Foothill 100%	Southern 0%	Western 0%	City-Wide 0%	Yes
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 1,497	Total Actual Units of Service for Year 778	Percent of Actual Services Year 52%	Hours of Service per Customer 12	Percent of Youth Not Arrested During Services by Staff and NA	No, did not meet planned hours of service.
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$23.55	Actual Cost per Hour Total Funds \$36.39	Cost per Customer BEST Funds \$273	Cost per Customer Total Funds \$423	Average # of New Caring Adults Connected to Youth 2.7	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 62%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) NA		Staff-rated Customers Level of Participation (%Highest and High) 97%	No, Youth Satisfaction < 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	No, Service Productivity < 70%
			Asset development changes		53%	62%	86%	
			Social/Respect selected changes		55%	65%	86%	
Agency selected changes		46%	82%	93%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half: 0.50, Second Half: 1.26		Level of Service Quality Desirable	Reliability Good		Yes, Quality Score >1 Yes, Good Reliability	
Survey Sample	How many customers did they survey?	RPRA Survey 47	Youth Surveys 47	Parent Surveys 0	Staff Surveys 37	Total Surveys Collected 131	Good Sample Size	



Summary of Dashboard Score Card Outcomes for the Year

Unity Care Group

Inputs

Unity Care Group spent 73% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

Customers

Unity Care served 67 unduplicated customers. Of the customers served, 54% were male and 46% were female with 90% of youth ranging in age between 11 to 14 years old.

Activities

Unity Care delivered 778 hours of direct service to youth, and their parents. The funded provider delivered 52% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$36.39 for total funds. This cost per hour reflected an average of 12 hours of service per customer.

Customer Satisfaction – A Measure of Effectiveness

Unity Care earned a satisfaction score of 62% as reported by child and youth customers, falling short of the performance goal of 80%. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Unity Care did not meet the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was desirable with a score measuring of 1.26 indicating that services were equally effective and consistent for customers. A total of 131 surveys were analyzed.

Unity Care Group Did Not Meet Any of the Performance Goals



Uplift Family Services

Agency Description

Uplift Family Services helps over 30,000 children and family members recover from trauma – such as abuse, severe neglect, addiction and poverty – each year. As one of the largest, most comprehensive behavioral and mental health treatment programs in California, we offer hope to individuals and families experiencing great difficulties.

Project Description

Uplift Family Services provides personal transformation, life skills education, and outpatient substance abuse services.

Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

Uplift Family Services (Youth Survey)

80% Because of this program, my success at school (job /training) is better:

93% Because of this program, my understanding of who I am and what I can do is better:

88% Because of this program, my ability to communicate is better:

95% Because of this program, my ability to learn new things is better:

87% Because of this program, my ability to connect with adults is better:

74% Because of this program, my ability to work with others is better:

90% Because of this program, my ability to stay safe is better:

80% Because of this program, I can identify my anger and express it in a non-violent way is better:

67% Because of this program, I feel prepared to succeed in the community where I live is better:

80% Because of this program, I participate in and know how to access positive activities, such as recreation, sports, arts music, community service, and self-care more:

83% Because of this program, I respect others who are different from me more:

78% Because of this program, I know about drugs and alcohol more:

84% Because of this program, I am coping with stress better:

92% Because of this program, I can get help for myself or my friend if I or they are depressed better:

69% Because of this program, my use of alcohol decreased:

69% Because of this program, my use of drugs decreased:

Year-End Dashboard – Effort and Effect

BEST Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXVI (26) Answers to BEST Evaluation Questions for FY 2016-2017 UPLIFT FAMILY SERVICES				Met Performance Goals	
E F F O R T	Inputs	What did BEST fund for services?	Annual BEST Funding \$161,001	Annual Contract Budget Match \$32,200	Total Funds \$193,201	Percent Matching Funds 20%		
		What did BEST spend on services?	BEST Funds Spent \$161,001	Contract Budget Match Spent \$33,768	Total Funds Spent -1/2 Year \$194,769	Percent of BEST Funds Spent 100%	Percent of Total (BEST + Match) Funds Spent 101%	Yes
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 1.9	Years Experience 11	Years Schooling 17	Male 33%	Female 67%	Yes
	Customers	Who are our youth ongoing customers?	Total Unduplicated Customers 144	Male 46%	Female 54%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes, served 100% of youth that were high risk and gang involved.
			6-10 yrs 1%	11-14 yrs 24%	15-20 yrs 74%	21-25 yrs 1%	Over 25 0%	
			Asian Pacific Americans 4%	African Americans 4%	Caucasian Americans 12%	Latino Americans 71%	Other/Multi-racial 9%	
			Client At-Risk 0%	Client High-Risk 0%	Gang Impacted 100%	Gang Intentional 0%	Unassigned 0%	
	Strategies	What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented?	Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education 21%	Street Outreach Worker Services: Gang Outreach, Intervention, Mediation 0%	Substance Abuse Prevention and Intervention 79%	Vocational/Job Training Services 0%	Case Management 0%	Yes
			Central 26%	Foothill 13%	Southern 40%	Western 0%	City-Wide 21%	
	Activities	How much services did we provide?	Total Planned Hours of Service for Year 3,112	Total Actual Units of Service for Year 3,267	Percent of Actual Services Year 105%	Hours of Service per Customer 23	Percent of Youth Not Arrested During Services by Staff and 88%	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds \$49.28	Actual Cost per Hour Total Funds \$59.62	Cost per Customer BEST Funds \$1,118	Cost per Customer Total Funds \$1,353	Average # of New Caring Adults Connected to Youth 2.4	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Youth Satisfaction of Care Received (0-100% on 4 items) 92%		Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) 95%		Staff-rated Customers Level of Participation (%Highest and High) 91%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed because of BEST funded)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customers	Yes, Service Productivity > 70%
			Asset development changes		86%	95%	82%	
			Social/Respect selected changes		82%	85%	82%	
Agency selected changes		79%	96%	96%				
Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development First Half 7.20		Second Half 4.35	Level of Service Quality High	Reliability Low	Yes, Quality Score >1 Low Reliability	
		RPRA Survey 53		Youth Surveys 62	Parent Surveys 12	Staff Surveys 55	Total Surveys Collected 182	Good Sample Size



Summary of Dashboard Score Card Outcomes for the Year

Uplift Family Services (UFS)

Inputs

Uplift Family Services spent 101% of allocated and matching funds for the year. Seventy-nine (79%) of funds targeted Outpatient Substance Abuse.

Customers

UFS served 144 unduplicated customers. Of the customers served, 46% were male and 54% were female with 74% of youth ranging in age between 15 to 20 years old.

Activities

UFS 3,267 hours of direct service to youth, and their parents. The funded provider delivered 105% of the planned services for the year.

Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$59.62 for total funds. This cost per hour reflected an average of 23 hours of service per customer. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

Customer Satisfaction – A Measure of Effectiveness

Uplift Family Services earned a satisfaction score of 92% as reported by child and youth customers. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 95%.

Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Uplift Family Services met the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 4.35 indicating that services were equally effective and consistent for customers. A total of 182 surveys were analyzed.

Uplift Family Services Met All of the Performance Goals