

**CITY OF OAKLAND**  
**AGENDA REPORT**

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OAKLAND  
2008 OCT 16 PM 6:26

**To:** Office of the City Administrator  
**Attn:** Dan Lindheim, Acting City Administrator  
**From:** Department of Human Services  
**Date:** October 28, 2008

**RE: Resolution Adopting the Oakland Fund For Children And Youth Final Evaluation Report for Fiscal Year 2007-2008**

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**SUMMARY**

The report, *Oakland Fund for Children and Youth Final Evaluation Report FY 2007-2008*, has been prepared by the firm of Community Crime Prevention Associates and is submitted to the Oakland City Council for acceptance in accordance with the Kids First! Charter Amendment. The evaluation report covers the eleventh year of Oakland Fund for Children and Youth (OFCY) funding, from July 1, 2007 to June 30, 2008. A complete copy of the report is available in the Office of the City Clerk, and may be downloaded from the OFCY website ([www.ofcy.org](http://www.ofcy.org)). The executive summary and overall evaluation is included in this report as Attachment A. A resolution accepting the report is submitted for Council approval.

**FISCAL IMPACT**

Approval of the resolution has no fiscal impact.

**BACKGROUND**

The Kids First! Charter Amendment requires an annual independent process and outcome evaluation of the Kids First! program, known as the Oakland Fund for Children and Youth or OFCY. The 2007-2008 evaluation was completed by the firm of Community Crime Prevention Associates (CCPA). OFCY's 19 member Planning and Oversight Committee (POC) forwarded the *Final Evaluation Report 2007-2008* on September 17, 2008.

**KEY ISSUES AND IMPACTS**

Overall FY 07-08 Results and Trends

The table below presents the number of programs/grants, dollars spent, hours of service actually delivered, number of children and youth served, matching funds, and cost per hour of service data for each year beginning with FY01/02.

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**Table 1: Services and Costs**

	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	Total
OFCY Dollars Spent	\$6,786,340	\$7,712,464	\$7,819,203	\$9,423,967	\$9,610,064	\$10,892,268	\$11,906,580	\$64,150,866
Matchings	\$5,844,876	\$7,239,644	\$8,081,022	\$10,639,782	\$11,600,646	\$11,791,447	\$17,967,914	\$73,165,331
Hours of Service	2,200,521	2,613,414	3,155,788	3,726,019	3,946,992	4,001,772	4,878,836	\$137,316,217
Children & Youth Served	12,134	16,971	19,701	23,818	18,285	17,261	24,186	132,356
Cost per Hour to OFCY	\$3.08	\$2.95	\$2.48	\$2.53	\$2.43	\$2.67	\$2.07	\$2.76
Total Cost per Hour	\$5.58	\$5.72	\$5.04	\$5.39	\$5.37	\$5.62	\$5.20	\$5.43

OFCY's Strategic Plan 2006-2010 establishes key strategies and funding priorities for children and youth in Oakland. The table below summarizes the year's expenditure and children served.

**Table 2: Youth Served and Expenditures by Strategy**

OFCY Strategy	OFCY'S \$ Spent	OFCY'S % of Total	# Children Served	% of Children Served	OFCY'S Cost per Hour
Early Childhood – Services for Children with Special Needs and Parent/Child Learning	\$1.3	11%	3,408	14%	\$5.55
After School Enrichment Services	\$1.5	13%	5,244	22%	\$0.82
Comprehensive After School – Elementary/Middle School	\$5.3	44%	8,091	33%	\$1.99
Summer Enrichment	\$424,685	4%	442	2%	\$6.44
Older Youth – Leadership/Career College Readiness	\$2.1	17%	4,026	17%	\$3.30
Physical and Behavioral Health	\$11.3	11%	2,975	12%	\$3.23
<b>TOTAL</b>	<b>\$12.1</b>	<b>100%</b>	<b>24,186</b>	<b>100%</b>	

Grantees are grouped by strategy. The performance of all of the grantees in each strategy is provided in the performance section of the report beginning on page 65.

*Demographic Analysis*

OFCY's children and youth customers and staff are multi-ethnic and reflect the diversity of Oakland's families and neighborhoods.

**Table 3: Diversity**

	African-American %	Asian-American %	Caucasian American %	Latino American %	Native American %	Multi-Racial %
Youth	37	31	4	31	2	6
Staff	32	19	19	17	1	11

### Performance and Service Delivery

The evaluation answers questions of performance accountability and efficiency such as the cost of performance and whether grantees met their planned contracted service targets. Of the 105 programs funded, fifteen missed 2 or more of the five performance targets. Sixty-seven or 64% of grantees met all five performance targets. Table 4 in Attachment A is a summary performance card for the 2007-2008 grantees organized by strategy. The performance record for the completed prior year and information from the evaluator's interim report on performance targets is used during the OFCY proposal review process to assess the continuation of grant programs.

Table 5 in Attachment A provides more information for each grantee that missed 2 or more performance targets. The complete evaluation of each grantee is in *Part 2 - Section Six Individual OFCY Grantee Summaries FY2007-2008 OFCY Final Evaluation Report* is available at the OFCY office and [www.ofcy.org](http://www.ofcy.org) online. Information from the evaluation is used to establish areas for improvement and to support more specific grant monitoring and evaluation efforts if a grant is continued.

The independent evaluator uses data from quarterly reports and site visits to assess achievement of performance targets and determine the Service Performance Index (SPI) score, and to provide feedback for improvement. The SPI is based upon the criteria and rating system associated with the Malcolm Baldrige National Quality Award. The Service Performance Index aggregates scores based on 19 variables of performance and provides an indexed score from 0 to 1000. OFCY staff also conducts site visits and contract monitoring activities to ensure service delivery. OFCY tracks hours of service for each activity contracted through the quarterly grantee reports.

The OFCY Evaluation Report includes "An Eight Year Retrospective of OFCY Services to the Youth of Oakland." This data can be found in Appendix D of the evaluation. The tables represent a summary of how 136 community based organizations have performed over the last eight years.

### Measurement of Quality and Effectiveness

The evaluation focuses on the extent to which grantees' services produced change for the better in their youth customers, and whether parents and youth were satisfied with the services provided. This is measured through 1) youth developmental asset changes; 2) changes in specific program skills and behaviors; and 3) youth and parent satisfaction ratings.

The measurement of positive changes in behavior within a youth development framework that emphasizes building youth assets and skills is a “best practice” in youth program evaluation. The evaluators collected surveys from child and youth customers, their parents, and knowledgeable staff on whether grantees’ services produced change for the better in their youth customers. The table below lists the youth developmental asset changes targeted by OFCY.

**Seven Youth Developmental Asset Change**

Success at school (job/training)  
Increased self esteem and awareness  
Improved communication skills  
Improved ability to learn new things  
Improved ability to connect with adults  
Improved ability to work with others  
Increased ability to stay safe

In addition, questions were asked about program related skills such as art, business, academics, violence prevention, leadership, etc. The evaluators collapsed the responses into a service productivity score for each program. A program’s service productivity score is based on how consistently OFCY clients report that they gained additional skills.

Overall, OFCY services met the targets established by the evaluation with the following results: A change for the better in youth developmental assets was reported 78% of the time by children and youth and 96% of the time by parents and staff due to OFCY services. High satisfaction with services was reported by 82% of children and youth and 87% of parents surveyed.

OFCY Program Results and Population Indicators

In general, 92% of OFCY’s 105 grantees met the intermediate goals which were established in their proposal for funding and finalized in their contracted scope of work. The comprehensive after-school programs were analyzed in more depth, using data on attendance rate, suspensions, and testing for English language arts (ELA) and mathematics provided by OUSD. The evaluator used over 4,100 student records containing complete data for the current and prior school years from 12 middle and 41 elementary school-based after school programs. A summary of the results for elementary and middle schools is provided on page 93. Tables with data on each school site’s results indicate whether the youth in the program declined, stayed the same, or improved on measures of attendance, suspensions, change in ELA and mathematics test scores.

The OFCY Strategic Plan identifies key population indicators that are tracked over time by the evaluation. A table on page 76 summarizes the trend and changes in direction for these key population indicators. Several population indicators, including those for fitness standards, District Academic Performance Index (API) scores, and some reading and math test indicators by grade level are trending positively. Notably, the OUSD 4-year drop out rate and OUSD high school graduation rate did not improve and are going in undesirable directions this year.



## PROJECT DESCRIPTION

The OFCY evaluation is program specific and based on “best practices” for assessing youth programs. Each organization’s leadership identifies the outcomes or changes expected through the grant’s investment in children and youth. Accordingly, a “youth development framework” guides providers in building youth’s positive assets and skills. The effectiveness of these efforts is measured based on reporting from participating children and youth, their parents, and the staff who deliver services. The evaluator conducts site visits and compiles a score for each grant program based on nineteen performance indicators.

The OFCY evaluation system is comprised of four categories of performance measures: effort, effect, performance, and results. Effort refers to the amount of work the OFCY service providers conducted with the children and youth. Effect of OFCY funded programs is determined by measuring the satisfaction of children and youth as well as their parents/caregivers and, in their opinion, whether the programs were effective in producing change for the better. Performance measures how each of the grantees did in meeting the OFCY performance goals for effort and effect. Results are long term outcomes that are visible to the general public and, unlike program specific outcomes, are about improvements to the population as a whole.

The overall evaluation aggregates data to describe the year’s efforts and results for OFCY as a whole. The overall findings of the evaluator begin on page 127 of the report.

The individual evaluations, found in *Part 2 Individual OFCY Grantee Summaries FY2007-2008*, document the effort, effect, performance and results for each program’s activities during the year. Each program’s goals and actual performance in terms of the percentage of contracted services delivered, the leveraging of OFCY funds, the achievement of targeted changes for youth asset development and program based skills or behavior changes are documented. For each program, two selected program goals are included in the individual evaluation. Through observation and site visits, interviews, and surveys, the evaluation team documents both program strengths and opportunities for improvement in the final evaluation. The evaluator’s interim findings are used during the proposal review process for the next award cycle.

## SUSTAINABLE OPPORTUNITIES

### ***Economic:***

CCPA hires and trains approximately 20 youth per year to be youth evaluators. The OFCY evaluation system encourages continuous improvement by the grantees to increase productivity and cost effectiveness.

### ***Environmental:***

The OFCY evaluation does not result in known environmental opportunities.

### ***Social Equity:***

The OFCY evaluation system results in direct social benefits such as organizational capacity building, youth development, and employment opportunities for participating youth evaluators.

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Life Enrichment Committee  
October 28, 2008

**DISABILITY AND SENIOR CITIZEN ACCESS**

Approval of the resolution has no direct impact on disability and senior citizen access issues.


**RECOMMENDATION(S) AND RATIONALE**

Staff and the POC recommend Council approval and acceptance of the *OFCY Final Evaluation Report FY 2007-2008*. An independent evaluator collected surveys and outcome data and conducted interviews and site visits to assess each of the 105 OFCY grantees delivering services to children and youth in 2007-2008. The evaluation has been completed in compliance with the requirements of the Kids First! Charter Amendment.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff and the Planning and Oversight Committee request that the Oakland City Council approve a resolution adopting the *Oakland Fund for Children and Youth Final Evaluation Report FY 2007-2008*.

Respectfully submitted,



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ANDREA YOUNGDAHL  
Director, Department of Human Services

Prepared by:  
Sandra Taylor, Manager  
Children and Youth Services

**ATTACHMENTS:**

- Attachment A – OFCY 2007-2008 Evaluation Report
- Attachment A – Table 4 2007-2008 Grantee Performance Card
- Attachment A – Table 5 2007-2008 Summary of Grantees that Missed Performance Indicators

**APPROVED AND FORWARDED TO  
THE LIFE ENRICHMENT COMMITTEE:**



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Office of the City Administrator

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 28, 2008

# ATTACHMENT A

2007-2008 EVALUATION  
REPORT

## Oakland Fund for Children and Youth Final Report FY 2007-2008



Presented to:

**Oakland Fund for  
Children & Youth  
Planning  
and Oversight  
Committee**

Submitted by:  
Community Crime  
Prevention Associates  
August 28, 2008



## Planning and Oversight Committee Members of the OFCY

District 1 - Councilmember Jane Brunner  
Youth Appointee - Ryan Brekke  
Adult Appointee - David Klein

District 2 - Councilmember Patricia Kernighan  
Youth Appointee - James Mathews  
Adult Appointee - William Butkus

District 3 - Councilmember Nancy Nadel  
Youth Appointee - Deneah Murphy  
Adult Appointee - Angela Johnson

District 4 - Councilmember Jean Quan  
Youth Appointee - Leslie Situ  
Adult Appointee - David Kahn

District 5 - Councilmember Ignacio De La Fuente  
Youth Appointee - Nelson Chavez Jr.  
Adult Appointee - Monica Montenegro

District 6 - Councilmember Desley Brooks  
Youth Appointee - Jammie Forrest  
Adult Appointee - Renato Almanzor

District 7 - Councilmember Larry Reid  
Youth Appointee - Vacant  
Adult Appointee - Vacant

At Large - Councilmember Henry Chang  
Youth Appointee - Isaiah Toney  
Adult Appointee - Viola Gonzales

Mayoral - Mayor Ron Dellums  
Youth Appointee - Vacant  
Adult Appointee - Terry Collins  
Adult Appointee - Nina Horne

## New Members Planning and Oversight Committee Members

Vien Truong, Adult – Mayor's Office  
McKayla Brekke – Youth District 1  
David Kahn – Adult District 4  
Jennifer Phung – Youth District 5  
Maurilio León – Adult District 5

## City of Oakland Department of Human Services

Andrea Youngdahl - Director  
Sandra Taylor - Children and Youth Services Manager  
Kelsey Crowe - Program Planner  
Jasmine Dawson - Program Analyst  
Gregg Zaire - Grants Coordinator  
Terry Hill - Grant Monitor  
Isa S. Chu - Grant Monitor  
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## OFCY Evaluation Team from CCPA

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OUSD-Think College Now

## Acknowledgments

Community Crime Prevention Associates (CCPA) and the entire OFCY Evaluation Team are truly grateful for the assistance received during this FY 2007-2008 OFCY Evaluation Report period.

First and foremost, our gratitude is extended to the grantees and the communities that they serve. Grantees were extremely cooperative and supportive in assisting the Evaluation Team. Moreover, CCPA is impressed with the OFCY Grantees' accomplishments and thankful for their commitment to serving Oakland's children, youth, and families.

Additionally, the Evaluation Team expresses its heartfelt thanks to the Planning and Oversight Committee (POC) for its guidance and leadership. Special recognition is given to the POC Evaluation Subcommittee members for their deep commitment to program evaluation and continuous improvement. Thank you to Mark Friedman for his direction, invaluable training, and support of the OFCY Evaluation Team and Grantees. CCPA also expresses its appreciation to Bonnie Benard for her continued outstanding contributions to the evaluation of community-wide efforts to improve the quality of life for its residents, particularly youth.

Many thanks go, of course, to the City of Oakland Department of Human Services Oakland Fund for Children and Youth staff. Their hard work and diligence has been an important factor in OFCY's accomplishments. CCPA also thanks the youth members of the Evaluation Team. These caring professionals worked diligently with CCPA to document the efforts and effects of OFCY services.

Our appreciation is also extended to the Oakland Unified School District SUCCESS After School Program Office for their successful efforts to increase the number of school sites receiving state funding and partnering with OFCY for matching funds. This is an *additional resource complimentary to the instructional program at school sites to help Oakland's youth to "Expect Success."*

Lastly, to the youth, teachers, parents, and other community leaders who were the driving force behind the movement for the enabling legislation, the Evaluation Team is thankful for their visionary leadership and unwavering commitment to the well being of all children, youth, and families in Oakland.

Dr. Peter Ellis serves as the team leader of the OFCY Evaluation Team. Please address any questions or comments to him at (510) 814-1844 or e-mail - [ellisccpa@sbcglobal.net](mailto:ellisccpa@sbcglobal.net).

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## Dedication

This report is dedicated to Patrick Daughton who dedicated his life to improving opportunities for Oakland's children and youth to celebrate life by participating in activities that enriched, inspired, and offered skills and knowledge for a healthy and productive future. Patrick's dedication to our youth was an inspiration to all that had the honor to work with him. Patrick served on the OFCY Planning and Oversight Committee from its beginning. His spirit and devotion to our children will live on in the continuing work of the Oakland Fund for Children and Youth.





**Oakland Fund for Children and Youth  
Final Evaluation Report FY 2007-2008  
August 28, 2008**

All Photos Taken by OFCY Youth Evaluators



BACR-Whittier



BACR-Jefferson

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**Part 2 - Section Six - Individual Write-Up of Each of the 105 OFCY Grantees is a separate report pages 241-652**

## *How to use this report to find what you want to know*

The OFCY Final Evaluation Report is organized into four sections: executive summary, historical review of OFCY performance, explanation of the evaluation model used for this report, overall evaluation of OFCY for this year. The appendix follows these six sections and contains detailed supportive data and information on each of the OFCY Grantees.

The evaluators recommend that the first three sections are indispensable reading in using this report. In the first section, readers will find a brief executive summary of the effort, effect, performance and results of the 2007-08 funding cycle.

In the second section, a brief historical review of OFCY performance for the last eight years is provided to review progress of the fund.

In the third section, readers will find a brief explanation of the Performance Logic Model Evaluation System utilized by OFCY to evaluate and provide information for continuous improvement of grantee's services and care provided for Oakland children and youth.

In the fourth section, effort, effect, performance and results across all OFCY funded services are reviewed.

**Effort** includes the resources and work required, such as information about how grantees spent their money, who the staffs and customers were, what the strategies for service were, how much service was provided, and how much it cost. The efficiency of services is based on the funds expended per hour of service provided.

**Effect** includes the experiences and feedback of children, youth, and their parents in two areas: customer satisfaction and productivity. Staff that serve the children and youth also conduct individual assessments of the changes made by their youth customers. Children, youth, parents and staff members report on the changes in the child or youth customer's skills, knowledge, attitudes, and behaviors caused by the OFCY funded services. The level of productivity in causing changes signals the effectiveness of services.

**Performance** summarizes whether the OFCY grantees met the OFCY performance goals for effectiveness and efficiency. This analysis of performance compares OFCY Grantees by using the priority areas of the OFCY Strategic Plan.

**Results** include population indicators such as overall health, wellness and education of the children and youth in Oakland. Results come from the whole Oakland community's efforts to improve the well-being of children and youth. Looking at results over time assists the residents of Oakland to see if key indicators are going in a good direction or a bad direction. Results also include intermediate outcomes that are closely tied to the effort and effect of the grantees and their community partners. This is the fourth year that intermediate results were provided by each agency.

The fifth section is the review and evaluation of the administrative processes of OFCY.

The six section provides a summary of all four areas noted above for each grantee. Also in this section are evaluator comments and results of individual survey questions. Results of the surveys are especially interesting because grantees crafted their own program-specific questions. These write-ups include each of the 105 grantees and are designed to be shared with OFCY funding partners of OFCY about their investment in Oakland's children and youth.

The appendix includes the following:

Appendix A - Report Tables with Grantee Data

Appendix B - Bibliography

Appendix C - Definition of Terms

Appendix D -- Eight Year Retrospective on OFCY Services

Appendix E - OFCY Evaluation Team

Appendix F - Validity and Reliability of Instruments



EBAYC-Bella Vista

Neither the size nor comprehensive nature of the OFCY Final Evaluation Report need deter anyone from finding the information he/she is most interested in acquiring. In fact, the report is organized so that the reader can easily access information about the OFCY program, such as the history and evaluation design, as well as grantee performance, including the amount of services provided and their effectiveness.

## Section One - Highlights of OFCY Funded Services for FY 2007-08

Highlights that evaluators chose as representative of this year's effort, effect, and performance of OFCY Grantees are given below. Additional information about each of the highlights is in the report, readers are directed to the page listed in parentheses. A summary of effort, effect, and performance for this year's OFCY funding is also provided in the table on page 9. There, readers can quickly locate answers to the OFCY evaluation questions and learn more about how the 105 grantees, overall, met or exceeded the performance goals.

### Effort of OFCY Funded Services for First Six Months of this Year

- OFCY funded 105 contracts to grantees for \$12.0 million to serve Oakland's children and youth. (Page 28)
- This year was the fifth year in a row that OFCY grantees raised and spent more matching funds to serve Oakland's children and youth than was provided by OFCY. This indicates an outstanding effort to leverage Measure K-OFCY funds. This year, grantees spent \$11.9 million of OFCY funds and spent \$18.0 million of the matching funds for a total of \$29.9 million to serve Oakland's children and youth. Every OFCY dollar spent was leveraged and matched with \$1.51 from other partners. (Page 33)
- Grantees served 24,186 unduplicated children and youth customers with 5.75 million hours of direct service. Each customer received an average of 238 hours of service and care. This is the most hours of service per customer in the last eight years. (Page 46)
- For this year, the average cost per hour of service was \$2.07 for OFCY funds and \$5.20 for total funds (OFCY and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service delivered. (Page 47)

OFCY's current strategic plan has four strategies by age groups. Each strategy has priority areas that were funded for specific services. For example, Children Ages 0 to 5 have services for Children with Special Needs and Parent - Child Learning Opportunities. The following graphic shows each of the strategic areas with their sub-groups.

Graphic 1

Programs serving children ages 6-14 with comprehensive after school services spent 64% of funds and delivered 76% of the hours of service in this year.

Effort Summary for FY 2007-08 by OFCY Strategic Plan Funding Areas	
<b>CHILDREN AGES 0-5 (Percent of Funding Spent - 8%; Percent of Hours of Service - 4%)</b>	
Services for Children with Special Needs - 4 Contracts for \$1.0 million spent with 129% match funding that served 2,407 customers at \$15.54 an hour for services this year.	
Parent-Child Learning Opportunities - 5 Contracts for \$1.3 million spent with 60% match funding that served 1,361 customers at \$8.09 an hour for services this year.	
<b>CHILDREN AGES 6-14 (Percent of Funding Spent - 64%; Percent of Hours of Service - 76%)</b>	
After School Enrichment Services - 27 Contracts for \$5.8 million spent with 315% match funding that served 5,244 customers at \$3.38 an hour for services this year.	
Comprehensive Elementary After School - 23 Contracts for \$7.9 million spent with 145% match funding that served 4,907 customers at \$4.58 an hour for service this year.	
Comprehensive Middle After School - 13 Contracts for \$5.3 million spent with 155% match funding that served 3,184 customers at \$5.67 an hour for services this year.	
<b>YOUTH AGES 15-20 (Percent of Funding Spent - 15%; Percent of Hours of Service - 11%)</b>	
Career and College Readiness - 8 Contracts for \$2.0 million spent with 107% match funding that served 4,026 customers at \$6.86 an hour for services this year.	
Youth Leadership - 9 Contracts for \$2.4 million with 93% match with funding that served 1,693 customers at \$6.96 an hour.	
<b>CHILDREN ALL AGES (Percent of Funding Spent - 14%; Percent of Hours of Service - 8%)</b>	
Physical and Behavioral Health - 11 Contracts for \$3.5 million spent with 153% match funding that served 2,975 customers at \$8.18 an hour for services this year.	
Summer Enrichment - 5 Contracts for \$615,135 spent with 46% match funding that served 442 customers at \$9.39 an hour.	



## Effect of OFCY Funded Services This Year

- Children and youth customers gave OFCY services an 82% satisfaction rating while their parents gave an 87% satisfaction rating. Both are positive satisfaction rates. (Page 49)
- OFCY funded services were effective in producing positive changes in behaviors and skills in their children and youth customers in over two-thirds of the targeted changes. Parents indicated that funded services were effective in producing three out of four targeted changes because of the OFCY funded services. These targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop into healthy productive citizens. (Page 51)

The following summary shows the satisfaction scores and service productivity scores that are used to measure effectiveness for each of the Strategies. The summary also indicates the number of survey reports used to determine the scores. For children under five years old, the parent reported on how successful the program was at achieving changes in skills and behaviors in child asset development and in grantee selected service productivity scores. For children over five years old the service productivity scores summarized below reflect the opinions of the child or youth.

Asset Development Service Productivity questions target changes in skills and behaviors across all grantees, while grantee questions about service productivity target skills and behaviors specific to each grantee's program.

**Graphic 2**

Effect Summary of OFCY Strategic Plan	
CHILDREN AGES 0-5 Early Childhood Services - 1,896 Survey Reports	Parent Satisfaction 91%
	Asset Development Service Productivity 87% - Grantee Selected Service Productivity 89%
CHILDREN AGES 6-14 After School Enrichment - 17,200 Survey Reports	Child/Youth Satisfaction 81% - Parent Satisfaction 86%
	Asset Development Service Productivity 65% - Grantee Selected Service Productivity 67%
CHILDREN AGES 6-14 Comprehensive After School - 22,098 Survey Reports	Child/Youth Satisfaction 83% - Parent Satisfaction 86%
	Asset Development Service Productivity 68% - Grantee Selected Service Productivity 69%
YOUTH AGES 15-20 Career and College Readiness and Youth Leadership - 7,430 Survey Reports	Youth Satisfaction 85% - Parent Satisfaction 84%
	Asset Development Service Productivity 69% - Grantee Selected Service Productivity 72%
CHILDREN ALL AGES Physical and Behavioral Health - 5,446 Survey Reports	Child/Youth Satisfaction 88% - Parent Satisfaction 90%
	Asset Development Service Productivity 71% - Grantee Selected Service Productivity 73%
CHILDREN ALL AGES Summer Enrichment - 1,072 Survey Reports	Child/Youth Satisfaction 80% - Parent Satisfaction 92%
	Asset Development Service Productivity 65% - Grantee Selected Service Productivity 68%

OFCY children and youth, their parents, and their OFCY - funded staff completed 55,230 surveys about the effect of funded services in producing new skills and behaviors in the this year's sampling.



Moss Beach-Webster

## Performance of OFCY Funded Services for This Year

### 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. For this year, 88% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service. Overall OFCY grantees exceeded their plan service by 118%. (Page 63-85)

### Satisfaction

- For this year, 93% of grantees met or exceeded the OFCY goal for children and youth satisfaction rate of 70% and 97% of grantees met the performance goal for parent satisfaction with the services and care provided to their child. (Page 63-85)

### Service Productivity Asset Development Changes

- Child and youth developmental asset target changes are similar across all OFCY grantees. This year, 78% 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-six percent (96%) 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 developmental assets. (Page 63-85)

### Service Productivity Grantee Selected Changes

- Grantees selected changes are unique to each program. This year, 82% of grantees met or exceeded their performance goal in the area of grantee's selected changes as indicated by their child and youth customers. Ninety-four percent (94%) of grantees met or exceeded their own performance goal regarding selected changes in youth as reported by parents or guardians. (Page 63-85)

### Service Productivity Index

- For this year, 97% of the grantees met the performance goal for their Service Performance Index (SPI), a score of greater than 600 points out of 1000. The SPI is modeled after the most widely used measure for overall performance and quality, the Malcolm Baldrige National Quality Award. The SPI is a score from 0 to 1000 and is presented by OFCY strategic cluster, which compares OFCY grantees to others providing similar services to similar aged children and youth. The SPI Cluster Deviation Score indicates relatively high or low performance. This quickly summarizes who is doing well with desirable performance and those grantees that might need to improve their performance. For this year, 84% of the 105 OFCY grantees had desirable performance. On page 10 to 14 a summary of the SPI Cluster Deviation Score is provided. A full review of the SPI scores can be found on pages 78-85.
- The SPI score takes into account 19 performance variables in calculating performance. Another method to determine performance is to summarize the data of five performance goals, delivery of planned amount of service, customer satisfaction, asset development service productivity score, grantee selected service productivity score, and the SPI score for this year. The following table indicates the percentages of these five performance goals met by OFCY Grantees. (Read more on page 77)

This year, 64% of the grantees or 67 grantees met all five major performance goals. Eight-six percent (86%) of the grantees met 80% or more of these summary performance goals.

Table 1

Percentage of Five Performance Goals Met by OFCY Grantees						
Percentage Met Performance Goal	100%	80%	60%	40%	20%	0%
Number OFCY Grantees	67	23	7	6	1	1
Percent of OFCY Grantees	64%	22%	7%	6%	1%	1%

Graphic 3

<b>FY 2007-08 Grant Funds Allocated and Matched.</b>
105 OFCY Contracts
OFCY Funds
\$12,124,269
Matching Funds
\$17,962,133
Total
\$30,084,363
Percent Match
148%

**At a Glance: Effort, Effect, Performance, and Results for this Year.**

Collectively OFCY grantees met all the OFCY performance goals.

OFCY Performance Logic Model Evaluation System								
Logic Model	OFCY Evaluation Questions	Answers to OFCY Evaluation Questions FY 2007-2008					Met Performance Goal	
Inputs	What did OFCY spend on services?	OFCY Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of OFCY Funds Spent	Percent of Matching Funds Spent	Yes Met	
		\$11,906,580	\$17,967,914	\$29,874,494	99%	100%		
Staff	Who were the staff providing services?	Staff	Years Experience	Years Schooling	Male	Female	Yes Met	
		934	8.3	14.4	30%	69%		
Customers	Who are our children and youth customers?	# Unduplicated Customers	Male	Female	Unknown		Yes	
		24,186	48%	50%	2%			
		0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Unknown		
		9%	33%	30%	23%	4%		
		African American	Latino American	Asian/PI American	Native American	Caucasian American		
37%	31%	14%	2%	4%				
Multi Racial	Unknown	Level of Child/Youth Developmental Assets						
6%	7%	MEDIUM						
Strategies	What service strategies did we conduct?	Children Special Needs Ages 0 to 5	Parent Child Learning Ages 0 to 5	After School Enrichment Ages 6 to 14	Comprehensive After School Program Ages 6 to 10	Comprehensive After School Program Ages 11 to 14	Yes	
		1%	3%	30%	30%	15%		
		Career & College Readiness Ages 15-20	Youth Leadership Ages 15 to 20	Physical & Behavior Health All Ages	Summer Enrichment Ages 6 to 14	Note: Strategies are a percentage of the amount total hours of service.		
5%	6%	7%	1%					
Activities	How much services did we provide?	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes Exceeded	
		4,878,836	5,749,314	118%		238		
Outputs	How much did the services cost to deliver?	Cost per Hour OFCY Funds	Cost per Hour Total Funds	Cost per Customer OFCY Funds	Cost per Customer Total Funds	Total Youth Stipends & Grants	Yes Exceeded	
		\$2.07	\$5.20	\$492	\$1,235	\$548,789		
Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)		Number of New Caring Adults per Child/Youth Customer	Yes > 70% Exceeded	
		82%		87%		4.3		
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)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes > 60% Exceeded	
		Asset development		67%	79%	81%		
Service Quality and Performance	Were our services equally effective for all our customers?	Service Quality Score (Fall 06 - Spring 07)		Percent of Grantees with Good (> 60) Reliability	Average Service Performance Index (SPI) Score	Percent of SPI Score over 600 for 105 Grantees	Yes Desirable Service Quality & Performance	
		1.8		1.8	75%	727		97%
Survey Sample	How many customers did they survey?	RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Yes Exceeded	
		8,465	16,828	11,373	18,564	55,230		
Results come from the effort and effect of the whole community of Oakland to raise healthy youth.								
RESULTS	Intermediate Results	Did customers' intermediate outcomes improve?	92% of the OFCY Grantees met their intermediate result goals. OFCY /OUSD Oakland SUCCESS after school students improve one or more grade levels: 69% in English & Language Arts & 67% in mathematics.					
	Population Results	How are we doing on the indicators of health and wellness of Oakland youth?	Trend line going in a desirable direction		Trend line going in an undesirable direction			
			CA Standards Test -3rd, 7th, & 11th Grade		CAT 6 3rd Grade Reading			
			CAT 6 3rd Grade Language and Mathematics		CAT 6 7th Grade Language Arts			
			CAT 6 7th Grade Reading and Mathematics		OUSD 4 Year Drop Out Rate			
			Percentage of OUSD students with 6 of 6 fitness standards grades 5th, 7th, & 9th		OUSD High School Graduation Rate			
			Number of Youth Passing Exit Exam					
			OUSD District API Scores					

## Summary of Grantees' Performance Using the SPI Cluster Deviation Score

**N**ow America's highest honor for performance excellence, the Baldrige Award is presented annually to U.S. organizations by the President of the United States. In October 2004, President of the United States signed into law legislation that authorizes NIST to expand the Baldrige award program to include non-profit organizations. In 2007, non-profit organizations will be eligible to apply for the award. The OFCY SPI score is modeled after the Baldrige award program.

The Service Performance Index (SPI) is a score from 0 to 1000. Presenting the SPI by OFCY strategic cluster allows the reader to compare grantees providing a similar to similar aged children and youth. Grantees are listed from the highest SPI score to the lowest in each cluster. The average SPI score for each cluster is provided along with the overall SPI average for all 105 OFCY grantees.

The SPI Cluster Deviation Score indicates relatively high or low performance, similar to grading on the curve in school. Zero means that the SPI score was within one standard deviation of the cluster mean. A score of + or - 1 means the score exceeded the mean by 1 standard deviation, but not 2. A score of + or - 2 means that the score exceeded by 2 the standard deviation, thus being the highest or lowest SPI Index score for that cluster. The Cluster Deviation Scores quickly summarize which grantees are performing well and those grantees that might need to improve their performance. Readers are reminded that an SPI score over 600 is considered meeting the performance goal and is an acceptable score.

With 105 different grants many of the grantees are providing similar services like in the school based after school services, but many have unique services in summer enrichment, early childhood, career and college readiness, youth leadership and physical and behavioral health. OFCY only funds one program for emancipated foster youth, and only one youth employment program so readers are advised that the Cluster Deviation Score is limited when comparing a wide range of different services within a cluster. For example, in the Physical and Behavioral Health Cluster, the highest scoring grantee is Sports4Kids, which offers physical activities after school. The lowest scoring grantee is First Place for Youth, which provides prevention and intervention services to emancipated foster youth. Since the cost per hour of the services accounts for 16.5% of the total SPI score, the higher cost per hour of \$30.90 First Place for Youth lowers their SPI score when compared to Sport4Kids with a cost per hour of \$3.30. Readers who want more information on any grantee's performance can go to the performance section of this report and/or go section six where the reader will find each group's individual evaluation written up.

### Children Ages 0 to 5 - Early Childhood Grantees

Table 2

OFCY Grantee Funded Program	Service Performance Index	Cluster Deviation Score
City of Oakland, DHS-Even Start	842	1
Bring Me A Book Foundation-Oakland's First Teachers	802	0
Lao Family Community Dev.-Even Start	802	0
MOCHA Little Studio Residency Program	785	0
Family Paths - Early Childhood Initiative	742	0
Center for the Education of the Infant Deaf (CEID)	716	0
The Link to Children-Reduction of Violence	678	0
Children's Hospital - Dev. Playgroups	654	-1
La Clinica De La Raza-Teens and Tots	615	-1
Average Children Ages 0 to 5 - Early Childhood	737	
Average SPI Score for All OFCY Grantees	727	

## Discussion

Early childhood parent and child learning groups are less expensive to offer compared to services for children with special needs and as a result their SPI is higher.

## Children and Youth Ages 6 to 14 - After School Enrichment Program Grantees

Table 3

OFCY Grantee, Funded Program	Service Performance Index	Cluster Deviation Score
BACR - Glenview ASP	856	1
East Bay Asian Youth Center - Bella Vista/Escuelita	821	1
OUSD/BACR - Lafayette ASP	804	1
OUSD - Think College Now ASP	797	1
Higher Ground-Sobrante, Allendale Brookfield, & Highland ASP	788	0
OUSD T. Marshall Elementary - Inspire ASP	778	0
BACR - Melrose Bridges ASP	776	0
OUSD - Laurel Elementary Academy ASP	773	0
OUSD Reach Academy ASP	769	0
OUSD - Howard Elementary ASP	762	0
SSCF - Lazear School -Pathways ASP	762	0
OUSD Lakeview Elementary Ujima ASP	754	0
OUSD - Maxwell Park ASP	750	0
Girls Inc. - Parker ASP	738	0
BACR - Jefferson ASP	738	0
Lao Family - International Comm. School ASP	736	0
M.B.H. AspiraNet- Piedmont Ave. ASP	722	0
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	712	0
OUSD - Horace Mann Resolve ASP	686	0
OASES Safe Harbor - Lighthouse ASP	682	0
OASES - Quest Cleveland Elementary ASP	677	0
BACR - Markham ASP	676	0
OUSD - Edna Brewer Pride ASP	673	0
BACR - Whittier ASP	658	-1
Safe Passages Frick Middle School ASP	641	-1
M.B.H. AspiraNet- Webster Academy ASP	620	-1
M.B.H. AspiraNet- RISE Community ASP	609	-1
Average Children and Youth Ages 6 to 14 - After School Enrichment Program	731	
Average SPI Score for All OFCY Grantees	727	

## Discussion

After School Enrichment groups have a similar strategy and service. The table above shows four grantees above and four grantees below the standard deviation of their SPI scores. Grantees with shaded names indicate middle school programs.

## Children and Youth Ages 6 to 14 - Comprehensive After School Grantees

Table 4

OFCY Grantee Funded Program	Service Performance Index	Cluster Deviation Score
American Indian Child Resource Center	868	2
Dimensions Dance Theater - Rites of Passage	822	1
East Bay Asian Youth Center-Garfield ASP	815	1
BACR - Stonehurst High Hopes ASP	800	1
OASES Lincoln ASP/LEAP	799	1
BACR - Bret Harte ASP	797	1
East Oakland Boxing Assoc. Smart Moves	793	0
OPR - Oakland Discovery Centers	790	0
Oakland Leaf -UPA Urban Arts ASP	780	0
OASES-Westlake ASP	766	0
Oakland Leaf- Ascend Sunset Warriors ASP	764	0
BACR - Prescott ASP	763	0
East Bay Asian Youth Center- Franklin ASP	757	0
East Bay Agency for Children - Hawthorne ASP	754	0
BACR - Emerson/Peralta ASP	746	0
Oakland Parks and Recreation-Inclusion Center	745	0
BACR - Santa Fe Shooting Stars	740	0
East Bay Asian Youth Center-Manzanita ASP	739	0
East Bay Agency for Children-Sequoia ASP	735	0
BACR - Martin Luther King ASP- Unity of Dreams	723	0
CRECE Elmhurst ASP	722	0
OYC - Acorn-Woodland - Awesome ASP	715	0
BACR - Sankofa Academy ASP	714	0
BACR - Madison ASP	713	0
Ala.Costa Center After School	696	0
Girls Inc. - Lockwood ASP	691	0
BACR - Claremont ASP	690	0
BACR - Hoover ASP Kids Rock	679	0
OYC - Fruitvale ASP	678	0
OYC - Encompass Academy ASP	673	0
East Bay Asian Youth Center-Roosevelt ASP	661	-1
YMCA of the East Bay- Explore ASP	647	-1
East Bay Conservation Corps-Charter ASP	644	-1
SSCF- Peralta Creek -UFSA - ASP	633	-1
SFSU - Havenscourt ASP	556	-2
Bay Area Video Coalition - Cole School	No Surveys	-
Average Children and Youth Ages 6 to 14 - Comprehensive After School	731	
Average SPI Score for All OFCY Grantees	727	

## Discussion

After School Enrichment groups have a similar strategy and service. Table above shows four grantees above and four grantees below on standard deviation of their SPI scores. Grantees with shaded names indicate middle school programs. Two of the middle school comprehensive after school programs performed in the top level and five middle school programs operated below one standard deviation of the Cluster Deviation Score. Middle school after school programs have always been the hardest to produce the desired changes in youth. The middle school programs that are low performing might learn something from the strategies being utilized by 58% or seven middle school programs, who performed better. Middle school age youth have always been our toughest customers to please and serve.

## Youth Ages 15 to 20 - Career and College Readiness and Youth Leadership Grantees

Table 5

OFCY Grantee Funded Program	Service Performance Index	Cluster Deviation Score
Next Step Learning Center-Success at 17	857	1
Eastside Arts Alliance Youth Center	847	1
Dimensions Dance Theater - Intern Program	822	1
Youth UpRising - Youth Grants	808	1
Global Education Partnership-EETP	790	0
Asian Community Mental Health Services-AYPAL	751	0
Youth Together- Youth Leadership	746	0
Youth ALIVE !- Teens on Target	712	0
OASES SOAR Career & College Readiness	712	0
Youth UpRising - Corners Café	689	0
East Bay Asian Youth Center -RISE	672	0
Alameda County Health Care Foundation	666	0
Spanish Speaking Citizen's Foundation-Youth Leadership	662	0
Oakland Kids First-Real Hard	649	0
Opera Piccola -ArtGate Advance	638	0
BEST/EXCEL HS - Youth Leadership	610	-1
Youth Employment Partnership-Career Try Out	577	-1
Average Youth Ages 15 to 20 - Career and College Readiness and Youth Leadership	718	
Average SPI Score for All OFCY Grantees	727	

## Discussion

Career and College Readiness and Youth Leadership Grantees all have unique strategies to serve youth 15-20 years old. Four grantees had greater than one standard deviation and two grantees were below one standard deviation. Youth Employment Partnership will be improving their sampling methods for next year, which should improve its SPI score. BEST EXCEL HS. program is not funded for next year.

## Children and Youth of All Ages- Physical and Behavioral Health Grantees

Table 6

OFCY Grantee Funded Program	Service Performance Index	Cluster Deviation Score
Sports4Kids After School Program	818	1
Native American Heath Center-Youth Voices	808	1
Bay Area Oakland SCORES	764	0
Bay Area Outreach & Recreation Program (BORP)	733	0
Project Re-Connect	731	0
Alameda Family Services-Dream Catcher	719	0
OBUGS-Planting a Future	712	0
Jack London Aquatic Center-Rowing Revolution	665	0
Through The Looking Glass-Families w/ Disabilities	634	0
La Clinica De La Raza-Youth Brigade	604	-1
First Place for Youth - Healthy Transitions	602	-1
Average Children and Youth of All Ages- Physical and Behavioral Health	706	
Average SPI Score for All OFCY Grantees	727	

### Discussion

Physical and behavioral health grantees have a wide difference in the types of strategies implemented and a wide range of cost per hour for services. Readers should be careful in reading too much into the differences in scores.

## Children and Youth of All Ages - Summer Enrichment Grantees

Table 7

OFCY Grantee Funded Program	Service Performance Index	Cluster Deviation Score
OPR -Oakland Discovery Centers Summer Program	829	1
Marcus A. Foster Ed. In.-Prescott Circus Theatre	747	0
Girls Inc. - Eureka Teen Achievement	714	0
Leadership Excellence-Freedom School	690	0
Family Support Services- Youth Kinship Program	645	-1
Average Children Ages 6 to 14 - Summer Enrichment	725	
Average SPI Score for All OFCY Grantees	727	

### Discussion

Summer Enrichment Grantees had one agency above the standard deviation and one agency below. All the agencies met the goal for SPI scores. Family Support Services - Youth Kinship Program works with high-risk foster youth in two summer months and has been improving its program each year.



## Summary Indicators of Performance

The following five categories were chosen as summary indicators of performance.

- **Percent of contracted services delivered** should be over 95% for the contract period. OFCY grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.
- **Child/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). OFCY has set a performance goal of 70% for this measure.
- **Two Service Productivity Scores** are measures that are used to determine the effectiveness of OFCY-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 percent that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percent of targeted changes achieved minus the percent missed. OFCY has set a performance goal of 60% for this measure.
- **Service Performance Index (SPI)** is a measure that combines 19 variables or data points to give a SPI score for each agency. The score can range from 0 to 1,000 points with 600 or greater as a performance goal. The power of the SPI measure is that it takes into account all the variables measured. A agency could miss a performance goal by one percent and it will cause them to move down the list. The one percent miss will not significantly change the SPI score.

### **100% Percent of Five Summary Performance Goals Met by 64% of Grantees**

Alameda Family Services-Dream Catcher  
 American Indian Child Resource Center  
 Asian Community Mental Health Services-AYPAL  
 BACR - Bret Harte ASP  
 BACR - Emerson/Peralta ASP  
 BACR - Glenview ASP  
 BACR - Hoover ASP Kids Rock  
 BACR - Jefferson ASP  
 BACR - Markham ASP  
 BACR - Melrose Bridges ASP  
 BACR - Prescott ASP  
 BACR - Santa Fe Shooting Stars  
 BACR - Stonehurst High Hopes ASP  
 Bay Area Oakland SCORES  
 Bay Area Outreach & Recreation Program (BORP)  
 Bring Me A Book Foundation-Oakland's 1st Teachers  
 Center for the Education of the Infant Deaf (CEID)  
 Children's Hospital - Dev. Playgroups  
 City of Oakland, DHS-Even Start  
 Dimensions Dance Theater - Intern Program  
 Dimensions Dance Theater - Rites of Passage  
 East Bay Agency for Children - Hawthorne ASP  
 East Bay Asian Youth Center - Bella Vista/ Escuelita  
 East Bay Asian Youth Center- Franklin ASP  
 East Bay Asian Youth Center-Garfield ASP  
 East Bay Asian Youth Center-Manzanita ASP  
 East Oakland Boxing Assoc. Smart Moves  
 Eastside Arts Alliance Youth Center  
 Family Paths - Early Childhood Initiative  
 First Place for Youth - Healthy Transitions  
 Girls Inc. - Eureka Teen Achievement  
 Girls Inc. - Lockwood ASP  
 Girls Inc. - Parker ASP  
 Global Education Partnership-EETP  
 Jack London Aquatic Center-Rowing Revolution  
 La Clinica De La Raza-Teens and Tots  
 Lao Family Community Dev. - International ASP  
 Lao Family Community Dev.-Even Start  
 Leadership Excellence-Freedom School  
 MOCHA Little Studio Residency Program

Native American Heath Center-Youth Voices  
 Next Step Learning Center-Success at 17  
 Oakland Kids First-Real Hard  
 Oakland Leaf -UPA Urban Arts ASP  
 Oakland Parks and Recreation-Inclusion Center  
 OASES - Quest Cleveland Elementary ASP  
 OASES Lincoln ASP/LEAP  
 OASES SOAR Career & College Readiness  
 OASES-Westlake ASP  
 OBUGS-Planting a Future  
 OPR - Oakland Discovery Centers  
 OPR -Oakland Discovery Centers Summer Program  
 OUSD - Howard Elementary ASP  
 OUSD - Think College Now ASP  
 OUSD Lakeview Elementary Ujima ASP  
 OUSD Reach Academy ASP  
 OUSD/BACR - Lafayette ASP  
 OYC - Acorn-Woodland - Awesome ASP  
 Project Re-Connect  
 Safe Passages Frick Middle School ASP  
 Spanish Speaking Citizen's Foundation-Youth  
 Leadership  
 SSCF - Peralta Creek -UFSA - ASP  
 SSCF - Lazear School -Pathways ASP  
 The Link to Children-Reduction of Violence  
 Youth ALIVE !- Teens on Target  
 Youth Together- Youth Leadership  
 Youth UpRising - Youth Grants

### **80% Percent of Five Summary Performance Goals Met by 23% of Grantees**

Afa Costa Center After School  
 Alameda County Health Care Foundation  
 BACR - Martin Luther King ASP- Unity of Dreams  
 BACR - Sankofa Academy ASP  
 BACR - Whittier ASP  
 East Bay Agency for Children-Sequoia ASP  
 East Bay Asian Youth Center -RISE  
 East Bay Asian Youth Center-Roosevelt ASP  
 East Bay Conservation Corps-Charter ASP  
 Family Support Services- Youth Kinship Program  
 Higher Ground- Four Schools ASP

La Clinica De La Raza-Youth Brigade  
 Marcus A. Foster Ed. In.-Prescott Circus Theatre  
 OASES Safe Harbor - Lighthouse ASP  
 Opera Piccola -ArtGate Advance  
 OUSD - Horace Mann Resolve ASP  
 OUSD - Laurel Elementary Academy ASP  
 OUSD - Maxwell Park ASP  
 OUSD T. Marshall Elementary - Inspire ASP  
 OYC - Encompass Academy ASP  
 OYC - Fruitvale ASP  
 Sports4Kids After School Program  
 Through The Looking Glass-Families w/ Dis-  
 abilities  
 Youth UpRising - Corners Café

### **60% Percent of Five Summary Performance Goals Met by 6% of Grantees**

BACR - Madison ASP  
 BEST/EXCEL HS - Youth Leadership  
 CRECE Elmhurst ASP  
 M.B.H. AspiraNet- Webster Academy ASP  
 Oakland Leaf- Ascend Sunset Warriors ASP  
 OUSD - Edna Brewer Pride ASP

### **40% Percent of Five Summary Performance Goals Met by 6% of Grantees**

BACR - Claremont ASP  
 M.B.H. AspiraNet- Piedmont Ave. ASP  
 M.B.H. AspiraNet- RISE Community ASP  
 M.B.H. AspiraNet- Melrose Leadership Acad. ASP  
 YMCA of the East Bay - Explore ASP  
 Youth Employment Partnership-Career Try Out

### **20% Percent of Five Summary Performance Goals Met by 1% of Grantees**

SFSU - Havenscourt ASP

### **0% Percent of Five Summary Performance Goals Met by 1% of Grantees**

Bay Area Video Coalition - Cole School

## Section Two - Historical Review of OFCY

In November 1996, 75% of voters in Oakland, California, approved an amendment to the City Charter of Oakland entitled the Kids First! Initiative (Measure K), creating the Oakland Fund for Children and Youth (OFCY). Approval of this measure was a declaration of the voters' commitment to support the healthy development of Oakland's children and youth. Due to the grass roots effort of youth, parents, teachers, organizers, social service providers, and other community members, Measure K became a reality. Measure K earmarks 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. The 2.5% set-aside is equivalent to \$5.6 to \$12 million each year for 12 years.

Initially, the East Bay Community Foundation administered the OFCY in partnership with the City of Oakland. In FY 2003-04, the City assumed full responsibility for administering the OFCY. The Planning and Oversight Committee (POC), a 19-member governing body, provides allocation and policy recommendations to the Oakland City Council. The POC is comprised of nine youth and ten adults who are appointed by the Mayor and City Council. Additionally, as required by the enabling legislation, the POC oversees the annual outcome evaluation of OFCY grantees, the annual evaluation of the grant-making process, and the development of three successive four-year strategic plans. This report covers the second year of the third four-year strategic plan.

### OFCY Accomplishments Over the Last Eight Years

The OFCY helps sustain a variety of programs to serve children and youth in Oakland. OFCY funds different projects to work with children from prenatal to youth under 21 years old. OFCY funds programs to provide opportunities for:

- Teenage parents and well-baby care
- Services for children with special needs
- Children zero to five years to get ready for school
- After school programs for school-age youth
- Academic assistance for middle school students
- Children with developmental disabilities
- Nutrition and gardening for elementary youth
- Sports and fitness for children and youth
- Art, drama, music, and dance experiences for children and youth
- Science education for children and youth
- Career training for youth

- Leadership training for youth
- College readiness for youth
- Services for homeless youth
- Assistance for foster youth to transition to independent living
- Violence prevention skills and attitudes for children and youth
- Peer education and support services
- Youth to youth grant making

To monitor how well the OFCY is implementing the nationally accepted research on child and youth development, an evaluation team analyzes program costs, services, and feedback from parents, children and staff members. The results are shared with service providers, the public, and the Planning and Oversight Committee (POC), which ultimately makes recommendations about which grants to renew. Over the last eight years, 85% of the grantees have been funded for another year based on their performance and alignment with the OFCY Strategic Plan.

So far, the findings have been impressive — and are getting better each year.

**Indeed, the last eight years of evaluation reports show 88% of service providers receiving 537 grants from Measure K have achieved the following:**

- Have met or surpassed national standards for providing services to children.
- Have maintained high rates of customer satisfaction.
- Have kept costs low.
- Have boosted the effectiveness and quality of their services.

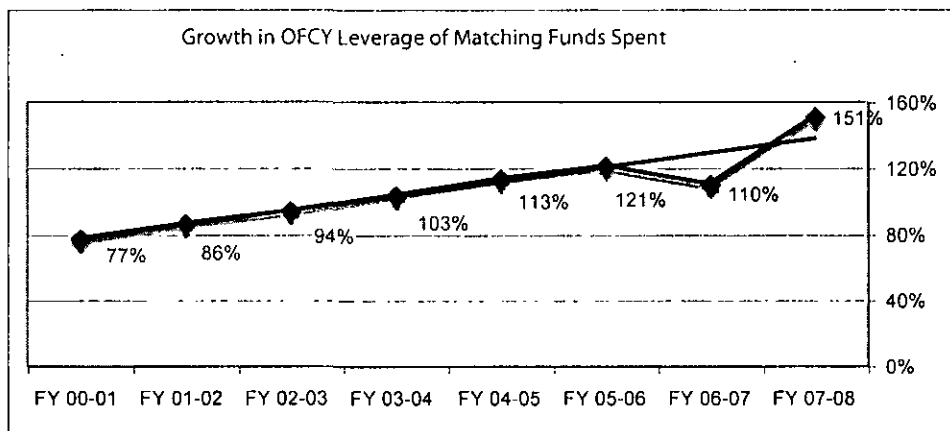
**During the eight year period from July 1, 2000 to June 30, 2008:**

- OFCY grantees provided more than 27.3 million hours of direct service to 143,779 children.
- Over the same time, OFCY spent \$70 million dollars in funds that were matched by \$78 million, representing a 96% growth in OFCY's ability to leverage funds from FY 2000-01
- The growth in leveraged funds, hours of direct service, and effectiveness - together with the efficiency in cost per hour of service are highlighted on the following pages.

## Effort

- Each year, OFCY grantees have continued to expand their partnerships with other public and private entities to increase the amount of matching funds they use to enhance their OFCY-funded services. The last eight years have shown a 96% increase in leveraged funds from a match of 77% in FY 2000-01 to a match of 151% in FY 2007-08.
- Community support for OFCY Grantees has grown from \$5 million to \$18 million since FY 00-01. This means that in the year 2000-01 for every dollar OFCY funded it was matched by 77 cents. This year, for every dollar of Measure K funds it was matched with \$1.51 from our partners, an excellent investment for the residents of Oakland.

Chart 1

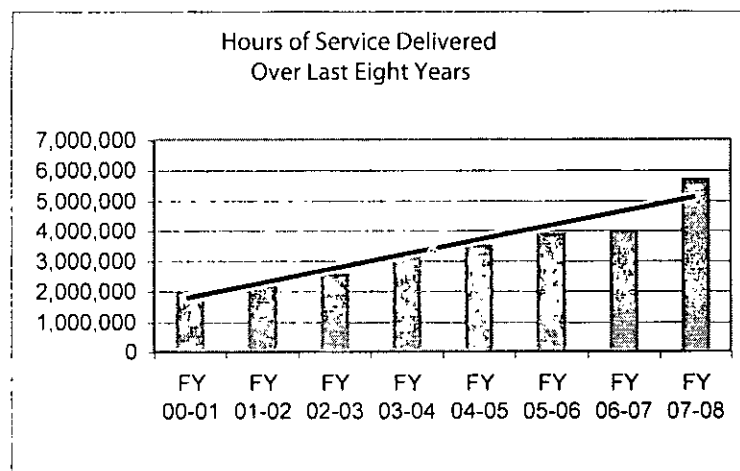


**Why is this important?** Municipalities across the country are struggling with bleak financial circumstances making the ability to leverage city grant funds increasingly important. The OFCY grantees have continued to demonstrate the ability to raise funds from private foundations, corporate sponsors, other government agencies, and other donors to match their OFCY grant.

- Since 2000, OFCY grantees have increased the total hours of service provided each year to Oakland Children and Youth. Because of increased funding (OFCY and matching funds) and increased efficiency, the amount of hours of service OFCY grantees have delivered to children and youth has increased by 188% since FY 00-01. OFCY has gone from 2 million hours of service in 2000-01 to 5.75 million hours of service this year. Chart 2 shows the growth in hours of service delivered. The increase in hours of service is related to the declining cost per hour of service, increased OFCY funding, and increase in matching funding. The table below shows a healthy growing trend line.

**Why is this important?** In the face of budget cuts, service providers have had to demonstrate their ability to do more with less, including providing more hours of direct service. The increase over the last few years reflects the willingness and ability of grantees to work with youth in groups, reinvent their program approach, and actively recruit program participants. The 161% increase in OFCY and matching funds available is a major factor for the increase in hours of services delivered.

Chart 2



## Effort: OFCY - Funded Services Are Efficient

OFCY demonstrated its efficiency by continuing to hold down the cost per hour to deliver services. Cost per hour is calculated by dividing the amount of funds used to deliver services by the hours of direct service.

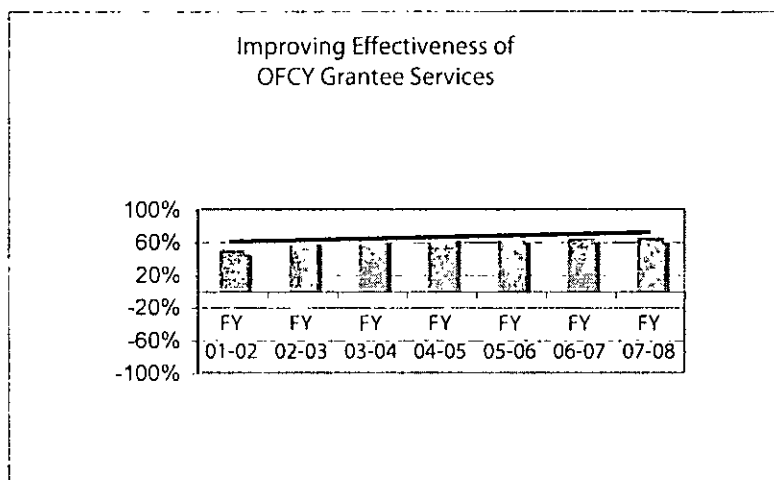
- Over the last eight years, OFCY Grantees have delivered services efficiently. Since FY 00-01, OFCY efficiency, or cost per hour of delivering services to Oakland's children and youth, has improved by 9%. When adjusted for inflation, the cost per hour has improved in efficiency by 25% over the last eight years.
- This year's cost per hour is 7% less than last year's cost per hour. The cost per hour decreased from \$5.62 last year to a projected \$5.20 this year. The declining cost per hour is directly related to providing after school programs in the neighborhoods where children go to school. This year the cost per hour for OFCY funds alone is the lowest in eight years at \$2.07 an hour.

**Why is this important?** Oakland taxpayers should have some assurance that they are getting a fair deal from OFCY grantees. The cost per hour of direct service allows taxpayers to understand how much they are paying for grantees' services. While most purchases in our lives seem to be going up, OFCY grantees have been able to keep their cost per hour at an efficient rate.

## Effect: OFCY-Funded Services Are Producing Changes for the Better in Their Children and Youth Customers

- For the sixth straight year, service providers collectively surpassed the 60% target for service productivity.
- Service productivity is defined as the growth in new skills, knowledge, and positive behaviors as a result of the youth's participation in services. Since FY 01-02, the trendline shows a small increase. Overall, the effects of services are at a respectably high level, but the rate of improvement each year is now negligible. In order for these indicators to continue in an upward trend, innovative changes in service delivery are needed, based on the application of continuous quality improvement methodology.
- Chart 3 shows the percentage of targeted changes children and youth customers indicated they achieved because of the OFCY funded services. Scores for child and youth asset development can range from -100% for worse to +100% for better and 0% for staying the same.

Chart 3



**Why is effectiveness important?** The cost per hour or efficiency must always be combined with a measure of effectiveness to determine the value of the services provided. Effectiveness is a measure of how the children and youth served are better off because of services funded by OFCY. OFCY uses reports from children, youth, their parents, and the staff serving the youth to determine what new skills and behaviors have changed for the better.

**Service Productivity** is calculated by taking the number of positive targeted changes achieved minus the number of targeted changes missed. For example this year 68% of the targeted changes for the better were achieved and 3% of the targeted changes were worse for a service productivity score of  $71\% - 3\% = 68\%$ .

No credit is given for the 28% of the youth who stayed the same. Service Productivity is measured with survey reports from youth, their parents, and their staff about each targeted change. Score can range from -100% to 100% with 0% for no change or staying the same.

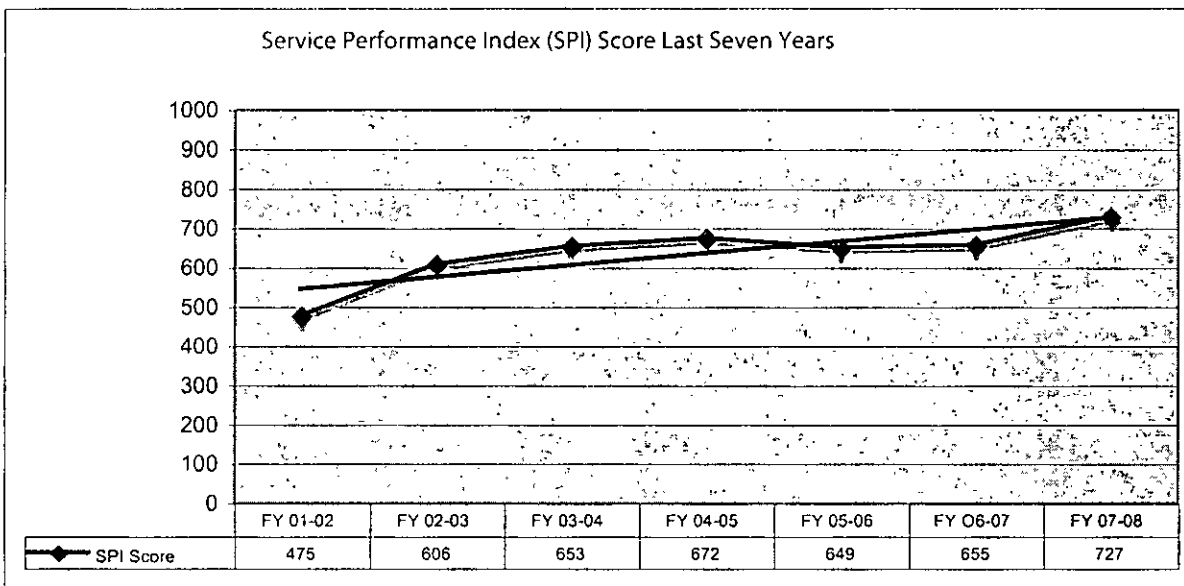
## Performance and Quality

- Service quality, a measure of the consistency of services delivered to Oakland children and youth customers, has improved by 36% since FY 2001-02. Service quality was measured by a 1.8 score for this year - a desirable level of service quality.

## Service Performance Index: a Measure of Quality

Over the last seven years, the evaluation has been measuring quality through the use of the Service Performance Index (SPI). The SPI is modeled after the most widely used measure for overall performance and quality, the Malcolm Baldrige National Quality Award. The purpose of adopting the Baldrige performance and quality criteria was to guide evaluators in the selection of indicators of overall performance and quality. Points are calculated on the same scale as the national Baldrige performance criteria, 0 to 1,000 points. The following table shows an improving trendline over time.

Chart 4



- This year 84% of the OFCY grantees had a desirable or high SPI score as determined by the Cluster Deviation Score.
- Over the last eight years, 85% of all OFCY grantees had funding renewed because of their positive performance. Fifteen percent (15%) have not been refunded, whether due to poor performance or change in priorities of the OFCY Planning and Oversight Committee. Performance matters if grantees expect to receive funding over a period of years.
- The growth in capacity of OFCY to allocate, monitor, and evaluate OFCY funds has allowed the number of OFCY grantees to grow by 318% from 33 grantees in 2000 to 138 grantees in 2008-2009.

## Effort, Effect and Performance for Last Eight Years At a Glance

### Effort

The following tables summarize the effort, effect, and performance of OFCY grantees since FY 2000-01. Table 8 indicates the funds spent, percent of OFCY funds leveraged with matching funds from other funding partners, unduplicated clients served, hours of service and cost per hour for services delivered. As revealed in the table, OFCY grantees have continued to improve their efficiency of services over time.

Table 8

Effort of OFCY Funded Service Providers Over Time								
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Measure K - OFCY Funds Spent	\$6,463,174	\$6,786,340	\$7,712,464	\$7,819,203	\$9,382,274	\$9,610,064	\$10,699,672	\$11,906,580
Matching Funds/Leverage Spent	\$4,977,497	\$5,844,876	\$7,239,644	\$8,081,022	\$10,653,539	\$11,600,646	\$11,791,447	\$17,967,914
Total Funds Spent	\$11,440,671	\$12,631,216	\$14,952,108	\$15,900,225	\$20,035,813	\$21,210,710	\$22,491,119	\$29,874,494
Percent Leveraged of OFCY Funds	77%	86%	94%	103%	114%	121%	110%	151%
Unduplicated Customers Served	11,411	12,134	16,971	19,701	23,818	18,285	17,291	24,168
Hours of Service Delivered	1,998,486	2,200,521	2,613,414	3,155,788	3,719,594	3,914,876	4,001,772	5,749,314
Hours of Service per Customer	175	181	154	160	156	214	231	238
Cost per Hour of Service/OFCY Funds	\$3.23	\$3.08	\$2.95	\$2.48	\$2.52	\$2.43	\$2.67	\$2.07
Cost per Hour of Service/Total Funds	\$5.72	\$5.74	\$5.72	\$5.04	\$5.39	\$5.37	\$5.62	\$5.20

### Direction of Change for Effort Indicators Are All Positive

Effort indicators over the last eight years have all changed in a positive direction. The first column of Table 9 indicates the total for each indicator for the last eight years. The second column indicates the percent change from FY 2000-01; the last column indicates that the direction of the change or trendline is in a positive direction.

Table 9

Total of OFCY Effort Measures from FY 2000-01 to FY 06-07	Total for Eight Years	Percent Change FY 00-08	Direction of Change
Measure K - OFCY Funds Spent	\$70,379,771	84%	Positive
Matching Funds/Leverage Spent	\$78,156,585	261%	Positive
Total Funds Spent	\$148,536,356	161%	Positive
Percent Leveraged of OFCY Funds	111%	96%	Positive
Customers Served	143,779	112%	Positive
Hours of Service Delivered	27,353,765	188%	Positive
Hours of Service per Customer	190	36%	Positive
Cost per Hour of Service/OFCY Funds	\$2.57	36%	Positive
Cost per Hour of Service/Total Funds	\$5.43	9%	Positive



East Bay Conservation Corps-Charter ASP

Family Support Services-SUMMER



## Effect

Effect refers to what happens on behalf of the youth customers of OFCY services. A specially designed, one-time measure of effect is employed to accurately depict the extent of changes in youth customers related to service activities. This measure reflects the net effect, that is, improvements minus declines, in either youth developmental assets or behavioral change goals set by each service agency. The former measure is called developmental asset service productivity; the latter measure is called grantee specified service productivity. Both measures vary from +100% to -100%, that is, everyone improved versus everyone declined in status as a result of services. The following table summarizes the changes over time in these two measures as reported by the youth customers, their parents or guardians, and staff members who got to know the youth. The change from one year to the next was calculated as a percent relative to the prior year. The direction of change was increasing for both measures and all points of view, based on the average of all the annual percentage changes across the seven-year period. Looking more closely at the graph depicting these changes over time, nearly all of the increase occurred in fiscal year 2003. By fiscal year 2004 service productivity reached a plateau with minor changes up or down each subsequent year afterwards.

Another effect being measured is customer satisfaction with services. Reported levels of satisfaction reflect the extent to which customers got what they were expecting. The youth customers and their parents/guardians were polled regarding their satisfaction with services. While the average annual rate of change was positive during this period for the youth, parents' level of satisfaction is declining. This trend was set in motion by a very high level of satisfaction the first year, despite a relatively low level of service productivity. Perhaps, parents' expectations are increasing faster than actual productivity, resulting in a downward trend.

Overall, the effects of services are at a respectably high level, but the rate of improvement each year is now negligible. In order for these indicators to continue in an upward trend, innovative changes in service delivery are needed, based on the application of continuous quality improvement methodology.

**Table 10**

Effect - Effectiveness Scores for OFCY Funded Service Providers Over Time									
	FY 01 02	FY 02 03	FY 03 04	FY 04 05	FY 05 06	FY 06 07	FY 07 08	Average Annual % Change	Direction of Change
<b>Developmental Asset Service Productivity</b>									
Youth	52%	65%	68%	69%	67%	68%	67%	5%	Increasing
Parent	71%	75%	78%	77%	78%	77%	79%	2%	Increasing
Staff	72%	76%	77%	79%	80%	80%	81%	2%	Increasing
<b>Grantee Specified Service Productivity</b>									
Youth	56%	69%	71%	68%	70%	70%	69%	4%	Increasing
Parent	71%	76%	79%	75%	75%	77%	76%	1%	Increasing
Staff	70%	76%	78%	75%	78%	81%	80%	1%	Increasing
<b>Customer Satisfaction</b>									
Youth	81%	85%	85%	86%	85%	85%	84%	1%	Increasing
Parent	92%	89%	89%	89%	88%	87%	85%	-1%	Declining



MAF-Prescott Clowns- Summer

OASES-Lighthouse



## Performance

Two summary indicators of performance are tracked each year: service quality and overall service performance. Service quality compares the level of service productivity with the variation across those reporting. These scores should exceed 1.0, indicating that the level of productivity exceeds the variability. A high level of service productivity may be compromised when a few people report declines in status, resulting in greater variation across those served. OFCY services should benefit all recipients, not just those who found favor with a staff member. Thus, this indicator reflects consistency in performance as well as level of performance. The second indicator combines all types of indicators into an overall performance score, ranging from 0 to 1000. Three groups of indicators are summed, approach to services, deployment of resources, and results—with an emphasis on cost per hour and effects of services on the youth customers. A score of 600 indicates satisfactory overall performance.

The following table reports these two indicators over the same seven-year period. Similarly to the trends for service productivity, service quality peaked in fiscal year 2003, then leveled off. However, overall performance continued to improve each year except for a sharp decline in fiscal year 2006.

Table 11

	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	Average Annual % Change	Direction of Change
Service Quality Score	1.4	1.9	1.8	1.9	1.9	1.9	1.8	5%	Increasing
Service Performance Index Score	475	606	653	672	649	655	727	8%	Increasing

Another measure of overall performance is the growth in capacity of OFCY to serve more grantees and to keep the funding competitive over time with the addition of new grantees that take the place of other grantees. Over the last eight years, 85% of the grantees were refunded because of their performance and alignment with OFCY's Strategic Plan and 211 new grantees have been added since the original 33 grantees. This means that 82 grantees were not refunded because of their performance or non-alignment with the OFCY Strategic Plan. Every four years, OFCY produces a new strategic plan. This year (FY 2007-08) is the second year of the 2006-2010 OFCY strategic plan. Eleven grantees this year were not refunded for next year and additional 44 new grantees were funded as indicated in the table below.

Table 12

Performance of OFCY Service Providers Over Time										
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	Total for Last Nine Years
Percent of Grantees Refunded		85%	80%	79%	93%	83%	75%	97%	89%	85%
New Grantees Funded	33	18	16	18	25	12	18	27	44	211
Total of OFCY Funded Grants	33	46	53	60	81	81	78	105	138	675

## OFCY is Successful in Implementing Measure K

### Measure K Guidelines

The Measure K – Kids First! legislation establishes specific guidelines that organizations and programs must meet in order to be eligible for funding. These include:

- Funds can only be given to private, non-profit and public entities (Measure K, Section 5).
- Funding is only available for direct services to children and youth ages 0 through 20.
- Programs and services receiving funds from OFCY must be directly aligned with the priorities, desired results and strategies contained in the strategic plan.

**Evaluators have determined that OFCY has met all Measure K guidelines.**



## Section Three - OFCY Performance Logic Model Methodology

### How is this report organized?

This report is organized according to Graphic 4 on the following page that explains OFCY's Performance Logic Model Evaluation System. In this report, evaluators answer the questions indicated in Graphic 4 and discuss the theory of change behind the Oakland OFCY effort. Notably, CCPA published a paper summarizing the OFCY Performance Logic Model in an international journal, *Elsevier*, a pre-eminent authority in evaluation and program planning.<sup>1</sup> Three international evaluation experts did a blind review of the OFCY Performance Logic Model before publishing the article.

### Performance Logic Model

The OFCY Evaluation System is based on a performance logic model (PLM). Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that does not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The elements of the PLM are shown in Graphic 4. Performance accountability is divided into three areas: effort, effect, and results. The logic model variables are listed in the second column: inputs, customers, strategies, activities, outputs, performance measures, and performance indicators.

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more OFCY customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes to increase for youth in Oakland.

### Oakland OFCY Performance Logic Model Evaluation System

The OFCY Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for OFCY funded services. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the logic model methods can be seen as complementary, not contradictory, approaches to evaluation."

<sup>1</sup> Evaluation and Program Planning 28 (2005) 83–94. Available at [www.elsevier.com/locate/evalprogplan](http://www.elsevier.com/locate/evalprogplan)

### Accountability for Performance

Mark Friedman explains the principles of a results and performance accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability: "Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement." The OFCY Evaluation System replaces an endless system of multiple measures with a few valid measures of performance used by all grantees.

### Theory of Change Logic Model

The OFCY Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All the OFCY Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their OFCY evaluations.

### Lisbeth Schorr's Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose -- Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome, and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed.

Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. *This usable knowledge will serve as critical information for the OFCY to render thoughtful budget and policy direction, as well as continuous improvement strategies.*

The OFCY Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability.

During the last eight years, the Oakland OFCY Evaluation Team worked with OFCY staff and grantees to design and implement this integrated evaluation system. The components of the OFCY Evaluation System Performance Measures are divided into four categories: Effort, Effect, Performance, and Results.

Graphic 4 – Evaluation Model

OFCY Performance Logic Model-Evaluation System					
Performance Accountability Model	Logic Model	OFCY Evaluation Questions	Where We Get Data	Performance Goal	Theory of Change
EFFORT	Inputs	What did OFCY spend on services?	OFCY Invoices and Staff Interviews	Spend greater than 95% of funds.	<p style="text-align: center;">T H E O R Y  O F  C H A N G E</p> <p>Child and Youth Developmental Theory as indicated in OFCY Strategic Plan. Focused on Risk Avoidance, Protective, Resilience, and Social Attachment Assets as key elements in the betterment of children and youth.</p>
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	Hire staff indicated in contract.	
	Customers	Who are our children and youth customers?	OFCY Quarterly Report (Participant ID Report Form)	Serve youth indicated in contract.	
	Strategies	What service strategies did we conduct?	OFCY Quarterly Reports, Interviews, and Site Visits	Provide service strategies contracted.	
	Activities	How much service did we provide?	OFCY Quarterly Reports, Interviews, and Site Visits	Provide 95% of contracted planned services.	
	Performance Measure Outputs	How much did the service cost to deliver?	OFCY Quarterly Reports and Staff Interviews	Cost per hour is the same or below cost contracted.	
EFFECT	Performance Measure: Customer Satisfaction	Were our youth and parent customers satisfied with our service?	Surveys of Children, Youth, and Parents	Customer satisfaction rate is greater than 70%.	
	Performance Measure: Productivity Outcomes	Was our service effective in producing change for the better for our customers?	Surveys of Children, Youth, Parents, and Staff	Service productivity is greater than 60%.	
RESULTS	Result Indicators & Intermediate Outcomes	How are OFCY customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and OFCY Grantees	No performance goals are set for results for each grantee because these results take the efforts of the entire Oakland community to impact.	<p>Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.</p>
	Population Long Term Outcomes	In general, how are the children and youth doing in Oakland over time? This is the result of everyone in our community working together.	Data collected by other agencies and OFCY Grantees		

# Methodology of the OFCY Performance Logic Model

The values and concepts described below are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. The OFCY Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers.

Community Crime Prevention Associates (CCPA) is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.

The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what happened. A different evaluation study must be designed to address each question, often stated as a hypothesis. Continuous quality improvement is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day's work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company performing program evaluations in the context of service agency staff utilizing our reports to improve their services. CCPA also provides technical support to agency staff to assist them in improving the quality of the services.

CQI defines quality as meeting or exceeding the needs and expectations of the customer. OFCY considers the child and their parents as their primary customers whose feedback is important to the continuous improvement of services.

CQI requires information about customer outcomes; administrative, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and compliance. Data should be segmented by, for example, types of service, customer ages, and strategic priorities to facilitate analysis.

Analysis of the data found in this report refers to extracting larger meaning from data and information to support decision-making and service improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning service delivery, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with that of competitors, with similar organizations, or with "best practices" benchmarks. A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors that lead to improved

customer outcomes; improved operational, financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with the grantee organization's goals and the OFCY Strategic Plan. Through the data collection, tracking, and analysis of OFCY data, our measures or indicators themselves may be evaluated and changed to better support OFCY goals.

## Baldrige Awards for Quality

In 1987 the United States created a quality award program to encourage more companies to develop quality systems. Here are the guiding principles behind the Baldrige Awards for quality as it applies to your organization's youth and human services.

**Visionary Leadership** - Your organization's senior leaders (administrative/operational and service provider leaders) should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders.

**Customer-Focused Excellence** - The delivery of services must be customer focused. Quality and performance are the key components in determining customer satisfaction, and all attributes of customer care delivery factor into the judgment of satisfaction and value.

**Organizational and Personal Learning** - Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and significant change, leading to new goals and approaches. Learning needs to be embedded in the way your organization operates.

**Valuing Staff and Partners** - An organization's success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its staff and partners, including both paid staff and volunteers, as appropriate.

**Building Partnerships** - Organizations need to build internal and external partnerships to better accomplish overall goals.

**Agility** - Success in today's ever-changing environment demands agility—a capacity for rapid improvements in service quality. Agility encourages improvements in organization, quality, cost, customer focus, and productivity.

**Focus on the Future** - In today's environment, creating a sustainable organization requires understanding the short- and longer-term factors that affect your organization and marketplace.

**Managing for Innovation** - Innovation means making meaningful change to improve an organization's services, programs, processes, and operations and to create new value for the organization's stakeholders. Innovation should lead your organization to new dimensions of performance innovation.

The Service Performance Index used in this evaluation uses the Baldrige criteria to give each grantee a SPI score of between 0 and 1000. This SPI score uses 19 variables to build the SPI score.

## Management and Evaluation by Fact

An effective organization depends on the measurement and analysis of performance. Such measurements should derive from service needs and strategy, and they should provide critical data and information about key processes, outputs, and results. Many types of data and information are needed for performance management. OFCY working with their grantees and CCPA are collecting numerous measurements that are used to set performance goals. The following chart explains the types of measurements and instruments used to provide data and facts to manage, evaluate, and continuously improve OFCY funded services.

Graphic 5

Instrument	Information Collected	Time of Collection
Scope of Work	Contracted scope of work, quarterly progress reports, demographics on customers	Contracted plan at time of contract approval, four quarterly reports
Financial Report	Contracted budget with four quarterly invoices	Contracted budget at time of contract approval, four quarterly reports
Scope of Work Narrative	Explanation of success in fulfilling the scope of work	Provide with each quarterly report
Child & Youth Customer Satisfaction Survey	All grantees survey child and youth customer with four satisfaction questions.	Collected twice a year from customers or at the end of any program cycle
Parent Customer Satisfaction Survey	Parents are asked four customer satisfaction questions about the services their child received.	Collected twice a year from parents or at the end of any program cycle
Child & Youth Asset Development Survey	All grantees survey child and youth customer with five to six similar asset development service productivity questions.	Collected twice a year from customers or at the end of any program cycle
Parent Assessment of Their Child's Asset Development Survey	Parents assess the growth in their child's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle
Staff Assessment of Each Customer's Child and Youth Asset Development Survey	Staffs assess the growth in their child customer's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle
Child & Youth Grantee Selected Survey on Targeted Changes	All grantees survey child and youth customer with service productivity questions pertaining to their own services.	Collected twice a year from customers or at the end of any program cycle
Parent Assessment of Their Child's Grantee Selected Survey on Targeted Changes	Parents assess their child's changes targeted skills and behaviors by a particular grantee funded by OFCY.	Collected twice a year from customers or at the end of any program cycle
Staff Assessment of Each Customer's Grantee Selected Survey on Targeted Changes	Staffs assess their customer's changes targeted by their OFCY service agency or collaborative.	Collected twice a year from customers or at the end of any program cycle
Risk Avoidance, Protective and Resiliency Assessment	Child and youth assess their developmental assets using a normed instrument that compares their asset levels to those of delinquent youth.	Minimum of once a year with the option to do it twice a year
Focus Group with Grantee Staff	Evaluation Coach meets with staff for a focus group to discuss the effort, effect, performance and results of OFCY services.	Focus groups happen in the first or second quarter.
Staff Continuous Quality Improvement Questionnaire	Each staff is asked to indicate their experience and education, rate the work experience, rate their organization's effectiveness, rate their program design components, and rate program "exemplary practices."	Once a year from each staff member.
Grantee's evaluation of OFCY Administrative Services	Grantees rate the services of OFCY administration, evaluation, and POC.	Once a year from each OFCY funded agency
Site Visits and Observations	Evaluation Coaches and Youth Evaluators do site visits, interview customers and staff, and complete observation instrument.	Minimum of two site visits a year with a maximum of eight site visits if needed.

# SECTION FOUR OFCY EVALUATION REPORT

## EFFORT EFFECT PERFORMANCE RESULTS

# Effort

Section four contains the OFCY-wide evaluation data. Effort is the first of three sub-sections, followed by Effect, and Performance. The next 18 pages provide information related to Effort and is organized accordingly:



OBUGS-Planting a Future

### Note to Reader:

The captions on the sides of this report are from interviews of participants in OFCY grantee programs conducted by OFCY Youth Evaluators.

1. To learn about what OFCY Grantees spent on services, go to page 28 .
2. To learn about who the OFCY-funded staff members were, go to page 34 .
3. To learn about who the OFCY children and youth customers were, go to page 38 .
4. To learn about service strategies OFCY Grantees used, go to page 44 .
5. To learn about how much service Grantees provided, go to page 46 .
6. To learn about the cost per hour of service, go to page 47.

M.B.H AspiraNet- Melrose Leadership Academy  
After School Program

Question: Why do you like the program?

Answer: " Because is helping me on what I want for my career, and helped me to become an artist. What I like most about the program is that I can express myself with music."

## Inputs:

### What was the amount funded this year?

Table 13

FY 2007-08 Funds Allocated and Matched	OFCY Funds	Match	Total	Percent Match
105 OFCY Grantees	\$12,124,269	\$17,962,133	\$30,084,363	148%

OFCY funded 105 separate contracts to provide services for FY 2007-08 to Oakland's children and youth. The \$12 million in OFCY funding to grantees was matched with \$17.9 million in matching funds for a total funding of \$30 million of funds. The OFCY evaluation system defines these inputs as funds used to hire staff, purchase materials, and other resources needed to carry out contracted services.

The OFCY contracts require a minimum match of 25%. All of the grantees exceeded this minimum match. The following tables indicate the amount granted and matched for each of the 105 grantees. The grantees are presented by strategic area as defined in the OFCY Strategic Plan.

## Children Ages 0-5 Early Childhood

Table 14

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
Bring Me A Book Foundation-Oakland's First Teachers	\$150,000	\$81,400	\$231,400	54%
Center for the Education of the Infant Deaf (CEID)	\$50,000	\$110,705	\$160,705	221%
Children's Hospital - Dev. Playgroups	\$225,000	\$75,000	\$300,000	33%
City of Oakland, DHS-Even Start	\$175,000	\$172,500	\$347,500	99%
Family Paths - Early Childhood Initiative	\$200,000	\$256,252	\$456,252	128%
La Clinica De La Raza-Teens and Tots	\$175,000	\$93,727	\$268,727	54%
Lao Family Community Dev.-Even Start	\$143,160	\$40,416	\$183,576	28%
MOCHA Little Studio Residency Program	\$150,000	\$50,000	\$200,000	33%
The Link to Children-Reduction of Violence	\$74,160	\$30,669	\$104,829	41%
Early Childhood Grantees Total	\$1,342,320	\$910,669	\$2,252,989	68%

## Children & Youth All Ages Summer Enrichment

Table 15

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
Family Support Services- Youth Kinship Program	\$200,000	\$87,782	\$287,782	44%
Girls Inc. - Eureka Teen Achievement	\$42,780	\$16,061	\$58,841	38%
Leadership Excellence-Freedom School	\$127,300	\$50,650	\$177,950	40%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	\$21,000	\$7,000	\$28,000	33%
OPR -Oakland Discovery Centers Summer Program	\$33,605	\$19,603	\$53,208	58%
Summer Enrichment Grantees Total	\$424,685	\$181,096	\$605,781	43%

# Children & Youth Ages 6-14 Oakland SUCCESS Comprehensive After School Programs

Table 16

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
Ala Costa Center After School	\$100,000	\$1,274,840	\$1,374,840	1275%
American Indian Child Resource Center	\$151,010	\$105,817	\$256,827	70%
BACR - Bret Harte ASP	\$200,000	\$200,650	\$400,650	100%
BACR - Claremont ASP	\$100,000	\$126,464	\$226,464	126%
BACR - Emerson/Peralta ASP	\$200,000	\$343,247	\$543,247	172%
BACR - Hoover ASP Kids Rock	\$150,000	\$478,410	\$628,410	319%
BACR - Madison ASP	\$120,000	\$261,039	\$381,039	218%
BACR - Martin Luther King ASP- Unity of Dreams	\$119,858	\$110,544	\$230,402	92%
BACR - Prescott ASP	\$127,500	\$227,964	\$355,464	179%
BACR - Sankofa Academy ASP	\$172,125	\$182,851	\$354,976	106%
BACR - Santa Fe Shooting Stars	\$123,750	\$226,367	\$350,117	183%
BACR - Stonehurst High Hopes ASP	\$150,000	\$221,640	\$371,640	148%
Bay Area Video Coalition - Cole School	\$72,266	\$72,266	\$144,532	100%
CRECE Elmhurst ASP	\$199,778	\$262,786	\$462,564	132%
Dimensions Dance Theater - Rites of Passage	\$48,500	\$80,088	\$128,588	165%
East Bay Agency for Children - Hawthorne ASP	\$175,000	\$97,384	\$272,384	56%
East Bay Agency for Children-Sequoia ASP	\$100,000	\$125,929	\$225,929	126%
East Bay Asian Youth Center- Franklin ASP	\$127,322	\$245,806	\$373,128	193%
East Bay Asian Youth Center-Garfield ASP	\$140,637	\$200,408	\$341,045	143%
East Bay Asian Youth Center-Manzanita ASP	\$163,508	\$123,244	\$286,752	75%
East Bay Asian Youth Center-Roosevelt ASP	\$200,000	\$344,912	\$544,912	172%
East Bay Conservation Corps-Charter ASP	\$150,000	\$140,625	\$290,625	94%
East Oakland Boxing Assoc. Smart Moves	\$80,000	\$229,400	\$309,400	287%
Girls Inc. - Lockwood ASP	\$94,236	\$174,688	\$268,924	185%
Oakland Leaf- Ascend Sunset Warriors ASP	\$200,000	\$126,450	\$326,450	63%
Oakland Leaf -UPA Urban Arts ASP	\$200,000	\$150,000	\$350,000	75%
Oakland Parks and Recreation-Inclusion Center	\$105,000	\$81,700	\$186,700	78%
OASES Lincoln ASP/LEAP	\$200,000	\$270,829	\$470,829	135%
OASES-Westlake ASP	\$200,000	\$133,511	\$333,511	67%
OPR - Oakland Discovery Centers	\$150,000	\$113,379	\$263,379	76%
OYC - Acorn-Woodland - Awesome ASP	\$150,000	\$179,646	\$329,646	120%
OYC - Encompass Academy ASP	\$100,000	\$109,064	\$209,064	109%
OYC - Fruitvale ASP	\$200,000	\$112,500	\$312,500	56%
SFSU - Havenscourt ASP	\$150,000	\$80,180	\$230,180	53%
SSCF - Peralta Creek -UFSA - ASP	\$200,000	\$283,369	\$483,369	142%
YMCA of the East Bay - Explore ASP	\$200,000	\$135,175	\$335,175	68%
Comprehensive After School Program Grantees Total	\$5,320,490	\$7,633,172	\$12,953,662	143%

Girls Inc. Eureka Teen Achievement

Question: Would you tell your friends about the program? What would you tell them?

(12 years old)  
Answer: "Definitely. I would tell them it's an excellent program and it offers a lot that you need to know. Also, it helps you with school, too."

Explore College Prep

Question: Do you like this program and why?

Answer: "I like it because it keeps me focused. I've learned a lot and improved my vocabulary. I can express my feelings and we do a lot of exercises here. I have raised my self-esteem and the tutors are nice."



Next Step Learning Center-Success at 17

## Children & Youth Ages 6-14 After School Enrichment Comprehensive Programs

Table 17

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
BACR - Melrose Bridges ASP	\$50,000	\$158,028	\$208,028	316%
BACR - Glenview ASP	\$50,000	\$131,465	\$181,465	263%
BACR - Jefferson ASP	\$50,000	\$161,374	\$211,374	323%
OUSD/BACR - Lafayette ASP	\$50,000	\$138,337	\$188,337	277%
BACR - Markham ASP	\$50,000	\$228,554	\$276,515	457%
BACR - Whittier ASP	\$50,000	\$272,433	\$322,433	545%
East Bay Asian Youth Center - Bella Vista/La Escuelita	\$100,000	\$319,456	\$419,456	319%
Girls Inc. - Parker ASP	\$50,000	\$323,882	\$373,882	648%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	\$200,000	\$450,000	\$650,000	225%
Lao Family Community Dev. - International Comm. School ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	\$50,000	\$235,399	\$285,399	471%
M.B.H. AspiraNet- Piedmont Ave. ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- RISE Community ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- Webster Academy ASP	\$50,000	\$112,500	\$162,500	225%
OASES Safe Harbor - Lighthouse ASP	\$50,000	\$182,570	\$232,570	365%
OASES - Quest Cleveland Elementary ASP	\$50,000	\$187,474	\$237,474	375%
OUSD - Edna Brewer Pride ASP	\$50,000	\$197,733	\$247,733	395%
OUSD - Howard Elementary ASP	\$50,000	\$112,500	\$162,500	225%
OUSD Lakeview Elementary Ujima ASP	\$50,000	\$98,188	\$148,188	196%
OUSD - Laurel Elementary Academy ASP	\$50,000	\$184,997	\$234,997	370%
OUSD - Maxwell Park ASP	\$50,000	\$92,400	\$142,400	185%
OUSD Reach Academy ASP	\$50,000	\$112,500	\$162,500	225%
OUSD - Horace Mann Resolve ASP	\$50,000	\$155,000	\$205,000	310%
OUSD - Think College Now ASP	\$50,000	\$195,311	\$245,311	391%
OUSD T. Marshall Elementary - Inspire ASP	\$50,000	\$100,000	\$150,000	200%
Safe Passages Frick Middle School ASP	\$50,000	\$159,486	\$209,486	319%
SSCF - Lazear School -Pathways ASP	\$50,000	\$138,612	\$188,612	277%
After School Enrichment Grantees Total	\$1,550,000	\$4,785,699	\$6,333,660	309%



OUSD-Laurel Elementary Academy ASP



## Youth Ages 15-20 Career and College Readiness and Youth Leadership

Table 18

Oakland Kids First - Real Hard

Question: Has this program helped you at all?

Answer: "I was a 'D' average student, and because of this program I am a 'B' average student."

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
Alameda County Health Care Foundation	\$100,000	\$100,000	\$200,000	100%
Asian Community Mental Health Services-AYPAL	\$200,000	\$335,500	\$535,500	168%
BEST/EXCEL HS - Youth Leadership	\$200,000	\$348,933	\$548,933	174%
Dimensions Dance Theater - Intern Program	\$35,800	\$34,960	\$70,760	98%
East Bay Asian Youth Center -RISE	\$132,409	\$78,179	\$210,588	59%
Eastside Arts Alliance Youth Center	\$100,000	\$100,160	\$200,160	100%
Global Education Partnership-EETP	\$108,500	\$66,083	\$174,583	61%
Next Step Learning Center-Success at 17	\$51,859	\$71,834	\$123,693	139%
Oakland Kids First-Real Hard	\$136,000	\$107,048	\$243,048	79%
OASES SOAR Career & College Readiness	\$55,000	\$104,210	\$159,210	189%
Opera Piccola -ArtGate Advance	\$102,387	\$57,550	\$159,937	56%
Spanish Speaking Citizen's Foundation-Youth Leadership	\$150,000	\$139,247	\$289,247	93%
Youth ALIVE I- Teens on Target	\$150,000	\$49,488	\$199,488	33%
Youth Employment Partnership-Career Try Out	\$174,919	\$114,597	\$289,516	66%
Youth Together- Youth Leadership	\$200,000	\$558,828	\$758,828	279%
Youth UpRising - Corners Café	\$41,500	\$82,000	\$123,500	198%
Youth UpRising - Youth Grants	\$175,000	\$44,738	\$219,738	26%
Career/College Readiness & Youth Leadership Total	\$2,113,374	\$2,393,355	\$4,506,729	113%

## Children and Youth of All Ages Physical and Behavioral Health

Family Support Services-Youth Program.

Table 19

Question: Do you think this program has made a difference in your life or how you interact with people?

(12 year old)

Answer: "Yes, in how I approach people, my manners, and how to treat people and respect others."

OFCY Funded Grantees	OFCY Funds	Match	Total	Percent Match
Alameda Family Services-Dream Catcher	\$175,000	\$383,931	\$558,931	219%
Bay Area Oakland SCORES	\$150,192	\$97,368	\$247,560	65%
Bay Area Outreach & Recreation Program (BORP)	\$40,000	\$23,425	\$63,425	59%
First Place for Youth - Healthy Transitions	\$175,000	\$693,912	\$868,912	397%
Jack London Aquatic Center-Rowing Revolution	\$53,999	\$39,866	\$93,865	74%
La Clinica De La Raza-Youth Brigade	\$92,209	\$31,677	\$123,886	34%
Native American Heath Center-Youth Voices	\$175,000	\$281,219	\$456,219	161%
OBUGS-Planting a Future	\$100,000	\$63,755	\$163,755	64%
Project Re-Connect	\$166,000	\$186,156	\$352,156	112%
Sports4Kids After School Program	\$175,000	\$198,066	\$373,066	113%
Through The Looking Glass-Families w/ Disabilities	\$71,000	\$58,767	\$129,767	83%
Physical and Behavioral Health Grantees Total	\$1,373,400	\$2,058,142	\$3,431,542	150%

## Summary of Grantee Funding by Cluster

Table 20

Cluster of Grantees by Strategic Goals	OFCY Funds	Match	Total	Percent Match
After School Enrichment Grantees Total	\$1,550,000	\$4,785,699	\$6,333,660	309%
Comprehensive After School Program Grantees Total	\$5,320,490	\$7,633,172	\$12,953,662	143%
Career/College Readiness & Youth Leadership Total	\$2,113,374	\$2,393,355	\$4,506,729	113%
Early Childhood Grantees Total	\$1,342,320	\$910,669	\$2,252,989	68%
Physical and Behavioral Health Grantees Total	\$1,373,400	\$2,058,142	\$3,431,542	150%
Summer Enrichment Grantees Total	\$424,685	\$181,096	\$605,781	43%
105 OFCY Grantees Total	\$12,124,269	\$17,962,133	\$30,084,363	148%

## Funding for Youth Stipends and Grants

Table 21

Cluster of Grantees by Strategic Goals	Youth Stipends & Grants	Percent of Total Funds to Youth Stipends and Grants
After School Enrichment Grantees Total	\$4,500	0%
Comprehensive After School Program Grantees Total	\$5,500	0%
Career/College Readiness & Youth Leadership Total	\$501,332	11%
Early Childhood Grantees Total	\$300	0%
Physical and Behavioral Health Grantees Total	\$35,157	1%
Summer Enrichment Grantees Total	\$0	0%
105 OFCY Grantees Total	\$548,789	2%

BACR- Prescott ASP

Question: What do you think about the teachers? Do you think they're nice and helpful?

Answer: "Yes, because they give me knowledge and a lot of good advice. They are really helpful; they talk to us about our lives and our education."

OFCY funded \$548,789 in youth stipends and grants. This represents 2% of the total funds allocated overall. The vast majority of the stipends and youth grants were in the strategic category of Youth Ages 15-20 Career and College Readiness and Youth Leadership. The above table shows the percent of the total funds (OFCY grants and match) that were budgeted for youth stipends and grants by strategic priority area. Only the physical and behavioral health and the career and college readiness and youth leadership had a significant percentage over 1% of their funds allocated for youth stipends and grants.



American Indian Child Resource Center



Higher Ground- Sobrante, Allendale, Brookfield &amp; Highland ASP

## What did OFCY spend on services this year?

BACR-Madison ASP

Table 22

OFCY Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of OFCY Funds Spent	Percent of Matching Funds Spent
\$11,906,580	\$17,967,914	\$29,874,494	99%	100%

Grantees spent \$29,874,494 of their total funds. They spent 99% of their OFCY funds and 100% of their matching funds. The matching funds spent represents a leverage of 151% of the OFCY funds spent.

Question: Would you tell other friends to come and join the program?

(13 year old)

Answer: "It's a fun program and it is better to come and do something that is good for them. It is better here than in your house watching television."

## What did OFCY spend on each strategic area?

Table 23

Cluster of Grantees by Strategic Goals	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent	Percent of Total Funds Spent	Percent of Spent Funds Matched
After School Enrichment Grantees Total	\$1,407,013	\$4,432,942	\$5,839,955	91%	93%	92%	315%
Comprehensive After School Program Grantees Total	\$5,310,204	\$7,903,855	\$13,214,059	100%	104%	102%	149%
Career/College Readiness & Youth Leadership Total	\$2,110,987	\$2,268,419	\$4,379,406	100%	95%	97%	107%
Early Childhood Grantees Total	\$1,288,222	\$1,077,158	\$2,365,380	96%	118%	105%	84%
Physical and Behavioral Health Grantees Total	\$1,368,465	\$2,092,094	\$3,460,559	100%	102%	101%	153%
Summer Enrichment Grantees Total	\$421,689	\$193,446	\$615,135	99%	107%	102%	46%
105 OFCY Grantees Total	\$11,906,580	\$17,967,914	\$29,874,494	98%	100%	99%	151%

Grantees spent their OFCY funds from a range of 91% to 100%. Grantees spent their matching funds on a range of 92% to 105%. Some grantees were successful in raising more funds than planned. The range of percent of matching funds spent to OFCY funds spent was 315% for After School Enrichment to 84% for Early Childhood Grantees.



OUSD-Howard Elementary ASP

## Who were the staff providing services?

Table 24

Staff	Years Experience	Years Schooling	Male	Female	Transgender
934	8.3	14.4	30%	69%	1%

## Why staff are so important to the success of OFCY programs?

Evaluators were very impressed with the professionalism, dedication, and tenacity of OFCY funded staff. OFCY funded staff demonstrated a passion for improving the lives of children and youth. The staff were dynamic, demonstrated respect for children and youth, and clearly served as caring and supportive adults in their lives.

Lisbeth B. Schorr, the Director of the Harvard University Project on Effective Interventions, points out the importance of talented, flexible, and dedicated program staff. Schorr also co-chairs the Roundtable on Comprehensive Community Initiatives for Children and Families of the Aspen Institute. With her research on improving the future of children, families and communities, she is a recognized leader in major national efforts on behalf of children and youth. Her latest book - "Common Purposes, Strengthening Families and Neighborhoods to Rebuild America" - is considered essential reading for people interested in improving the conditions of families and children in our country.

Schorr conducted research on thousands of programs across the country and determined seven attributes of highly effective programs. She also reviewed why certain successful programs flourished. She concluded that all successful programs require gifted and tenacious individuals to design, implement, and evaluate programs. The following are excerpts from her latest book on why program staff are essential for the delivery of quality services.

### Schorr's Seven Attributes of Highly Effective Programs

1. Successful programs are comprehensive, flexible, responsive, and persevering. 'No one ever says, this may be what you need, but it's not part of my job to help you get it.' That struck me as the key...to success.
2. Successful programs see children in the context of their families. 'We nurture parents so they can nurture their children.'
3. Successful programs deal with families as parts of the neighborhoods and communities. Successful programs grow deep roots in the community and respond to the needs identified by the community.
4. Successful programs have a long-term prevention orientation, a clear mission, and continue to evolve over time. They hold their goals steady but adapt their strategies to reach their goals.
5. Successful programs are well managed by competent and committed individuals with clearly identified skills.
6. Staff of successful programs are trained and supported to provide high-quality, responsive services. Effective programs are aware that

the greater the discretion given to front-line staff, the greater the need and importance of excellent training...

7. Successful programs operate in settings that encourage practitioners to build strong relationships based on mutual trust and respect (Schorr, 1997).

### Importance of Staff

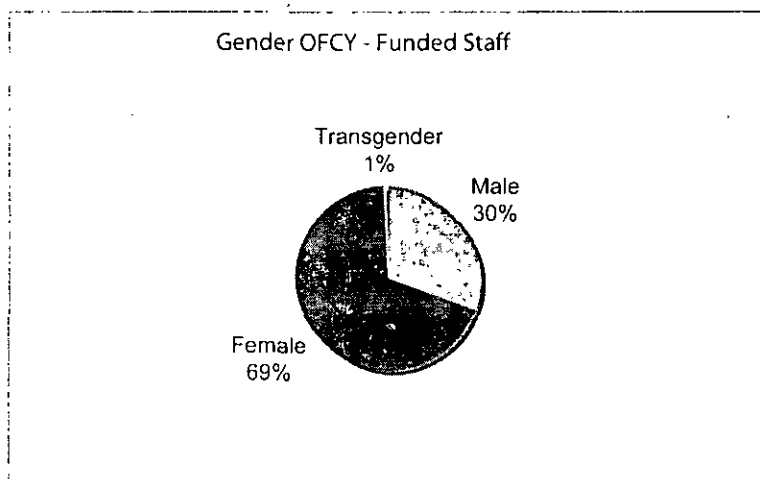
"It is the quality of staff that makes a program" is the common sense expression that many hold to be true. The evaluators share this assumption and attempted to determine the quality and commitment of the staff through interviews, questionnaires, observations, and focus groups.

### OFCY Funded Staff

This report contains information about the extent to which the staff of OFCY funded Service Providers applied the principles of youth development. Evaluators met with staff for interviews and focus groups. The 934 OFCY-funded staff also completed a questionnaire about the importance of various child and youth developmental assets program components, how effectively they had been implemented and answered questions about the effectiveness of their organizations and collaboratives.

The following chart and table indicate the gender and ethnicity of staff funded by OFCY who filled out staff quality improvement questionnaires.

Chart 5- OFCY Staff Gender



Over two thirds of the staff funded by OFCY are female.

**Table 25– Ethnicity**

Ethnicity of OFCY - Funded Staff		
	Frequency	Percent
Latino American	157	17%
African American	296	32%
Asian/PI American	175	19%
White American	171	19%
Native American	13	1%
Mixed/Other	101	11%
Total	913	

Staff members funded represent a sample of the highly diverse ethnic population of Oakland with the largest percentage being African American.

\*ALMHS (OFCY)

(Girl)

Question: Will you recommend this program to another friend?

Answer: "Yes, because most of my friends don't do nothing and they are just home. It would be a good opportunity to come and join the program."

**Table 26– Experience Working with Children and Families**

OFCY - Funded Staff Experience Serving Children and their Families		
Years Experience	Frequency	Percent
Under 3 years	129	16%
3 to 5 years	231	28%
5 to 10 years	250	30%
over 10 years	216	26%
Total	826	

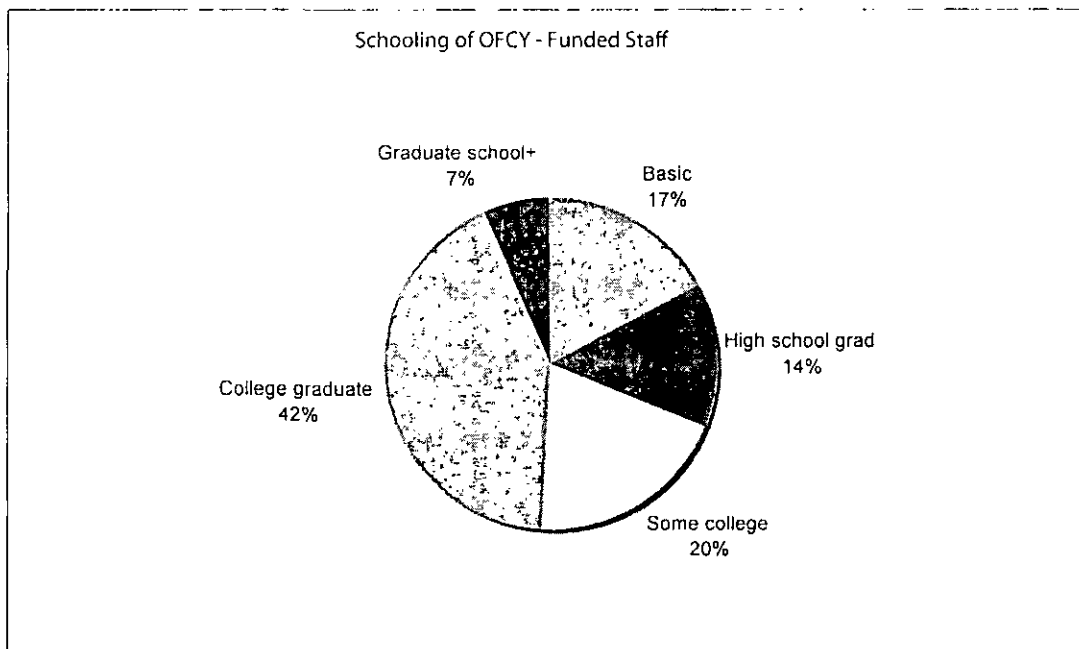
Staff members funded have an average of 8.3 years of experience working with children and families.

(Girl)

Question: Are your grades getting better because of this program?

Answer: "Yes, because I need to have my grades high to be part of the program, and I love the program, that is the reason I have good grades."

**Chart 6– Education of Staff**



Staff members funded by OFCY have an average of 14.5 years of education and schooling. This means that on average staff members have two and half years of college. Almost half of the staff funded are college and university graduates.

SFSU Coliseum College Prep

Question: Do you like this program?

Answer: "Yes, because it helps you to take out your anger, and your frustrations, and teaches you a lot a things that you can use to protect yourself."



BACR-Lafayette

Leadership Excellence- Freedom School (summer)

Question: What do you learn here at this program?

(7 years old)

Answer: "We learn a lot of good things. We learn to not hit anybody and be good."

## How did staff rate child/youth development strategies?

Staff members were asked to evaluate their strategies based on 28 child/youth developmental assets. Each OFCY staff member was given a list of program design components related to developmental assets. For each item on the list, they were asked to rate the importance of each design component and how well they performed in implementing the component.

The table on the next page shows the ranking results completed by 687 OFCY funded grantee staff members. Respondents agreed with the following observations of the evaluators:

- The Grantees have successfully engaged youth to participate in activities.
- Youth are treated with respect by program staff.
- Youth developed new relationships with additional caring and supporting adults.
- The programs are practicing the theories of child and youth developmental assets.

Staff members from 105 OFCY agencies rated the importance of 28 youth developmental asset goals on a scale from 1-10, with 10 being the most important within their agency. Staff also rated the degree to which the agency was accomplishing each goal on a scale from 1-10. The average ratings across 687 staff members were calculated for each of the 28 goals on both rating scales. The mean scores were ordered and the orderings compared. The two orderings correlated 0.94, indicating a high degree of agreement between importance and level of accomplishment across agencies. Thus, staff tended to see a match between the degree of emphasis placed on the 28 goals and the extent to which their agency was helping clients achieve their goals. This alignment of strategy with results reflects a high degree of maturity of operation across the agencies participating in the OFCY program.

The last column in the table indicates the difference between the importance of the particular goal and its accomplishment.

Since accomplishment was subtracted from importance, negative discrepancies reflected more emphasis and less accomplishment. Four goals, "Youth learn how to resolve differences non-violently"; "Children are expected to respect the diversity of the group"; "Program has a focus with clearly stated goals and objectives"; and "Children learn how to listen" were rated as clearly less accomplished relative to importance. These goals may be either more difficult to achieve or take longer to achieve than other goals. Possibly, training staff on ways to accomplish these goals more rapidly would be helpful. Three goals, were rated as higher in accomplishment than importance, signaling either misplaced effort or a lack of appreciation among staff toward their true importance. In contrast, these three goals may be easier to achieve, as reflected in the levels of accomplishment that clearly exceed the levels of importance.

Areas for continuous improvement are indicated in Table 20. These topics could be considered for discussions at OFCY's quarterly meetings of service providers.

### "Program Provides Children a Safe Place" is Ranked Number One

"Program provides participants a safe place" was the statement ranked number one in accomplishments by the 687 OFCY funded staff members surveyed. Staff members agreed with the Evaluators' positive assessment that each grantee kept children and youth safe during its program. The table on the next page, shows the rankings of how important and how well each of the staff members felt their services contributed to accomplishing each statement.

*Child/Youth Developmental Asset Goals Ranked in Importance and Degree of Accomplishment by OFCY funded Grantee Staff*

Table 27

Youth Developmental Assets Strategies: Importance and Accomplishment				
Statement That Was Rated	Importance Rank	Accomplishment Rank	Discrepancy in Rank	Strengths and Improvement
Program provides children a safe place for their participation.	2	1	1	
Children are treated with respect by program staff.	1	2	-1	
Children feel like they belong and are accepted by the program.	4	3	1	
Children develop new relationship with additional caring and supporting adults.	10	4	6	Over Accomplishment
Youth are expected to respect each other and program staff.	3	5	-2	
Program has high expectations for participants.	8	6	2	
Youth are encouraged to bond with other youth and staff.	14	7	7	Over Accomplishment
Children are expected to respect the diversity of the group.	5	8	-3	
Program has a focus with clearly stated goals and objectives.	6	9	-3	
Youth are encouraged to accept the diversity and uniqueness of each participant.	9	10	-1	
Program encourages youth to find something they can be good at.	17	11	6	Over Accomplishment
Youth learn how to resolve differences non-violently.	7	12	-5	Need Improvement
Youth learn to set higher expectations for themselves.	11	13	-2	
Program has clear rules for attendance and behavior.	12	14	-2	
Youth learn how to say what they want.	20	15	5	
Children learn teamwork and how to work with each other.	13	16	-3	
Children increase their level of participation at school.	16	17	-1	
Children learn how to listen.	15	18	-3	Need Improvement
Youth learn to respect the community.	18	19	-1	
Youth learn how to compromise.	19	20	-1	
Program sees children in context of their families.	21	21	0	
Youth are organized into clubs, teams, and/or groups to carry-out projects, trips, and events.	24	22	2	
Program allows participants to participate in some of the decisions affecting the program.	23	23	0	
Youth increase their level of participation in the community.	22	24	-2	
Youth understand how their mind works to learn new things.	25	25	0	
Youth increase their level of participation at home.	26	26	0	
Youth learn how the political and economic systems work.	27	27	0	
Youth learn about how the legal system works.	28	26	0	

Note: Larger negative discrepancies identify items deemed more important that are not being accomplished, while larger positive discrepancies denotes items or lower importance being accomplished well.

EBAYC-Bella Vista & La Escuelita Higher Learning ASP

# Who are our children and youth customers?

Question: Why do you like the program?

(9 years old)

Answer: "Because it makes me a better person and makes me smart. Also because the people here are really good and I get help with my homework and better grades."

Marcus A. Foster Ed. In.- Prescott Circus Theatre

Question: Why should the city of Oakland continue to fund this program?

(Boy 15 years old)

Answer: "It brings a lot of joy to the community, since Oakland is a low income community. ... It helps a lot of kids who have nothing, and helps them stay out of trouble."

OFCY customers are almost equally divided between females and males.

Table 28

# Unduplicated Customers	Male	Female	Unknown	
24,186	48%	50%	2%	
0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Unknown
9%	33%	30%	23%	4%
African American	Latino American	Asian/PI	Native American	Caucasian American
37%	31%	14%	2%	4%
Multi Racial	Unknown	Level of Child/Youth Developmental Assets		
6%	7%	MEDIUM		

OFCY Grantees served 24,186 unduplicated registered customers with ongoing services this year. Registered customers were those customers who are reported in the OFCY Grant Monitoring and Evaluation System Participant I.D. Report Form. The Evaluation Team removed any duplicates of customers in order to develop a count of unduplicated customers across all grantee funded programs. Readers should note that the number of registered customers are ongoing customers who received an average of 238 hours of services. OFCY does not track short term or one-time customers.

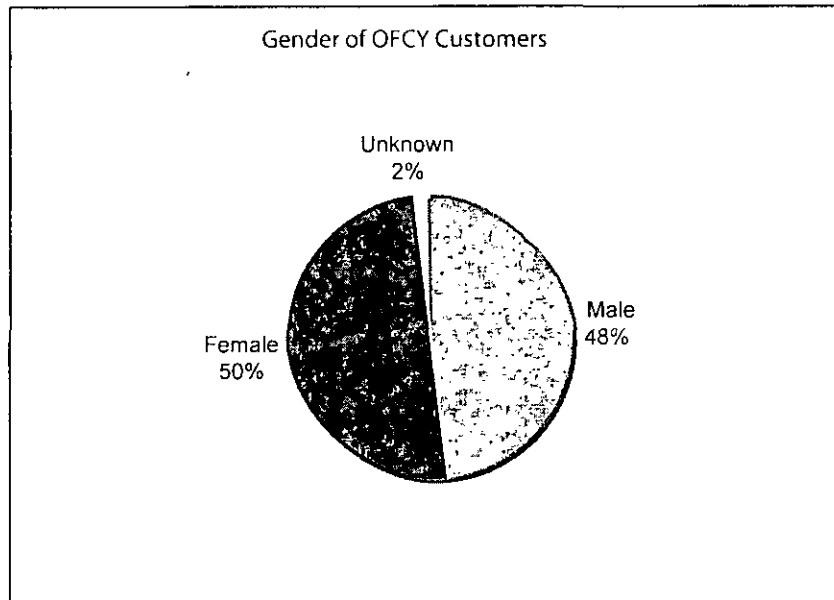
The OFCY Performance Logic Model Evaluation System uses the following factors to report on the child and youth customers served this year:

- Gender
- Ethnicity
- Age
- Level of Child/Youth Developmental Assets

The following table and chart show the gender of OFCY customers. Child and Youth customers were 50% female, 48% male and 2% unknown

## Gender of OFCY Customers

Chart 7





## *Ethnicity of Youth Customers Compared to Schools and Census*

Grantees served an ethnically diverse group of children and youth. The following table shows a comparison of the ethnic composition of youth customers to the enrollment in Oakland Unified School District for school year 2006-2007 mid-year and the 2000 U.S. Census ethnicity figures. The ethnicity of OFCY customers over the last eight years is shown.

Table 29

Ethnicity of OFCY Customers Over Time										
	FY00-01	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	2000 Census	OUSD 2007-08
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual		
African American	47%	48%	43%	47%	46%	42%	40%	37%	39%	36%
Latino/Hispanic	20%	24%	29%	31%	29%	23%	33%	31%	30%	37%
Asian/ Pac. Is.	22%	18%	15%	13%	16%	13%	14%	14%	15%	16%
Caucasian	3%	3%	3%	3%	3%	4%	3%	4%	11%	6%
Multi-Racial	5%	3%	2%	2%	3%	6%	5%	6%	1%	5%
Native American	3%	1%	2%	1%	2%	4%	1%	2%	1%	0.4%
Other	1%	3%	5%	3%	1%	8%	3%	7%	3%	

OUSD Ethnicity from 2008 School Year - Ca. Dept. of Ed.

Ethnicity of OFCY customers is plus or minus 2% of the ethnicity of students enrolled in Oakland Unified School District (OUSD) except for Latino/Hispanic American youth that is 6% behind their school percent of enrollment. In general, the ethnicity of OFCY children and youth is similar to the ethnicity of OUSD for the 2006-07 school year.

*Readers should note that all percentages should sum to 100%, except for rounding error.*



Ala Costa Center After School



BACR - Emerson/Peralta After School

EBAYC – Rise

Question: What do you do in this program?

Answer: "I get help with math, English, science and they help me with tests that I need to study for."

# What are the ages of OFCY customers?

The following tables and charts display the age distribution of OFCY customers this year compared to the five previous years. Data for ages of customers indicate that:

- 9% of the customers are under 5 years old
- 33% of the customers are 6-10 years old or younger,
- 30% are 11 to 14 years old,
- 16% are 15 to 20 years old, and 2% are unknown or parents

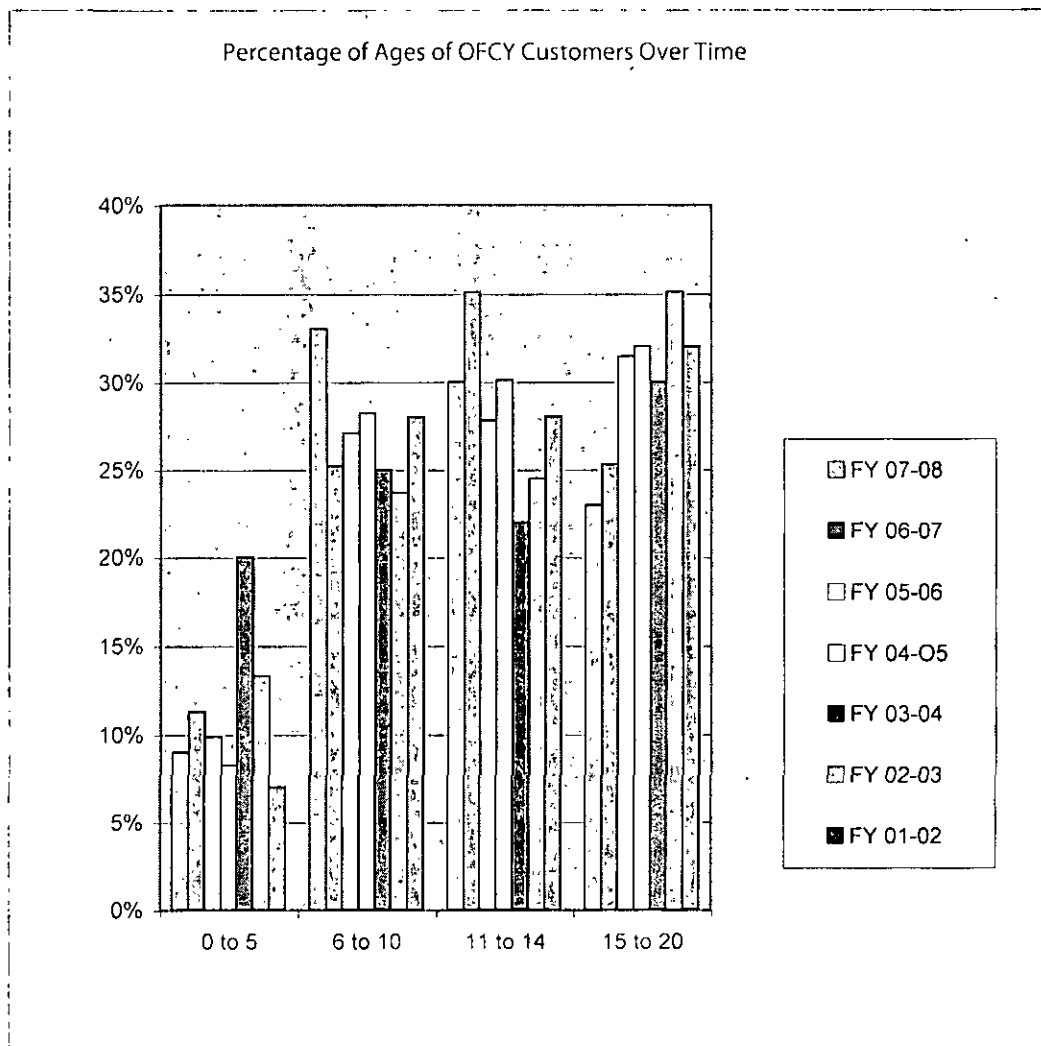
American Indian Child Resource Center

Question: Do you think there should be more programs like this in Oakland? Why?

Answer: "Yes, there should because it gives us a place to go after school and it helps a lot."

## *Ages of OFCY Customers Over Time*

The following chart shows the ages of OFCY customers over time for the last seven years. Chart 8



Alameda County Health Care Foundation

Question: Has this program changed you in any way?

Answer: "This program has keep me in a positive vibe, and out of the streets."

The changes from last year to this year are a decline of 2% for children 0 to 5, an increase of 8% for youth ages 6 to 10 years old (note: largest percent in eight years), 5% decline in youth ages 11 to 14 years old, and a decrease of 2% for youth ages 15 to 20 years old. Elementary school age youth are the highest percentage provided services this year. High school age youth are at the lowest percentage of school age youth served this year and lowest percentage in eight years. This reflects the large commitment to comprehensive after school programs that allocated more funds to serve elementary school age children. The declining percent of OFCY funds being directed at older youth should be discussed by the OFCY's Planning and Oversight Committee.

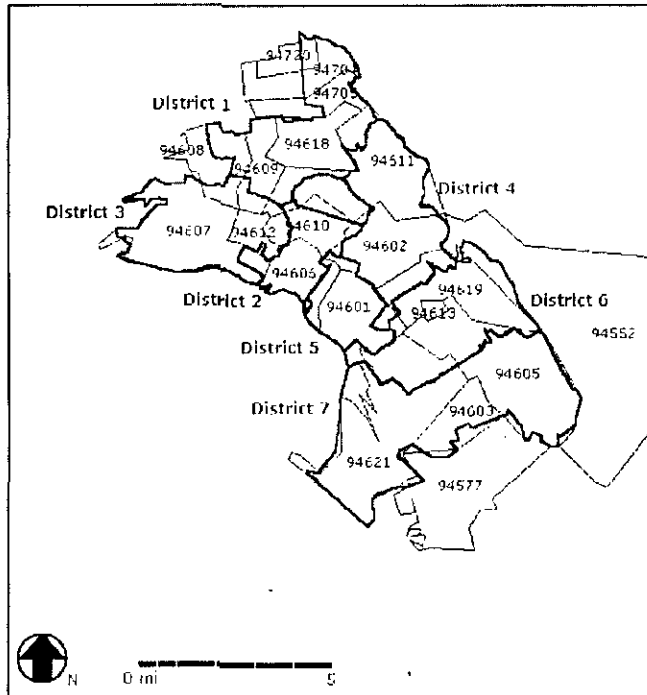
# Where Do OFCY Customers Live in Oakland?

## Zip Codes of OFCY Customers

The following table indicates the home zip codes of customers. The only geographical customer information collected on the participant I.D. reporting form was zip codes. Since zip codes can correspond with up to three Oakland City Council Districts, this data limits conclusions about how many customers were being served according to the Council District in which the OFCY customers reside.

Oakland City Council Districts and ZIP Codes

Table 30



Map produced by Urban Strategies Council

### OFCY Customers by Zip Code Where They Live

	Number	Percent
94552	4	0.0%
94577	107	0.4%
94601	4,907	20.3%
94602	1,009	4.2%
94603	2,973	12.3%
94605	2,102	8.7%
94606	2,779	11.5%
94607	2,110	8.7%
94608	832	3.4%
94609	989	4.1%
94610	412	1.7%
94611	241	1.0%
94612	692	2.9%
94613	11	0.0%
94618	89	0.4%
94619	873	3.6%
94621	2,652	11.0%
94704	4	0.0%
94705	12	0.0%
Out of Area	1,034	4.3%
Unknown	354	1.4%
<b>Total</b>	<b>24,186</b>	

**W**hy is this important? OFCY and other community stakeholders are concerned about the overall well-being and healthy development of Oakland youth. Zip code data is one indicator of whether OFCY is serving those youth most likely to need OFCY support and assistance in realizing healthy development, such as children growing up in poverty.

## Council Districts Where Youth Live

Council districts were assigned with zip codes except when zip codes were in more than one council district. In these cases evaluators randomly assigned youth participants with these zip codes based on the geographic size of the zip code in the affected district. Therefore, the table below is a statistical approximation. The table also shows 2000 Census for children and children in poverty.

OFCY Customers by Oakland City Council District	OFCY Customers by Oakland City Council District						
	District 1	District 2	District 3	District 4	District 5	District 6	District 7
FY 2006-07 - Last Year	8%	14%	16%	5%	19%	14%	24%
FY 2007-08 - This Year	7%	14%	14%	5%	22%	14%	24%
Percentage of Youth under 21	10%	14%	11%	12%	17%	17%	17%
Percentage of Youth Under 21 Living in Poverty	11%	14%	17%	7%	18%	17%	17%
Difference from Youth Served by OFCY and Youth Under 21	-3%	0%	3%	-7%	5%	-3%	7%
Difference from Youth Served by OFCY and Youth Leaving in Poverty	-4%	0%	-3%	-2%	4%	-3%	7%

Table 31

Customers for this year are distributed with underrepresentation in Districts 1, 3, 4, and 6 and over representation in districts 5 and 7, based on the 2000 U.S Census for children living in poverty.

# OFCY Child & Youth Customers' Level of Developmental Assets

## Youth Self-Assessment of Risk Avoidance, Protective, and Resiliency Assets (RPRA)

The evaluation system used the Risk Avoidance, Protective, and Resiliency Asset Assessment (RPRA) Instrument to conduct a self-assessment of these assets for 8,465 children and youth. Data from the self-assessment by youth is reported in Appendix A. The RPRA instrument used in this evaluation has been developed for the OFCY Evaluation and tested by the evaluators on 119,023 youth in Santa Clara and San Mateo Counties and 38,212 youth in Oakland. The RPRA has been accepted by over 208 community-based organizations and public agencies as a method of measuring the assets of the youth they serve. The short form of the instrument has an alpha reliability of .86 and has norms of high, medium, and low levels of assets. Low assets are an indication of high-risk youth, medium assets indicate at-risk youth, and high assets indicate youth with little risk of difficulties at home, school, and in the community.

## Comparing RPRA Self-Assessment to Demographics of Customers

The evaluation team compared and matched the RPRA self-assessment scores to the youth demographics. There were only small differences in total RPRA assets across all breakdowns, including zip code, ethnicity, age, and gender. This finding supports the equality of groups in overall level of need.

The following chart and table indicate youth asset summary scores for all OFCY Grantees who surveyed their children and youth.

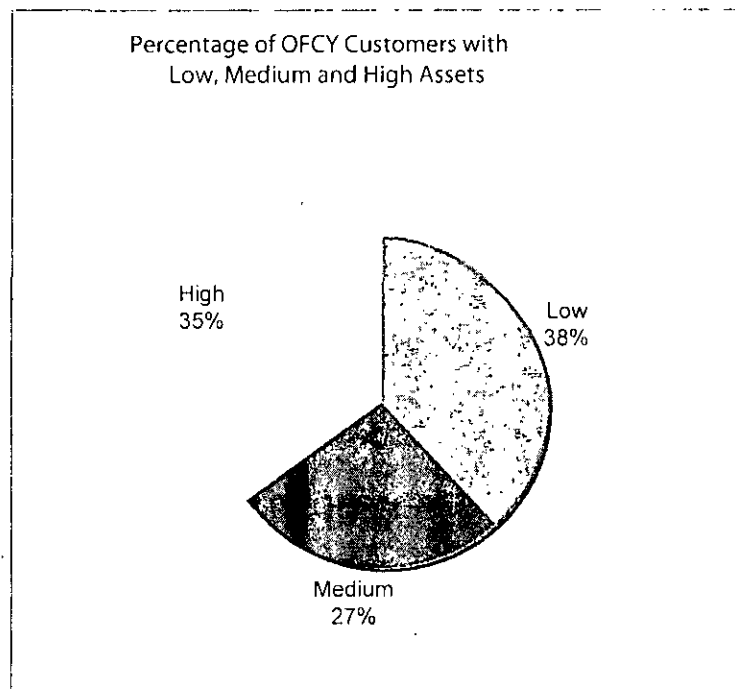
Table 32

OFCY RPRA Youth Self Assessment	
Developmental Assets	FY 06-07
Risk Avoidance	84%
Protective Assets	86%
Resiliency Assets	82%
<b>Total RPRA</b>	<b>84%</b>
Social Attachment	79%

## Medium Level of RPRA Assets

The total RPRA score is 84% which is in the medium level for all grantees. The total RPRA score percentages are normed as follows: 87.5% or higher is High Assets and 81.25% or below is Low Assets, which indicates youth at highest risk of anti-social behavior. Youth across all OFCY agencies averaged medium assets and are considered at risk for anti-social behavior and other behaviors that can interfere with their health, wellness, and future success. As a group, OFCY grantees have served youth with a medium level of assets over the last seven years.

Chart 9



This year's self-assessment of 8,465 youth shows children and youth with 35% high and 27% medium assets and 38% low assets.

**W**hy is this important? Understanding what percentage of children and youth customers have low, medium, and high assets gives stakeholders insight into whether OFCY is serving the highest need youth. Stakeholders should continue to monitor level of youth assets and discuss fluctuations in the proportions. For example, if the percent of low asset level youth drops, providers should help determine why low asset youth are not participating in OFCY-funded services.

\*Leadership Excellence (summer) (OFCY)

(Isabella 7 years old)

Question: What do you learn here at this program?

Answer: "We learn a lot of good things. We learn to not hit anybody and be good."

# Why Measure Child and Youth Developmental Assets?

The RPRA (Risk Avoidance, Protective Assets, and Resiliency Assets) questionnaire assesses the extent of a youth's developmental assets<sup>1</sup> with a summary score and three subscale scores. This questionnaire also includes a measure of social attachment. The purpose of the RPRA is to indicate whether grantees are helping low asset youth in Oakland to develop more assets for leading a better adult life. The purpose of assessing social attachment is to identify potentially violent youth before they harm others in their school or after-school programs. Students identified are shared with grantees. This year's assessment identified 11 students with very low social attachment scores.

The summary score includes all of the questions for the three subscales. This total score is reported to indicate the level of a youth's developmental assets near the beginning of the program. It is expected that their developmental assets will increase as a result of participating in the program. However, such changes in assets are better determined by examining the service productivity of each grantee's services.

## Risk Avoidance Assets

The eight Risk Avoidance questions cover whether the youth was exposed to or involved in risky activities, such as drugs, drinking, smoking, gangs, unsafe neighborhood or school, and whether the youth considers the consequences of his/her actions before acting to avoid the pitfalls and risks the youth encounters.

<sup>1</sup> Search Institute. Minneapolis, MN. *The 40 developmental assets for adolescents.* (n.d.) posted at <http://www.communitycollaboration.net/id42.htm>.

## Protective Assets

The 11 Protective Asset questions reflect positive behaviors the youth has made into habits. Examples of such behaviors are showing respect for other people, feeling good about the choices one makes, knowing what to do to achieve goals or handle work/school assignments, and maintaining one's cool in difficult situations.

## Resiliency Assets

The 13 Resiliency Asset questions cover the youth's involvement in home, school, and community. Positive answers to these questions demonstrate more involvement of a positive nature. Some examples are feeling valued at school, being respected at home, and being connected to a caring adult in the community who is not a family member.

## Social Attachment Assets

Social attachment refers to the nature and strength of relationships that people have with each other. It includes the more intimate relationships with family and friends, as well as people's associations with individuals and organizations in the wider community. More generally, it refers to the way in which people bond, interact with, and feel about other people, organizations and institutions, such as clubs, business organizations, political parties, and various government organizations. At social attachment's opposite extreme lie notions of social detachment, social isolation and social exclusion.<sup>2</sup> The RPRA includes six questions about social attachment/detachment. They cover emotional state and peer relations. A lower score indicates less attachment, as indicated by a depressed state, no friendships, and being victimized by other youth.

<sup>2</sup> Berger-Shmitt, R. and Noll, H. 2000, *Conceptual Frameworks and Structure of a European System of Social Indicators, EU Reporting Working Paper No. 9, Centre for Social Research and Methodology, Mannheim*

## Why is this important?

The RPRA data are also available by type of asset: risk avoidance, protective, and resiliency. RPRA data by type of asset should inform program approach. For example, if protective assets are particularly low or decline over time, providers should explore how they are using youth's strengths to build the youths' ability to be empathetic, care, communicate, problem solve, resolve conflicts, set goals, and other variables in this area.

# Summary of RPRA Measures

The following table summarizes the types of variables the RPRA measures to determine the RPRA total score.

Table 33

Risk Avoidance Assets	Protective Assets	Resiliency Assets
Level of Safety	Social competence: flexibility, empathy, caring communications	Caring, structuring, and supportive adults in family, school and community
Violence avoidance	Problem solving skills	High expectation in family, school, and community
Drug risk avoidance	Self-control: refusal skills, conflict resolution, and impulse control	Level of participation in family, school, and community
Gang and anti-social peer avoidance	Life goal setting: sense of autonomy, purpose, and future	
Level of attachment to pro-social institutions and adults		

## What service strategies did we conduct?

Table 34

Children Special Needs Ages 0 to 5 1%	Parent Child Learning Ages 0 to 5 3%	After School Enrichment Program Ages 6 to 14 30%	Comprehensive After School Program Ages 6 to 10 30%	Comprehensive After School Program Ages 11 to 14 16%
Career & College Readiness Ages 15-20 5%	Youth Leadership Ages 15 to 20 6%	Physical & Behavior Health All Ages 7%	Summer Enrichment Ages 6 to 14 1%	Note: Strategies are a percentage of the amount total hours of service.

This is the second year of OFCY's New Strategic Plan setting direction for the next two years. This new plan has strategies based on the following age groupings as indicated in the graphic below. The graphic indicates the various strategic areas along with the percent of funding, percent of hours of service, number of contracts, the amount of funding for the year, the number of unduplicated customers and cost per hour of service for this year.

Graphic 6

Effort Summary for FY 2007-08 by OFCY Strategic Plan Funding Areas
<b>CHILDREN AGES 0-5 (Percent of Funding Spent - 8%; Percent of Hours of Service - 4%)</b>
Services for Children with Special Needs - 4 Contracts for \$1.0 million spent with 129% match funding that served 2,407 customers at \$15.54 an hour for services this year.
Parent-Child Learning Opportunities - 5 Contracts for \$1.3 million spent with 60% match funding that served 1,361 customers at \$8.09 an hour for services this year.
<b>CHILDREN AGES 6-14 (Percent of Funding Spent - 64%; Percent of Hours of Service - 76%)</b>
After School Enrichment Services - 27 Contracts for \$5.8 million spent with 315% match funding that served 5,244 customers at \$3.38 an hour for services this year.
Comprehensive Elementary After School - 23 Contracts for \$7.9 million spent with 145% match funding that served 4,907 customers at \$4.58 an hour for service this year.
Comprehensive Middle After School - 13 Contracts for \$5.3 million spent with 155% match funding that served 3,184 customers at \$5.67 an hour for services this year.
<b>YOUTH AGES 15-20 (Percent of Funding Spent - 15%; Percent of Hours of Service - 11%)</b>
Career and College Readiness - 8 Contracts for \$2.0 million spent with 107% match funding that served 4,026 customers at \$6.86 an hour for services this year.
Youth Leadership - 9 Contracts for \$2.4 million with 93% match with funding that served 1,693 customers at \$6.96 an hour.
<b>CHILDREN ALL AGES (Percent of Funding Spent - 14%; Percent of Hours of Service - 8%)</b>
Physical and Behavioral Health - 11 Contracts for \$3.5 million spent with 153% match funding that served 2,975 customers at \$8.18 an hour for services this year.
Summer Enrichment - 5 Contracts for \$615,135 spent with 46% match funding that served 442 customers at \$9.39 an hour.

BACR- Madison ASP

Question: What do you like most about this program?

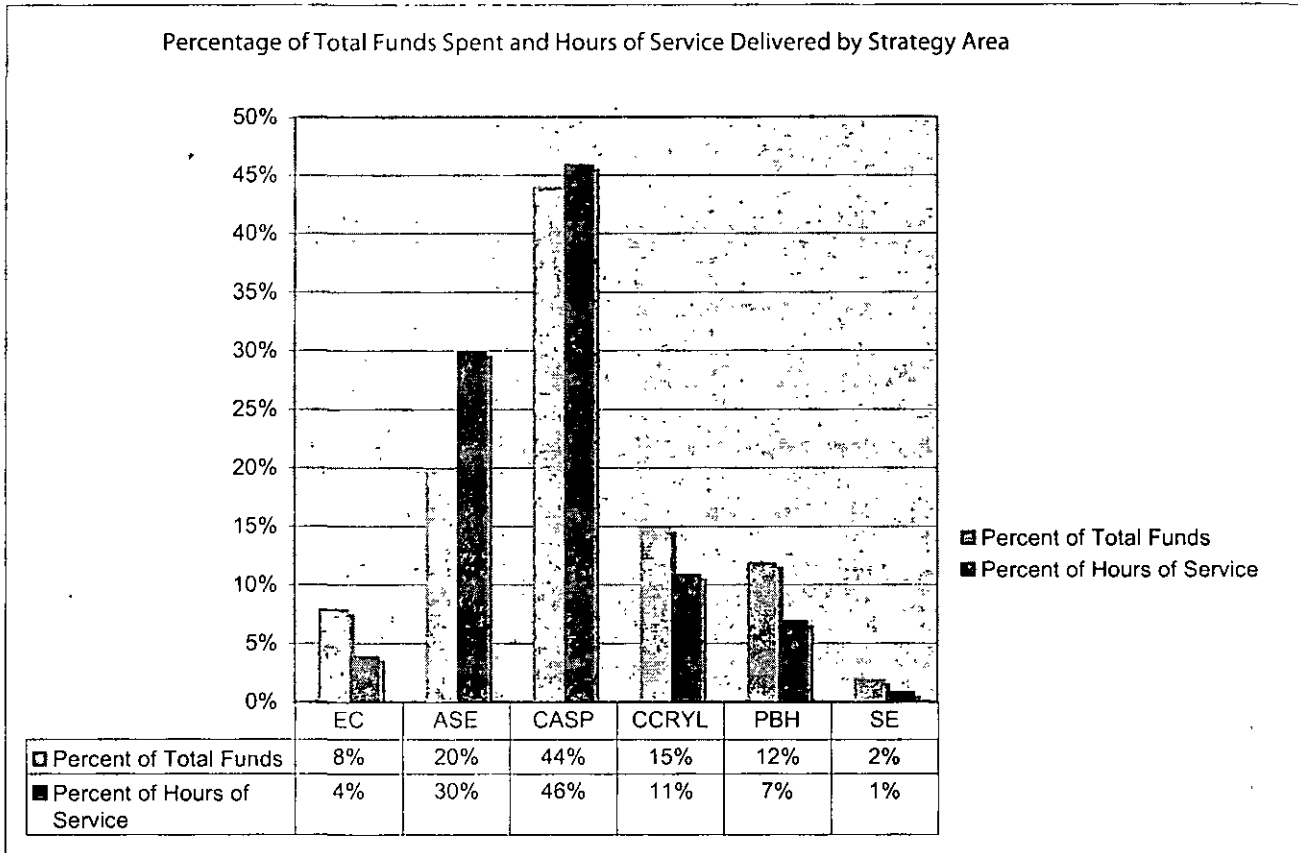
(13 year old)

Answer: "I like that they give us a lot of opportunities to learn new things and try different ideas."

# Strategies at a Glance

The following chart indicates the percent of total funds granted and the percent of effort or hours of service delivered this year.

Chart 10



The largest strategic area with the most funds (64%) and hours of service (76%) was “Children and Youth Ages 6 to 14 years old for comprehensive after school program (CASP), and after school enrichment (ASE), and summer enrichment activities”. The category of “Youth Ages 15 to 20 years old for Career and College Readiness and Youth Leadership (CCRYL)” was second with 15% of the funds and 11% of the hours of service. “Public and behavioral health (PBH) and summer enrichment (SE)” were both designed for children and youth of all ages with this category representing 14% of the funds and 8% of the hours of service. “Early Childhood (EC)” was allocated 8% of the funds and generated 4% of the hours of service. Note to Reader: The correlation between amount of funds and amount of hours of service delivered is dependant on the cost per hour of service. If the cost per hour is higher than the average cost per hour of \$5.87 than the amount of funding will produce less hours of service. Similarly, if the cost per hour is lower than the average than the amount of funding will produce more hours of service.

## Oakland SUCCESS and OFCY Collaboration is Working

“Children and youth ages 6-14 comprehensive after school program” is a collaboration between OFCY and Oakland Unified School District (OUSD) Oakland SUCCESS office to provide comprehensive after school services. The collaborative, called Oakland SUCCESS, has the mission to provide comprehensive after school programming with its goals articulated as follows:

- 1) focus the resources currently spent on after school activities by OFCY;
- 2) leverage existing funds and capacity of OUSD After School Education and Safety Program (ASES) sites;
- 3) encourage partnership and coordination among after school service providers in Oakland; and
- 4) expand the number of Oakland youth served in a comprehensive after school program.

The comprehensive after school strategy has successfully increased the community partnership in the schools by funding community based agencies working in partnership with the schools to provide a safe place for children and youth to receive additional academic and enrichment activities after school. This partnership has increased the leveraging of the OFCY funds and allowed after school services at 63 schools in Oakland to serve 13,335 youth with 4.4 million hours of services during this year.

## How much service did we provide?

Table 35

Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered for Year	Hours of Service per Customer
4,878,836	5,749,314	118%	238

OFCY's grantees delivered 5.8 million hours of service. They collectively delivered 118% of their planned services for this year. Each unduplicated customer averaged 238 hours of service.

\*MAF Prescott  
Clowns (summer)  
(OFCY)

(Group Question)

Question: What makes you guys keep coming to the program?

Answer: (Boy) "I enjoy working with the kids." (15 year old Girl) "I like performing, being on stage, and making people happy." (17 year old Girl) "Learning new tricks and work with new people and kids."

(Boy 15 years old)

Question: Why should the city of Oakland continue to fund this program?

Answer: "It brings a lot of joy to the community, since Oakland is a low income community.... It helps a lot of kids who have nothing to do. And helps them stay out of trouble."

## Amount of Service for Each Strategic Area

Table 36

OFCY Grantees by Strategic Cluster	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
After School Enrichment Grantees Total	1,419,791	1,725,770	122%	329
Comprehensive After School Program (CASP) Grantees Total	2,267,129	2,664,113	118%	329
Total Elementary CASP	1,435,273	1,733,590	120%	317
Total Middle School CASP	831,856	930,523	114%	350
Career/College Readiness & Youth Leadership Total	572,835	638,754	112%	159
Total Career and College Readiness	249,996	294,064	118%	126
Total Youth Leadership	322,839	344,690	107%	204
Early Childhood Grantees Total	163,899	231,904	141%	68
Total EC Special Needs	39,375	65,621	167%	32
Total EC Parent Child Learning	124,524	166,283	134%	122
Physical and Behavioral Health Grantees Total	394,427	423,250	107%	142
Summer Enrichment Grantees Total	60,755	65,523	108%	86

OFCY's grantees by strategic area all met or exceeded the performance goal for delivering their contracted services. The largest strategic area is children and youth ages 6 to 14 for comprehensive after school with 4.4 million hours of service with each customer getting 329 hours of service. The hours of service per customer ranged from 32 hours for Early Childhood -Children with Special Needs to 350 hours for Comprehensive After School for Middle Schools.



Alameda County Health Care Foundation



BORP



## How much did the service cost per hour to deliver?

Cost per Hour OFCY Funds	Cost per Hour Total Funds	Cost per Customer OFCY Funds	Cost per Customer Total Funds
\$2.07	\$5.20	\$492	\$1,235

Table 37

OFCY's cost per hour was \$2.07 for OFCY and matching funds the cost was \$5.20 for total funds (OFCY and match funds). Over all the strategic services and care funded this year, each unduplicated customer received \$1,235 in service for 238 hours of service. The cost per hour of \$5.20 was the lowest cost per hour in the last eight years.

## Cost per Hour for Each Strategic Area

The following table indicates cost per hour and cost per customer for each of the strategic areas. Cost per hour is determined by dividing the amount of hours of service into the funds allocated and matched to provide the service.

Table 38

OFCY Grantees by Strategic Cluster	Actual Cost per Hour OFCY Funds for Year	Actual Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year	Unduplicated Number of Customers
After School Enrichment Grantees Total	\$0.82	\$3.38	\$268	\$1,114	5,244
Comprehensive After School Program (CASP) Grantees Total	\$1.99	\$4.96	\$656	\$1,633	8,091
Total Elementary CASP	\$2.71	\$4.58	\$595	\$1,446	4,907
Total Middle School CASP	\$3.45	\$5.67	\$759	\$1,946	3,184
Career/College Readiness & Youth Leadership Total	\$3.30	\$6.86	\$524	\$1,088	4,026
Total Career and College Readiness	\$2.94	\$6.73	\$371	\$848	2,333
Total Youth Leadership	\$3.61	\$6.96	\$736	\$1,418	1,693
Early Childhood Grantees Total	\$5.55	\$10.20	\$378	\$694	3,408
Total EC Special Needs	\$6.78	\$15.54	\$217	\$498	2,047
Total EC Parent Child Learning	\$5.07	\$8.09	\$620	\$989	1,361
Physical and Behavioral Health Grantees Total	\$3.23	\$8.18	\$460	\$1,163	2,975
Summer Enrichment Grantees Total	\$6.44	\$9.39	\$237	\$361	442

BACR – Emerson

Question: How has this program helped you?

Answer: "It helped me stay out of trouble."

OFCY's cost per hour ranged from \$15.54 for children ages 0 to 5 for services for children with special needs to a low of \$3.38 an hour for children ages 6 to 14 in comprehensive after school enrichment programs. The above chart also allows readers to compare the cost per unduplicated customer with a range from \$1,446 for comprehensive after school elementary programs to \$361 for summer enrichment programs. The cost and service outputs provide data for an interesting discussion of efficiency and effectiveness for comprehensive after school programs when comparing the after school enrichment group of grantees to the higher funded comprehensive after school grantees, particularly if they have similar effectiveness data (presented in the next pages).

**W**hy is this important? Cost per hour of service is the bottom line variable for effort. The cost per hour is a measure of efficiency. Overall, OFCY Grantees are demonstrating efficiency. Efficiency without measuring effectiveness is only half of the equation in delivering cost effective services. Comparing like services helps the residents of Oakland understand whether they are getting cost effective services. Readers can find the cost per hour of service for each agency in the performance section of this report. The next section on effect is based on data reported by children and youth customers, their parents or guardians, and a staff-reported assessment of each child and youth customer. The performance section includes a review of efficiency and effectiveness together.

# Effect

**Effect is the sub-section that includes answers to the question, “Is anyone better off because of the effort of OFCY grantees?” This sub-section provides information about the effectiveness of grantees’ services and is organized as follows:**



OPR-Oakland Discovery Centers  
Summer Program

1. To learn whether OFCY youth and parent customers were satisfied with OFCY-funded services, go to page 49.
2. To learn whether OFCY services were effective in producing a change for the better for OFCY customers, go to page 51.
3. To learn whether OFCY services were equally effective for all OFCY customers, go to page 60.

## OYC-Fruitvale ASP

Question: Would you tell another kid that is not in the program about the program?

(8 years old)

Answer: “I would say come to the program because it is really fun, you learn a lot of new things, and there is a lot of different activities like Drama and Art.”

## Bay Area Outreach & Recreation Program (BORP)

Question: What did you learn from this program?

(10 year old boy)

Answer: “Independent skills, to speak out for myself. Also about college, there is a transferring programs that are really good.”

## Were our youth and parent customers satisfied with our services?

Table 39

Average Satisfaction of Children & Youth (0-100% on 4 items)	Average Satisfaction of Parents of Youth (0-100% on 4 items)
82%	87%

Youth and Parent customers were satisfied with services as reflected by the satisfaction scores of 82% and 87%, respectively. These figures are significantly over the target goal of 70%. The OFCY Evaluation System determined whether youth and parent customers were satisfied with OFCY services. Customer satisfaction is the first variable in measuring the effect of OFCY-funded services. The OFCY Evaluation System measures this important factor by asking youth five or older and their parents the same four standard customer satisfaction questions. For children under five years old parents or guardians were surveyed.

### Youth were asked to rate the following:

- I think the program and activity I participated in was: (Rated: Poor to Great)
- I feel I benefited from this program: (Not at all, Some, A lot)
- I thought the people who run the program were: (Very Helpful, Somewhat Helpful, Not Helpful)
- Would you tell a friend or schoolmate to come to this Program if they needed it? (Yes, Maybe, No)

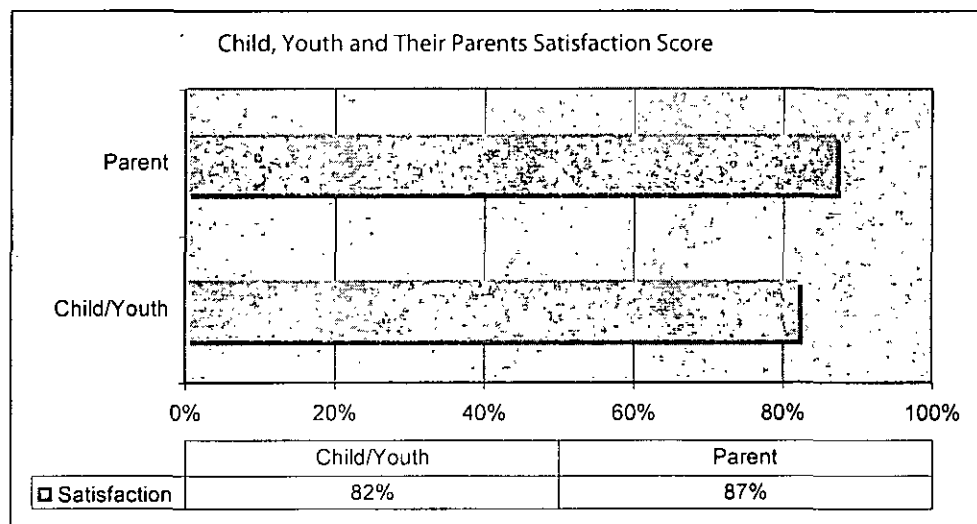
### Parents were asked to rate the following:

- I think the program and activity my child participated in was: (Rated: Poor to Great)
- How much did your child benefit from this program and its activities? (Not at all, Some, A lot)
- How much did the people who ran the program care about your child? (Not at all, Some, A lot)
- Would you recommend this program to another family if they needed it? (Yes, Maybe, No)

### 82% of Children and Youth Customers and 87% of their Parents were Satisfied with the Funded Services.

Evaluators developed a customer satisfaction summary score for each of the 105 OFCY Grantees. The summary score ranges from 100% (everyone was satisfied) to 0% (no one was satisfied). The summary score collapses the scores for each of the four questions listed above. The customer satisfaction score from the spring sampling for the children and youth who completed the survey was 82%. Surveys collected during the same time from the parents of these children and youth indicated a satisfaction score of 87%. Both ratings indicate a relatively high level of satisfaction by youth and parent customers. The OFCY goal for the satisfaction score is 70%. Together, the OFCY Grantees exceeded this customer satisfaction goal in a sampling of the 16,828 children and youth and 11,373 parent customers.

Chart 11



### Why is this important?

Youth and parent satisfaction rate reflects whether customers were content with services, as based on four measures. Stakeholders and providers alike need to understand whether customers were satisfied so they can begin determining if services were effective. Generally, satisfied customers are more likely to experience and undergo the desired change.

# Customer Satisfaction is an Important Measure of Effect.

Evaluators used the research of David Osborne and Ted Gaebler on good government as a framework in designing the OFCY Evaluation System. Osborne and Gaebler are the authors of the national best seller entitled "Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector."

## Re-defining service recipients as customers

In their book, Osborne and Gaebler used the City of Oakland's Library System as their favorite example of customer-orientated government. The OFCY Evaluation System follows the lead of the Oakland Library and defines recipients of service as customers. The Evaluators were pleasantly surprised that there was no resistance to the concept of customer driven services. Osborne and Gaebler asked the question: "Why is it that most American governments are customer-blind? The answer is simple; most public agencies do not get their funds from service recipients directly. Businesses in competitive environments learn to pay enormous attention to their customers. Public agencies get their monies from legislators, city councils, and elected boards. And most of their customers are captive: short of moving they have few alternatives to the services their government provides." (Osborne and Gaebler, 1993)

**W**hy is this important? Satisfaction rates by priority areas help stakeholders understand how goals in each area are being furthered. As mentioned earlier, customer satisfaction is a forerunner to program effectiveness.

## How did customer satisfaction compare between OFCY strategic areas?

Table 40

Strategic Plan Priority Areas Satisfaction Scores	Child/Youth Satisfaction Rate	Parent Satisfaction Rate
After School Enrichment Grantees	81%	86%
Comprehensive After School Program Grantees	81%	87%
Career/College Readiness & Youth Leadership Grantees	85%	84%
Early Childhood Grantees		91%
Physical and Behavioral Health Grantees	88%	90%
Summer Enrichment Grantees	80%	92%
All Agencies	82%	87%

All the OFCY grantees collectively by each of the strategic areas exceeded the goal of child/youth satisfaction rate of 70%. Readers should note that the satisfaction rate for children ages 0 to 5 is from parents. The evaluation design calls for survey samples of any youth over five years old and their parents for customer satisfaction. The highest child and youth satisfaction was attributed to physical and behavioral health grantees. The highest parent satisfaction was attributed to summer enrichment grantees.

### OUSD-Reach Academy ASP

Question: What do you think about the adults in the program?

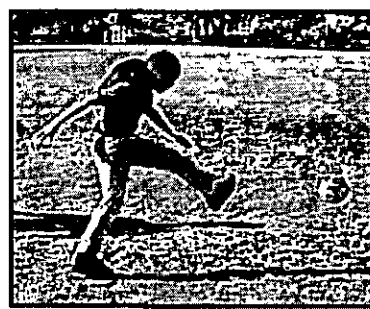
(8 years old, boy)

Answer: "They are very nice. They help us with our homework, and if we don't understand something they will tell us what it is. They are also friendly."

### East Bay Agency for Children- Hawthorne ASP



### Bay Area Oakland SCORES



## Were our services effective in producing change for the better for our customers?

Table 41

Service Productivity (% of targeted changes achieved minus % missed)	Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client
Asset development	67%	79%	81%
Grantee selected	69%	78%	80%

Collectively the grantees exceeded their performance goal for asset development and grantee selected service productivity. Service productivity is the percent of targeted changes achieved minus the percent missed. Customers who indicated that they stayed the same are given zero percent.

## OFCY Grantees Are Producing New Positive Behaviors and Skills.

OFCY Grantees evaluate effectiveness by measuring whether or not customers are better off because of the OFCY funded services. OFCY asks the child and youth customers, their parents, and staff of OFCY funded services if the child and youth customers' behavior and skills have improved because of the OFCY funded services. For this report, OFCY collected 55,230 surveys to make this determination.

All OFCY funded agencies report on changes occurring because of funded services in the developmental asset-related targets in customers, which include:

- Success in school
- Understanding of themselves and what they do well
- Communication skills
- Ability to learn new things
- Ability to connect with adults
- Ability to work with others
- Ability to stay safe

These new behaviors and skills are grouped into a single score called Asset Development Service Productivity. Each year, OFCY's Service Productivity goal is a score of 60% or higher. For the second year, OFCY Grantees collectively have surpassed this goal. OFCY uses the concept of service productivity to measure the effectiveness of OFCY services. In general, service productivity is a measure that describes the change that happens to a customer due to OFCY-funded services. A service is effective if the customer is better off due to his/her participation in the program. The Service Productivity score is the percent of target changes accomplished minus the percent of targeted changes missed. The score ranges from -100% to +100%. Grantees receive a score of 0% if a desired change stayed the same in their customer due to their services. The targeted changes in asset development service productivity are based on national research related to best practices in child and youth development.

OFCY Grantees exceeded the Youth and Child Asset Development Service Productivity Goal of 60%.

Child/Youth - 67%  
Parent - 79%  
Staff - 81%



CRECE Elmhurst ASP

Bring Me a Book Foundation-  
Oakland First Teachers

## All the strategic areas met the performance goal for asset development service productivity.

Table 42

Strategic Plan Priority Areas Service Productivity Scores	Child/Youth-rated Asset Development Service Productivity	Parent-rated Asset Development Service Productivity	Staff-rated Asset Development Service Productivity
After School Enrichment Grantees	65%	78%	79%
Comprehensive After School Program Grantees	66%	79%	82%
Career/College Readiness & Youth Leadership Grantees	69%	73%	84%
Early Childhood Grantees		87%	80%
Physical and Behavioral Health Grantees	71%	81%	79%
Summer Enrichment Grantees	65%	77%	81%
All Agencies	67%	79%	81%

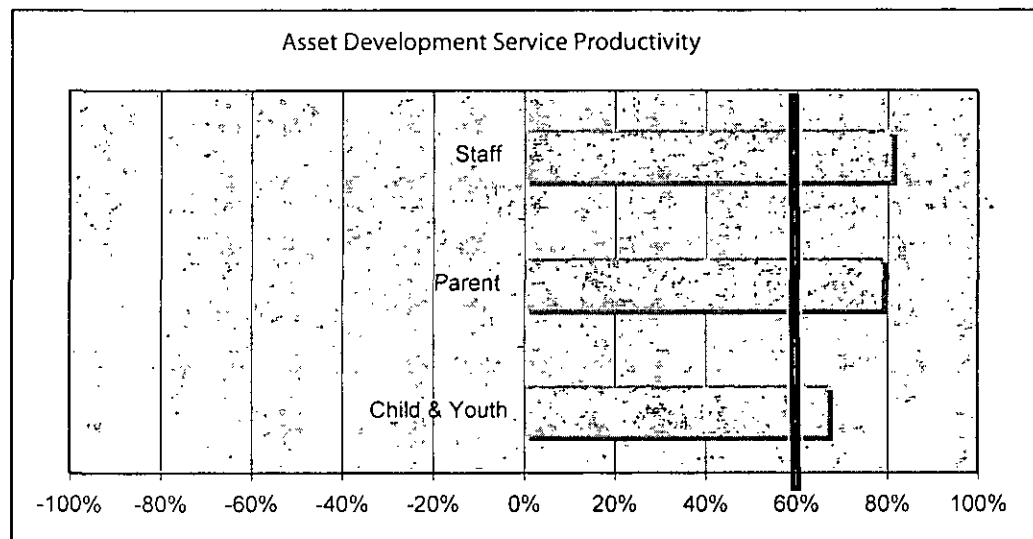
Asset Development Service Productivity when reviewed by the OFCY Strategic Plan areas shows that all the areas met the performance goal of 60%. Scores for children ages 0 to 5 are from the parents and staff serving the children. The historical tendency of parents and staff observing more growth and change than the children and youth customers continues with this year's data on effectiveness. Collectively, all of the strategic priority areas met or exceeded the OFCY performance goal of 60% asset development service productivity score. The highest scores came from parents who were reporting on the effect of the Early Childhood Grantees. Once again, the historical pattern continues with children and youth reporting less change for the better than their parents or the staff providing service.

Chart 12

OYC Encompass ASP

Question: Do you tell your parents about this program?

Answer: "I kind of like this program because we learn a lot of stuff that we use at home and teach our parents and family."



The above chart shows the range of asset development service productivity scores from minus 100% that would indicate that because of the OFCY funded services everyone got worse to 100% that would indicate that because of the OFCY funded services everyone got better. If child, youth, parents or staff indicated that the new behavior or skill was the same this is scored as 0%. The OFCY performance goal is indicated by the bold line and is set for service productivity of 60%. Overall the 105 grantees exceeded their performance goal of 60%.

## How is service productivity calculated ?

The following table demonstrates how service productivity scores are calculated by counting the positive changes achieved minus the changes for the worse. The table shows data from the OFCY grantees. The table shows the question and the tally of responses. The Asset Development Service Productivity score is calculated by adding up all the number that indicated that because of the OFCY funded services, the child/youth indicated that they got better (38,396) minus the child/youth that indicated that they got worse (1,745) divided by the total number of responses (54,999) gives a percent of 67%. It should be noted that grantees get no credit for responses where youth indicate that they stayed the same or don't know.

Table 43

Response to Question Because of the OFCY Funded Program:						
	Better	Worse	Same	Don't Know	Total	Percent Better
<b>Youth Questions, 10 and older</b>						
my success at school (job/training) is:	2387	39	1038	278	3722	64%
my understanding of who I am and what I can do is:	2487	40	1003	193	3723	67%
my ability to communicate is:	2492	45	1012	170	3719	67%
my ability to learn new things is:	2730	39	803	138	3710	74%
my ability to connect with adults is:	2327	57	1115	211	3710	63%
my ability to work with others is:	2532	44	973	166	3715	68%
my ability to stay safe is:	2232	55	1198	225	3710	60%
<b>Child Questions, 5 to 9 years old</b>						
This program makes my school work:	3417	285	1137	0	4839	71%
This program helps me get along with adults:	3510	173	1163	0	4846	72%
This program helps me learn new things:	3949	210	681	0	4840	82%
This program helps me stay safe:	3952	183	686	0	4821	82%
This program helps me get along with other kids:	3409	333	1080	0	4822	71%
This program makes me feel good about myself:	3712	242	868	0	4822	77%
Total Number of Responses	38396	1745	13477	1381	54999	70%
Percent by Response Category	70%	3%	25%	3%	100%	
Asset Development Service Productivity = 67% (38396-1745)/54,999						
<b>Parent Questions, 10 and older</b>						
my child's success at school (job training) is:	1529	8	425	65	2027	75%
my child's understanding of their interest and talents is:	1557	8	393	71	2029	77%
my child's ability to communicate is:	1540	7	429	51	2027	76%
my child's ability to learn new things is:	1640	7	323	55	2025	81%
my child's ability to connect with adults is:	1468	5	465	84	2022	73%
my child's ability to work with others is:	1570	3	387	63	2023	78%
my child's ability to stay safe is:	1456	10	474	76	2016	72%
<b>Parent Questions, 5 to 9 years old</b>						
my child does his/her schoolwork:	2624	18	488	33	3161	83%
my child gets along with adults:	2348	9	705	93	3155	74%
my child learns new things:	2832	9	283	60	3164	90%
my child's confidence in him/herself is:	2613	9	466	63	3151	83%
my child gets along with other children:	2522	20	539	75	3156	80%
my child's ability to stay safe is:	2596	11	463	77	3147	82%
Total Number of Responses	26295	122	5820	866	33103	
Percent by Response Category	79%	0%	18%	3%		
Asset Development Service Productivity = 79% (26295-122)/33103						

Each of the above question starts with the statement "because of our program" that allows youth and their parents to judge the impact of the OFCY funded services. Grantees are encouraged to focus why youth or parents might have said they got worse or more frequently stayed the same. To practice continuous improvement it is important to understand why the parents or youth did not see value in the OFCY funded services around the targeted change.

**S**ervice Productivity is the number of positive targeted changes achieved minus the number of targeted changes missed. For example this year 70% of the targeted changes for the better were achieved and 3% of the targeted changes were worse for a service productivity score of 70%-3% = 67%. No credit is given for the 27% of the youth who responded to each target change that because of the program they stayed the same or did not know.

## Percent of "Change for the Better" Indicates Success in School, Learning New Things, & Ability to Stay Safe as Major Impacts of OFCY Funded Programs

Table 44

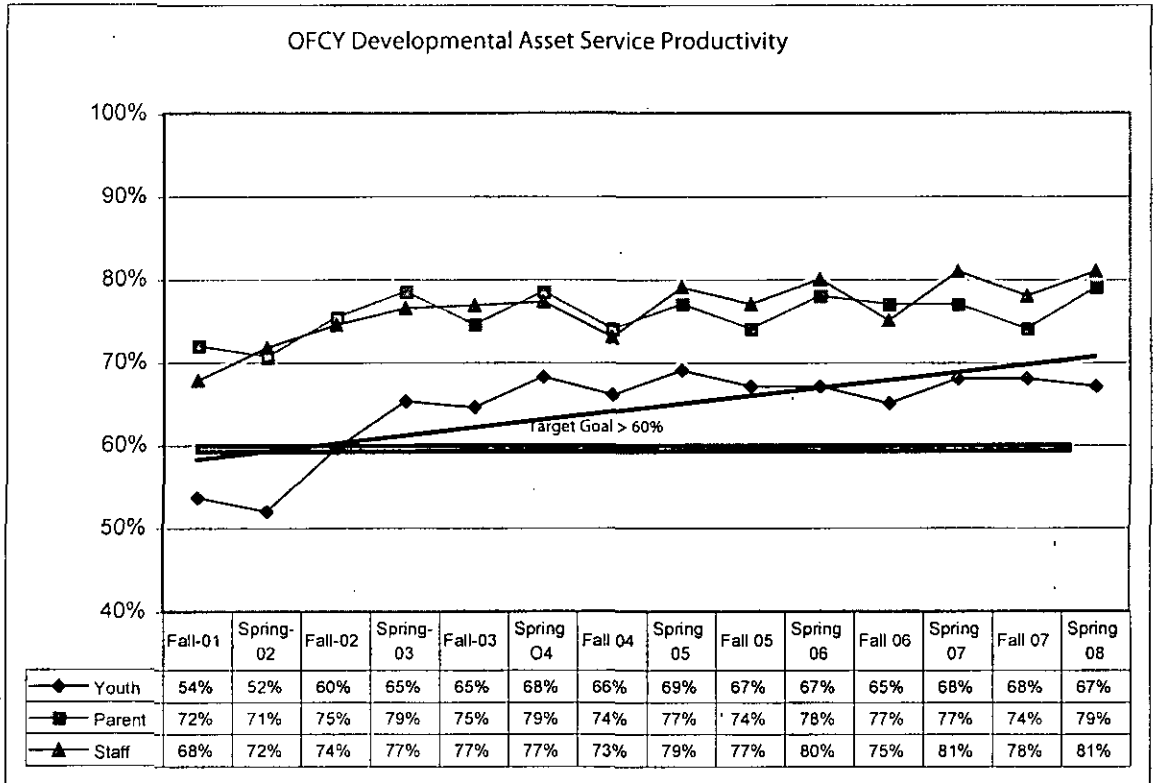
Total Responses	Percent Better	Because of the OFCY Grantees' Programs	Child/Youth	Parent
	68%		68%	80%
my child's success at school is:				
my child's ability to learn new things is:			78%	86%
my child's ability to stay safe is:			72%	78%

# Asset Development Service Productivity Over Time

The following chart illustrates the growth in the ability of OFCY grantees to garner positive behavioral changes and skill development in the youth and children that they serve. The chart shows a trend over time of Developmental Asset Service Productivity generally improving each spring or as more youth are given more service and care.

Chart 12

**W**hy is this important? Developmental asset productivity rates over time help stakeholders to determine the impact of OFCY services on youth developmental assets at various time intervals. These data will help providers understand whether their efforts to practice continuous improvement are effective.



The trend line over time is on a slight rise, but since 2003 in the spring scores have stayed high but level.



East Oakland Boxing Association- Smart Moves



SFSU - Havenscourt ASP



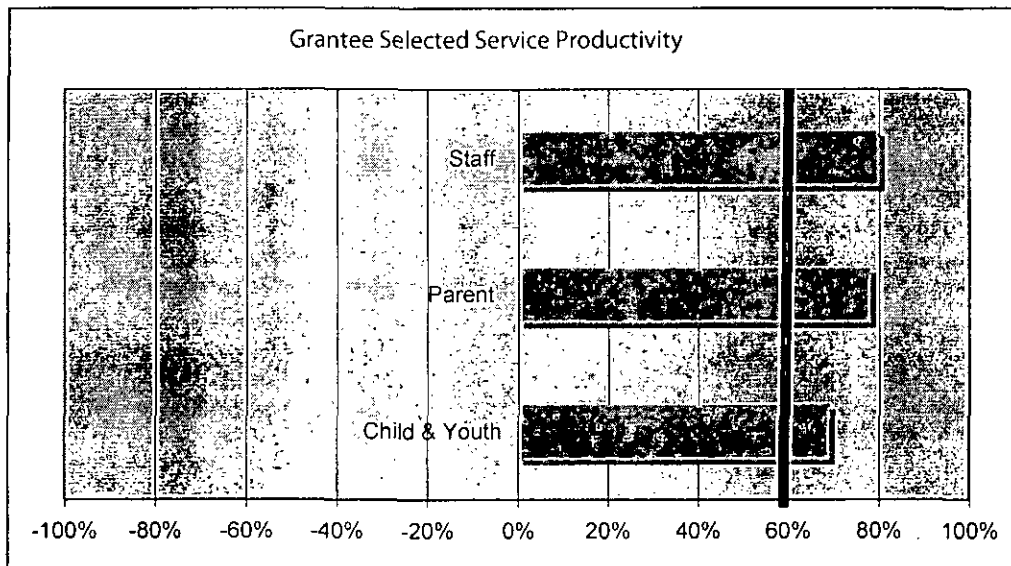
## Grantee -Specified Service Productivity

In addition to developmental asset productivity, OFCY grantees are required to measure productivity related to program - specific skills and behaviors. To do this, each of the OFCY Grantees developed agency-specific questions that were tailored to their various programs to measure targeted changes in specific new skills and behaviors because of the OFCY funded services. As a result, 242 different questionnaires were constructed to measure the service productivity of the unique services provided by grantees. Questionnaires were translated into seven different languages. The types of new behaviors and skills captured in the agency specified service productivity score can be summarized into these groups:

- Art behaviors and skills
- Business and work behaviors and skills
- Community involvement and cultural appreciation behaviors and skills
- Health and wellness behaviors and skills
- Leadership behaviors and skills
- Music behaviors and skills
- Personal development behaviors and skills
- Relationship behaviors and skills
- School and academic behaviors and skills
- Violence prevention and avoidance behaviors and skills
- Parental behaviors and skills

The youth-rated, grantee specified service productivity was 69%; the parent-rated productivity score was 78% for the same seven outcome measures; and the staff-rated productivity score was 80% for the same outcome measures. This data indicates that OFCY customers have undergone positive changes in grantee selected targeted areas.

Chart 13



The above chart shows the range of grantee selected service productivity scores of from minus 100% that would indicate that because of the OFCY funded services everyone got worse to 100% that would indicate that because of the OFCY funded services everyone got better. If child, youth, parents or staff indicated that the new behavior or skill was the same, this is scored as 0%. The OFCY performance goal is indicated by the bold line and is set for service productivity of 60%.

OFCY Grantees met the Grantee Specified Service Productivity Goal of 60%.

**Child/Youth - 69%**  
**Parent - 78%**  
**Staff - 80%**

**W**hy is this important? Direct service productivity is the second core measure of effectiveness in the OFCY evaluation system. Understanding whether youth gained program-specific skills related to music, violence prevention, or leadership, for example, is important to determine a program's effectiveness. Reporting the results by respondent will also help the stakeholder understand whether there is support that these changes did, in fact, occur.

## Grantee Specified Service Productivity by Strategic Area

Table 45

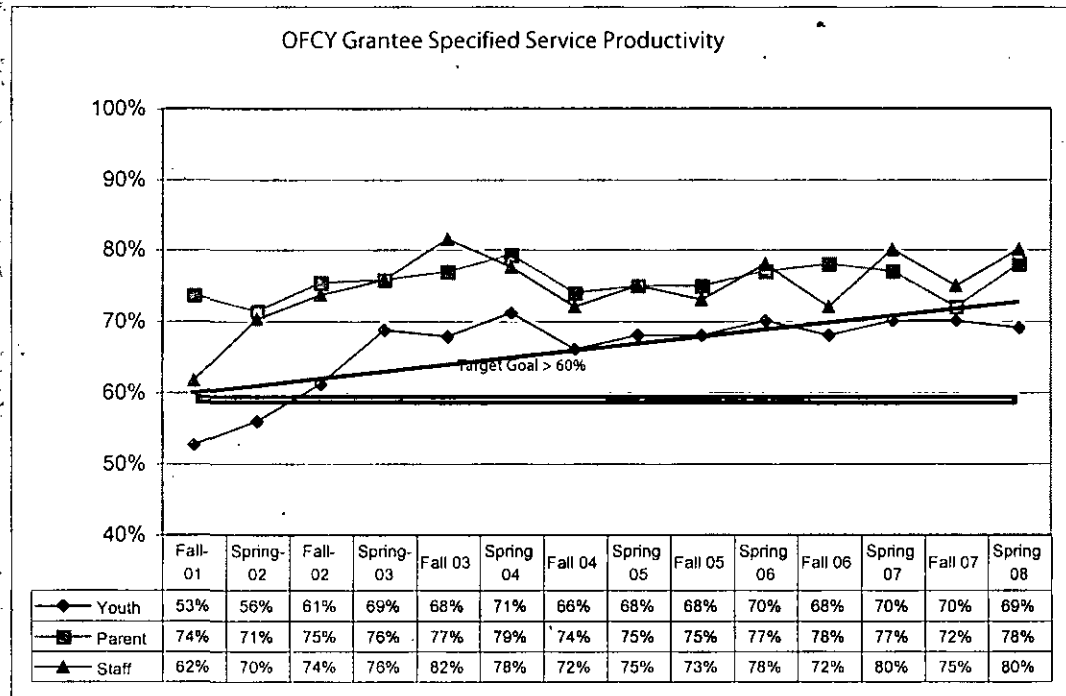
Strategic Plan Priority Areas Service Productivity Scores	Child/Youth-rated Grantee Selected Service Productivity	Parent-rated Grantee Selected Service Productivity	Staff-rated Grantee Selected Service Productivity
After School Enrichment Grantees	67%	76%	76%
Comprehensive After School Program Grantees	68%	78%	81%
Career/College Readiness & Youth Leadership Grantees	72%	74%	88%
Early Childhood Grantees		89%	79%
Physical and Behavioral Health Grantees	73%	83%	82%
Summer Enrichment Grantees	70%	78%	66%
All Agencies	69%	78%	80%

Collectively all the OFCY strategic areas met their goal for grantee specified service productivity. The parents' survey reports are used to measure change for children 0 to 5, and as a strategic area Early Childhood had the highest service productivity score of 89%. The lowest grantee selected service productivity score was for the After School Enrichment Strategic area.

## Grantee Specified Service Productivity Over Time

**Why is this important?**  
Direct service productivity rates over time help stakeholders to determine the impact of OFCY services on program-specific measures at various time intervals. These data will help providers understand whether their efforts to practice continuous improvement are effective. For example, if program-specific measures decline over several intervals, providers may want to explore how to improve modalities relative to survey questions.

Chart 14



The above chart indicates that Grantee Specified Service Productivity has slightly improved over time. The chart shows the scores for the last five years for children and youth, their parents, and their staff have stayed level at a high rate of service productivity.

# Comprehensive After School and Oakland SUCCESS Academic Service Productivity

OFCY's collaboration with Oakland Unified School District Oakland SUCCESS added Academic Service Productivity to their grantee-selected questions. Common academic service productivity questions were asked of all After School Initiative customers and their parents. The following chart shows the Academic Service Productivity for the spring of 2008. This fall Oakland SUCCESS Comprehensive After School Programs collectively, for the first time, met all of the OFCY performance goals for effectiveness. The growth in scores is a very good indicator of continuous improvement from 2005 to 2008. The OFCY and Oakland SUCCESS After School Enrichment Grantees were first time OFCY funded grantees this year and did an excellent job collecting their surveys with reports from children, youth, their parents and assessments by the staff of each child or youth.

Table 46

Strategic Plan Priority Areas Service Productivity Scores	Youth-rated Academic Service Productivity	Parent-rated Academic Service Productivity	Staff-rated Academic Service Productivity
After School Enrichment Grantees	64%	72%	71%
Comprehensive After School Program Grantees	61%	72%	75%
All Agencies	62%	72%	73%

Children, youth, their parents, and the staff of Oakland SUCCESS all indicated positive growth in new academic skills in reading and mathematics.

## OFCY Grantees Collected 55,230 Survey Reports This Year

Table 47

Strategic Plan Priority Areas Survey Totals FY 2007-08	RPRA Assessments	Youth Surveys	Parent Surveys	Staff Surveys	Total
After School Enrichment Grantees	2,800	5,038	3,326	6,036	17,200
Comprehensive After School Program Grantees	2,770	7,273	4,625	7,430	22,098
Career/College Readiness & Youth Leadership Grantees	1,646	2,213	1,525	1,980	7,364
Early Childhood Grantees	58	78	608	1,152	1,896
Physical and Behavioral Health Grantees	912	1,891	1,055	1,588	5,446
Summer Enrichment Grantees	240	296	197	339	1,072
All Agencies	8,465	16,828	11,373	18,564	55,230

\*Family Support (summer) (OFCY)

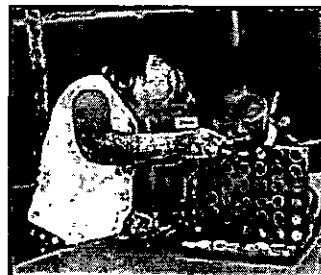
(Deante, 12 year old)

Question: Do you think this program has made a difference in your life or how you interact with people?

Answer: "Yes, in how I approach people, my manners, and how to treat people and respect others."

Collectively, OFCY grantees collected a record number of survey reports this year. Comprehensive After School Programs and the new After School Enrichment grantees collected 71% of the surveys reports. All OFCY grantees are commended for collecting reports about their services funded by OFCY and their willingness to listen to the children, youth and their parents/ guardians that they serve about how effective their services were in producing desired changes in behavior, attitudes, skills, and knowledge.

Lao Family Community Development - Even Start



## Understanding Service Productivity

In addition to satisfaction with services, OFCY agencies are assessed on how much change they produce in their youth customers. Green (2003) applied the term "service productivity" to this type of assessment of the effects of services. He followed the distinction recommended by Heaton (1977): "emphasize measuring the effectiveness of services versus their efficiency when discussing productivity. This distinction seems particularly apt, because services are provided to cause changes in people or their property" (Hill, 1976). Unlike when goods are produced, inventoried, and valued based on the effort expended to create them, services have no value unless they cause targeted changes in customers.

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

Two types of service productivity are assessed for OFCY agencies—asset development service productivity and grantee-specified service productivity. Each type is explained in the following two sections. By calculating the average amount of change for each type, rather than the sum of all changes that occurred, the number of questions asked can be as few as three but preferably six or more, up to about 10. As an example of how service productivity is determined, suppose one of the goals of service is to improve the school performance of each youth customer. One question that could be asked is "Because of this program of services, my grades in school are (Better, worse, same, don't know)." If 30 youth say better, 5 youth say worse, 12 youth say same, and 3 respond don't know, the service productivity for this single question would be  $(30-5)/(30+5+12+3)$  or 50%. By asking about five questions, the service productivity for one program of services can be accurately determined as the average service productivity across all five items. Our CCPA Evaluation Team is keeping a record of the many different questions service agencies have posed. When new agencies start designing questions that relate to their service goals, they can look up what was asked before to quickly focus on how to create their own questions.

Knowing the service productivity of a particular program is very useful information. Comparing the service productivity score with the range of 100% to minus 100% provides a clear message as to whether services are working, not working, or doing more harm than good. Our experience with tracking the service productivity of OFCY agencies led us to set 60% as the goal for most agencies. Of particular significance is the trend over time in service productivity. If a service is not causing at least 60% of targeted changes to occur for their customers, perhaps they are improving at a rate likely to yield 60% service productivity in the future. Since the assessment of service productivity focuses on what change services are causing, service agencies can use this information to document their accomplishments and to improve the effects of their services over time.

Clearly, service productivity does not tell us the overall amount of change occurring in youth for a particular period of time. Prior analyses of service productivity data indicated that the effects caused by services can be more than the overall amount of change (Green, 2005). When this occurs, other factors besides services must have offset the effects of the services for the youth customers. Of course, for some youth, it goes the other way; overall change can be positive even though service-induced change was minimal or negative. Our evaluation process focuses on service productivity, because service agencies are not able to "guarantee" overall change for the better. Too many factors influence overall change achieved by their youth customers to make service agencies responsible for youth getting better overall. If more resources were available for the evaluation process, our CCPA team could easily collect information about overall change on one or a few indicators (dimensions). While having such information may be of use to the POC and City Council members, it is not as helpful to program staff who seek ways to maximize the effects of their particular services. Reaching an agreement on which indicators to pursue must occur, too. Otherwise, diverse viewpoints feel cheated about not knowing what overall change took place relative to the indicator they were most interested in tracking.

Green, R. S. (2003). Assessing the productivity of human service programs. *Evaluation and Program Planning*, 26(1), 21-27.

Green, R. S. (2005). Assessment of Service Productivity in Applied Settings: Comparisons with Pre- and Post-status Assessments of Client Outcome. *Evaluation and Program Planning*, 28(2), 139-150.

Heaton, H. (1977). *Productivity in service organizations: Organizing for people*. New York: McGraw-Hill.

Hill, P. (1976). On goods and services. *Review of Income and Wealth*, 315-338.

## Grantees Connected Child and Youth Customers to Over Four New Caring and Supportive Adults

OFCY-funded staff assessed 18,564 child/youth customers and determined that because of their OFCY funded program their child/youth customer was connected to an additional 4.3 caring and supportive adults. Research has found that an important variable for the development of resilient children and youth is for youth to be connected to caring and loving adults who can be there to assist them to bounce back and solve problems faced in their lives. These adults are also good pro-social role models to show youth other methods and ways to respond to problems they face in their lives.

## Child and Youth Customer Participation Level Was High

Additionally, the staff assessed the customers' participation level in OFCY-funded services. The staff ranked the youth's participation level according to the following scale: 5 = Very High, 4 = High, 3 = Average, 2 = Low, and 1 = Very Low. The staff assessment of the level of customer participation in OFCY services was high with a score of 4.1. Research clearly shows that the participation level of customers is a clear predictor of the success of the program in meeting the goals for positive change in their customers.

## Child and Youth Customer Participation and Expectation Level in Home, School, and Community Was High

Staff also assess the resiliency variables of participation and expectation in home, school, and community. Staff assessed if the participation and expectation levels at home, school, and community improved, stayed the same, or got worse. Evaluators give the staff assessments a summary score for participation and expectations. This year the assessment improved from last year's assessments with 75% of the child and youth customers showing growth in participation and 75% of child and youth customers showing growth in expectations in home, school, and community.

## Why is this important?

Youth need caring, structuring, and loving adults in their life to assist them to build the resiliency assets to function in our society. One critical component to youth developmental asset theory is resiliency. Resiliency is a concept first popularized in the early 1970s. Robert Brooks of Harvard University explains: "The hallmark of a resilient child includes knowing how to solve problems or knowing that there is an adult to turn to for help. A resilient child has some sense of mastery of his own life, and if he gets frustrated by a mistake, he still feels he can learn from the mistake." The extensive research of Bonnie Benard, Senior Program Associate of WestEd's School and Community Health Research Group, on resiliency indicates that the three core variables of resiliency are:

1. The presence of caring and supportive adults in the home, school, and community.
2. High expectations of the youth in the home, school, and community;
3. Meaningful participation of the youth in the home, school, and community; and

### Caring and Supportive Adults

Dr. Emmy Werner of the University of California, Davis has conducted decades of longitudinal research on resiliency and provides the foundation for the resiliency framework in prevention and intervention. She writes that:

*"Other buffers that we do know seem to cut across different cultures, creeds, and races: There's no doubt about it, a close bond with a competent, emotionally stable caregiver seems to be essential in the lives of children who overcome great adversities. As we know from studies of resilient children a lot of this nurturing can come from substitute parents, such as grandparents, aunts, uncles, older siblings."*

Dr. Werner suggests that the presence of a caring and supportive adult is especially important in fostering resiliency. While policy makers, educators, and other community leaders do not necessarily have control over the circumstances that create adversity for youths, they ought to focus on how best to support youth in overcoming it.

# How do we measure service quality?

Service quality is a very difficult concept to measure. Robert Pirsig (best known for "Zen and the Art of Motorcycle Maintenance") states: "Quality doesn't have to be defined, you understand it without a definition." Dr. Rex Green of the OFCY Evaluation Team challenges Mr. Pirsig by using the OFCY Evaluation System to define quality for this report as a measure of producing targeted changes in youth consistently.

Dr. Green's measure is one of many ways quality can be defined. Even though quality is a very subjective concept to assess, by utilizing the service productivity data collected, we can measure whether the services were equally effective for all customers surveyed. If there is a wide range of effectiveness in serving customers, the service quality score will be lower. If a grantee delivers consistently effective services to all their customers, then their service quality score will be higher. A quality program should be designed to produce the desired changes in all customers. Therefore, dividing average service productivity, or the level of targeted changes achieved, by the variability in service productivity across youth served, will reveal whether high

service productivity occurred for nearly all youth. Since service productivity varies from 100% to minus 100%, service quality can vary from a large negative number to a large positive number.

Quality exceeding 1.0 is desirable. High levels of quality exceed 3.0. Service quality greater than 10 may indicate that nearly all youth got better on every targeted change noted in the survey. At that point, we recommend that the service agency revise their survey questions and ask about targeted changes that require greater effort to produce on the part of staff, in order to start a new round of service quality improvement. Also important is whether levels of service quality are increasing or decreasing. Decreasing quality warrants a closer look at agency operations. Discussions of decreasing quality can be initiated by brainstorming possible reasons for the decline. Further investigation of possible reasons might be pursued with root cause analysis or charting how service activities cause changes in youth. Performance goals may need to be revised in order to improve service quality in the future.

Grantees' service quality scores are found in Appendix A.

## Were our services equally effective for all of our customers?

Service quality is a measure of the consistency of the service provided. Higher service quality scores means that the services consistently deliver target changes or benefits for children and youth customers. A service quality score of 1 or above is desirable and a score of over 3 is high.

Table 48

Service Quality Score		Change in Service Quality Level
Fall 06	Fall 07	
1.8	1.8	Level

Whether the levels of service quality are increasing or decreasing is also important. Decreasing quality warrants a closer look at grantee operations. Collectively OFCY grantees' service quality stayed level when comparing this year's fall scores to last year's fall scores.



BACR-Martin Luther King ASP- Unity of Dreams

### OUSD-Reach Academy ASP

Question: What new things do you guys learn?

(9 year old, girl)

Answer: "In spirit class we learn to dance and learn new songs. I also have learned Spanish."

### EBAYC-Bella Vista & La Escuelita Higher Learning ASP

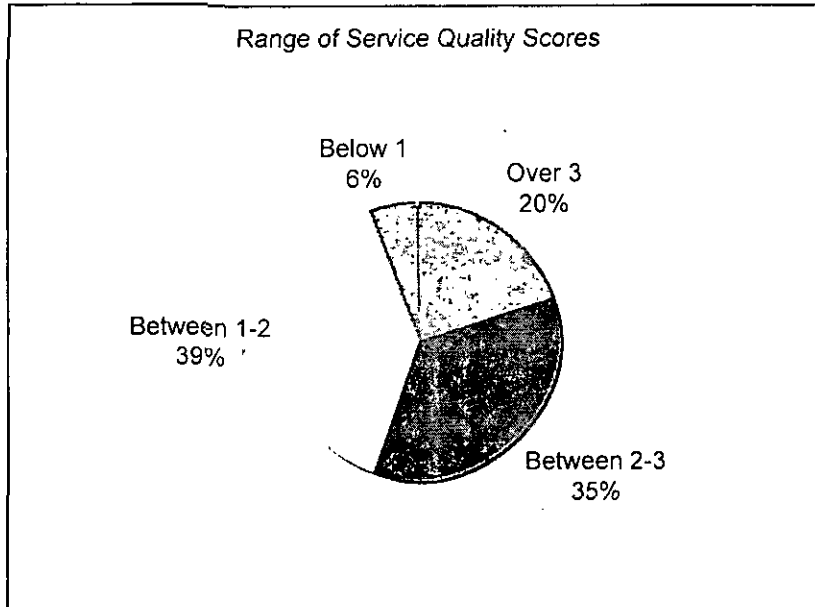
Question: Why do you like the program?

(9 year old, girl)

Answer: "I love the program because we do exercise. Also because I finish all my homework and I get a lot of help."

## Desirable Service Quality Levels Were Obtained by 99% of OFCY Grantees.

Chart 15



**W**hy is this important?  
 Service quality is important to understanding whether providers were able to consistently produce desired changes in their customers. The service quality scores are also valuable in understanding how the OFCY-wide effort fared.

The above chart indicates 94% of grantees' service quality score exceeded the desirable level of 1.0. The chart also shows that 20% of grantees exceeded a 3.0 service quality score, indicating high levels of quality and consistency of services.

## All of the Strategic Priority Area Clusters of Grantees as a Group Met Desirable Service Quality Levels.

Table 49

Strategic Plan Priority Areas Service Quality FY 2007-08	Grantee Specified Service Quality
After School Enrichment Grantees	1.61
Comprehensive After School Program Grantees	1.76
Career/College Readiness & Youth Leadership Grantees	2.19
Early Childhood Grantees	2.69
Physical and Behavioral Health Grantees	2.10
Summer Enrichment Grantees	1.88
All Agencies	1.79

**W**hy is this important?  
 This data helps stakeholders understand whether providers consistently produced desired changes in their customers for each priority area. Providers in a particular priority area with low service quality scores should discuss opportunities for improvement.

All of the strategic areas collectively had desirable service quality levels. Three of the five strategic areas had service quality scores of 2.0 or better. Children and youth ages 6 to 14 Comprehensive After School Enrichment Programs had the lowest collective service quality score of 1.61 and Early Childhood grantees had the highest with a service quality score of 2.69.

## How do we assess reliability?

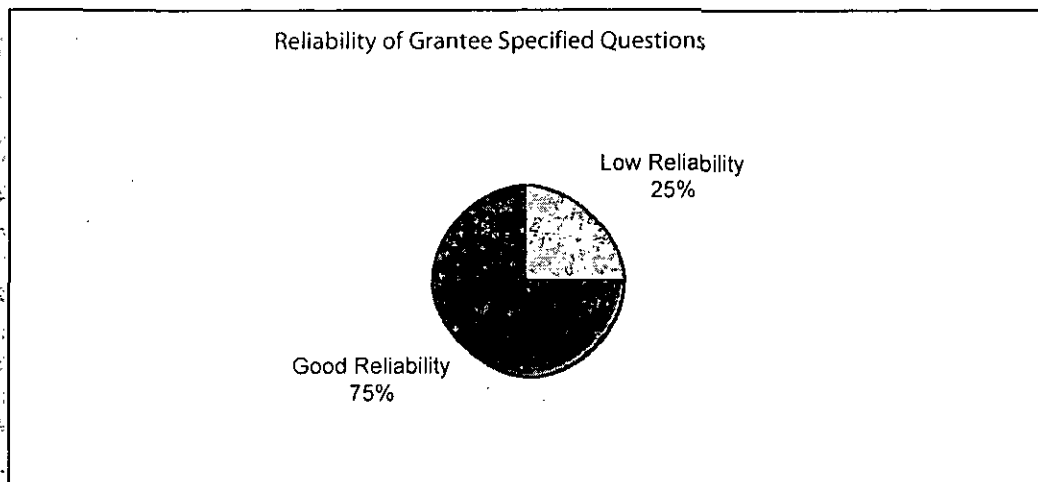
In the most general sense, "reliability refers to the degree to which survey answers are free from errors of measurement" (American Psychological Association 1985). The reliability of the scales designed by each Service Provider was determined by calculating the internal consistency of the items. Cronbach's alpha was calculated for the re-scored item responses (e.g., 1,0,-1 in the case of service productivity).

Reliability ranges from 0 or no consistency to 1, complete agreement among the agency specified items, i.e., the youth answer the items so as to create a perfect ordering of items and youth. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefited more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are pursued to clarify patterns of service effectiveness, the level of reliability should exceed 0.60. Levels above 0.60 were considered good.

Evaluators plan to assist the 25% of grantees whose reliability of questions was low. Grantees' reliability scores are found in Appendix A.

Chart 16

**W**hy is this important? Program-specific questions are developed by providers to determine direct service productivity. Reliability is important since it alerts stakeholders whether these developed questions are free from errors of measurement.



\*DreamCatcher (OFCY)

(Catherine, 19 years old)

Question: How has the program helped you?

Answer: "It helps you look for jobs, job training, and applying for jobs."

Question: Would you recommend this program to your friends?

Answer: "Yes, because it helps them stay out of trouble. Keeps them occupied."

(Marina, 19 years old)

Question: Is there anything you would change about the program?

Answer: "There's not enough funding for programs."

Question: What would you add to the program?

Answer: "More people coming here, because it helps get people off the streets."



# Performance

The section on performance describes how each OFCY Grantee did in meeting the performance goals set by OFCY. Performance uses the OFCY strategic areas to review the 105 grantees.



Project Re-Connect

1. Performance of Children Ages 0 to 5 - Early Childhood Programs, go to page 61.
2. Children and Youth Ages 6 to 14 - Comprehensive After School Programs, go to page 66.
3. Youth Ages 15-20 Career and College Readiness and Youth Leadership Programs, go to page 72.
4. Children and Youth of All Ages - Physical and Behavioral Health Programs, and Summer Enrichment, go to page 74.
5. Children and Youth of All Ages - Summer Enrichment, go to page 76
6. Service Performance Index , go to page 78.
7. Validity and Reliability of OFCY Instruments, go to page 86.

#### Alameda Family Services- DreamCatcher

Question: How has the program helped you?

(19 year old)

Answer: "It helps you look for jobs, job training, and applying for jobs."

#### Alameda Family Services- DreamCatcher

Question: What would you add to the program?

(19 year old)

Answer: "More people coming here, because it helps get people off the streets."

# Indicators of Performance

Using the strategic priority areas of the OFCY Strategic Plan, CCPA evaluated the performance of each of the 105 OFCY grantees. Grantees were placed in one of four strategic priority areas to form clusters of programs with similar goals. Many of the grantees offer services across all or several of the strategic areas, but Grantees agreed to be compared with groups where the majority of their services are provided. The following categories were chosen as summary indicators of performance.

**Percent of contracted services delivered** should be over 95% for the contract period. OFCY 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 OFCY funds is calculated by dividing the amount of OFCY 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 OFCY 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). OFCY has set a performance goal of 70% for this measure. Note to reader: grantees that serve children under five years old use parent satisfaction scores. OFCY has set a performance goal of 70% for customer satisfaction.

**Service Productivity** is a measure which is used to determine the effectiveness of OFCY-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 percent that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percent of targeted changes achieved minus the percent missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For most grantees there are two types of service productivity - one that measures child and youth developmental assets (asked by all grantees) and the other that measures program-specific changes, as determined by the grantee. Grantees who participate in the Oakland SUCCESS comprehensive after school collaborative added academic service productivity. OFCY has set a performance goal of 60% for this measure.

**Service Performance Index** is a measure that combines 19 variables or data points to give an SPI score for each agency. The score can range from 0 to 1,000 points with 600 or greater as a performance goal. Readers should compare grantees who do similar services.

### OFCY Performance Goal Targets

#### Summary:

- Percent of contracted service delivered: 95% or greater is goal.
- Customer satisfaction rate: 70% or greater is goal.
- For Both Service Productivity Rates : 60% or greater is goal.
- Service Performance Index: 600 or greater is goal.

## OFCY Strategic Plan Funding Areas and Number of Grantee Contracts:

Graphic 8

OFCY Strategic Plan Funding Areas for 103 Grantee Contracts	
CHILDREN AGES 0-5	Early Childhood Services - 9 Contracts
	Services for Children with Special Needs - 4 Contracts
	Parent-Child Learning Opportunities - 5 Contracts
CHILDREN AGES 6-14	Comprehensive After School - 63 Contracts
	After School Enrichment Services - 27 Contracts
	Comprehensive Elementary After School Programs - 23 Contracts
	Comprehensive Middle After School Programs - 13 Contracts
YOUTH AGES 15-20	Career and College Readiness and Youth Leadership - 17 Contracts
	Career and College Readiness - 8 Contracts
	Youth Leadership - 9 Contracts
CHILDREN ALL AGES	- 16 Contracts
	Physical and Behavioral Health - 11 Contracts
	Summer Enrichment - 5 Contracts

# Performance - Children Ages 0 to 5

OFCY funded nine contracts to provide early childhood services to Oakland children and their parents. All nine of the grantees met all five of the performance goals. Grantees in this funding area are organized into two categories of service:

**Services for Children with Special Needs**

- Children's Hospital - Developmental Playgroups
- Family Paths - Early Childhood Initiative
- La Clinica De La Raza-Teens and Tots
- The Link to Children-Reduction of Violence

**Parent - Child Learning Opportunities**

- Bring Me A Book Foundation-Oakland's First Teachers
- Center for the Education of the Infant Deaf (CEID)
- City of Oakland, DHS-Even Start
- Lao Family Community Development-Even Start
- MOCHA Little Studio Residency Program

The following table indicates the performance scores for efficiency and effectiveness of services. Shaded area indicates a performance goal was missed.

**Table 50**

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour Total Funds	Percent of Contracted Services Delivered Year for	Parent Satisfaction Rate	Parent-rated Asset Development Service Productivity	Parent-rated Agency Service Productivity	Service Performance Index
100% of Five Summary Performance Goals Met						
Bring Me A Book Foundation-Oakland's 1st Teachers	\$7.87	156%	93%	87%	93%	802
Center for the Education of the Infant Deaf (CEID)	\$41.13	140%	100%	96%	98%	716
Children's Hospital - Dev. Playgroups	\$28.28	149%	88%	82%	80%	654
City of Oakland, DHS-Even Start	\$5.73	116%	94%	100%	100%	842
Family Paths - Early Childhood Initiative	\$10.95	190%	89%	86%	82%	742
La Clinica De La Raza-Teens and Tots	\$24.41	132%	89%	77%	79%	615
Lao Family Community Dev.-Even Start	\$6.32	145%	89%	97%	90%	802
MOCHA Little Studio Residency Program	\$5.94	136%	88%	85%	92%	785
The Link to Children-Reduction of Violence	\$17.89	126%	91%	82%	85%	678
Average Children Ages 0 to 5 - Early Childhood	\$10.20	141%	90%	83%	84%	737

Note: Parents do assessments of their children 0 to 5 years old. La Clinica De La Raza parents are teenage parents.

### Summary of Efficiency

These early childhood grantees averaged \$10.20 an hour for services delivered in this year. The cost per hour ranged from \$41.13 an hour to \$5.17 an hour. All of the nine grantees met their planned service for this year. All of the grantees improved their cost per hour or efficiency this year over last year.

### Summary of Effectiveness

For children 0 to 5 the evaluation relies on their parents' opinions of the value added by the services. The parents overall gave high scores for customer satisfaction and service productivity. All of the grantees' effectiveness scores are high and continued from high effectiveness scores from last year. Comparisons from last year to this year are found in the appendix.

### Summary of Performance

**Grantees that Met 100% of the Five Performance Goals:**

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Bring Me A Book Foundation-Oakland's First Teachers</li> <li>2. Center for the Education of the Infant Deaf (CEID)</li> <li>3. Children's Hospital - Dev. Playgroups</li> <li>4. City of Oakland, DHS-Even Start</li> <li>5. Family Paths - Early Childhood Initiative</li> </ol> | <ol style="list-style-type: none"> <li>6. La Clinica De La Raza-Teens and Tots</li> <li>7. Lao Family Community Dev.-Even Start</li> <li>8. MOCHA Little Studio Residency Program</li> <li>9. The Link to Children-Reduction of Violence</li> </ol> |
|---|---|

# Performance - Children & Youth Ages 6 to 14

## Comprehensive After School Programs

OFCY funded 63 grants to provide comprehensive after school services to children and youth ages 6 to 14. Grantees in this funding area are organized into four categories of service. Two of the categories, OFCY After School Enrichment Grants and OFCY Comprehensive After School Grants, are done in collaboration with Oakland Unified School District. Another is the comprehensive after school program in the community settings. Note to Reader: Each grantee's name starts with the fiscal agent followed by the school named if it is at a school based after school program (ASP).

**The following 54 grantees are funded by OFCY and OUSD Oakland SUCCESS with funds from the After School and Safety Program (ASES). After School Enrichment Grants funded new school sites this year with \$50,000 grants from OFCY that match larger ASES grants administered by the Oakland SUCCESS Office. The Comprehensive After School Programs listed below are also in collaboration with ASES grants and administered by the Oakland SUCCESS Office in collaboration with OFCY. These grantees are in the second year of OFCY grants that range from \$100,00 to \$200,000 that are also matched with funds from ASES.**

### OFCY After School Enrichment Grants

- |   |   |
|---|---|
| 1. BACR - Glenview ASP  | 14. OASES - Quest -Cleveland Elementary ASP     |
| 2. BACR - Jefferson ASP   | 15. OASES Safe Harbor - Lighthouse ASP          |
| 3. BACR - Markham ASP   | 16. OUSD - Edna Brewer Pride Middle ASP         |
| 4. BACR - Melrose Bridges ASP                                     | 17. OUSD - Horace Mann Resolve ASP              |
| 5. BACR - Whittier ASP  | 18. OUSD - Howard Elementary ASP                |
| 6. EBAYC - Bella Vista & La Escuelita Higher Learning ASP         | 19. OUSD - Laurel Elementary Academy ASP        |
| 7. Girls Inc. - Parker ASP  | 20. OUSD - Maxwell Park ASP                     |
| 8. Higher Ground- Sobrante, Allendale, Brookfield, & Highland ASP | 21. OUSD - T. Marshall Elementary - Inspire ASP |
| 9. Lao Family Community Dev. - International Comm. School ASP     | 22. OUSD - Think College Now ASP                |
| 10. M.B.H. AspiraNet- Piedmont Ave. ASP                           | 23. OUSD - Lakeview Elementary Ujima ASP        |
| 11. M.B.H. AspiraNet- RISE Community ASP                          | 24. OUSD - Reach Academy ASP                    |
| 12. M.B.H. AspiraNet- Webster Academy ASP                         | 25. OUSD/BACR - Lafayette ASP                   |
| 13. M.B.H. AspiraNet- Melrose Leadership Academy ASP              | 26. Safe Passages Frick Middle School ASP       |
|   | 27. SSCF - Lazear School -Pathways ASP          |

### OFCY Comprehensive After School Programs

- |   |   |
|---|---|
| 1. BACR - Bret Harte ASP                          | 15. East Bay Asian Youth Center-Garfield ASP  |
| 2. BACR - Claremont ASP                           | 16. East Bay Asian Youth Center-Manzanita ASP |
| 3. BACR - Emerson/Peralta ASP                     | 17. East Bay Asian Youth Center-Roosevelt ASP |
| 4. BACR - Hoover ASP Kids Rock                    | 18. Girls Inc. - Lockwood ASP                 |
| 5. BACR - Madison ASP                             | 19. Oakland Leaf- Ascend Sunset Warriors ASP  |
| 6. BACR - Martin Luther King ASP- Unity of Dreams | 20. Oakland Leaf -UPA Urban Arts ASP          |
| 7. BACR - Prescott ASP                            | 21. OASES Lincoln ASP/LEAP                    |
| 8. BACR - Santa Fe Shooting Stars                 | 22. OASES-Westlake ASP                        |
| 9. BACR - Stonehurst High Hopes ASP               | 23. OYC - Acorn-Woodland - Awesome ASP        |
| 10. BACR-Sankofa Academy ASP                      | 24. OYC - Encompass Academy ASP               |
| 11. BAVC -Cole ASP                                | 25. OYC - Fruitvale ASP                       |
| 12. CRECE Elmhurst ASP                            | 26. SFSU - Havenscourt ASP                    |
| 13. East Bay Agency for Children-Sequoia ASP      | 27. SSCF - Peralta Creek -UFSA - ASP          |
| 14. East Bay Asian Youth Center- Franklin ASP     | 28. YMCA of the East Bay - Explore ASP        |

## OFCY Comprehensive After School Programs in Collaboration with OUSD's Oakland SUCCESS

OUSD's Oakland SUCCESS team provides support, training and technical assistance to the After School Initiative sites in order to build their capacity to operate quality comprehensive after school programs for Oakland youth. These grantees are part of the collaboration between OFCY and Oakland Unified School District (OUSD) to provide comprehensive after school services.

The collaborative, called Oakland SUCCESS, has the mission to provide comprehensive after school programming with its goals articulated as follows:

- 1) focus the resources currently spent on after school activities by OFCY;
- 2) leverage existing funds and capacity of OUSD 21<sup>st</sup> Century Learning Center and After School Education and Safety Program (ASES) sites;
- 3) encourage partnership and coordination among after school service providers in Oakland; and
- 4) expand the number of Oakland youth served in a comprehensive after school program.

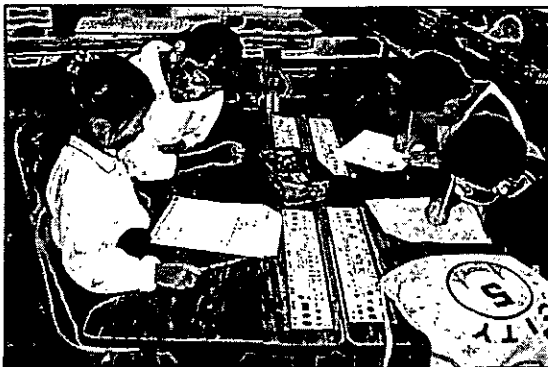
The comprehensive after school strategy is designed to increase the community partnership in the schools by funding community based agencies working in partnership with the schools to provide a safe place for children and youth to receive additional academic and enrichment activities after school. OUSD's Oakland SUCCESS (Schools Unified for Community Collaborations to Enrich StudentS!) Team provides support, training and technical assistance to the After School Initiative sites in order to build their capacity to operate quality comprehensive after school programs for Oakland youth.

The After School Education and Safety (ASES) Program is the result of the 2002 voter approved initiative, Proposition 49. The ASES program involves collaboration among parents, youth, representatives from schools and governmental agencies, such as local law enforcement and local parks and recreation departments, and individuals from community-based organizations and the private sector. Programs are created through partnerships between schools and local community resources to provide literacy, academic enrichment, and safe, constructive alternatives for students in grades K-9.

**The following eight grantees are funded by OFCY to provide comprehensive after school programs in the community. These grantees do not participate in the ASES collaboration.**

### OFCY Community Based Comprehensive After School Programs

1. Ala Costa Center After School
2. American Indian Child Resource Center
3. Dimensions Dance Theater - Rites of Passage
4. East Bay Agency for Children - Hawthorne ASP
5. East Bay Conservation Corps-Charter ASP
6. East Oakland Boxing Assoc. Smart Moves
7. Oakland Parks and Recreation - Oakland Discovery Centers
8. Oakland Parks and Recreation-Inclusion Center



OUSD-Reach Academy ASP



SSCF-Lazear School-Pathways ASP

# Performance - After School Enrichment Grants

Table 51

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour Total Funds	Percent of Contracted Services Delivered Year for Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset-Development Service Productivity	Child/Youth-rated Agency Service Productivity	Service Performance Index
<b>100% of Five Summary Performance Goals Met</b>						
BACR - Glenview ASP	\$3.81	138%	98%	99%	99%	856
BACR - Jefferson ASP	\$3.65	160%	85%	74%	73%	738
BACR - Markham ASP	\$7.88	111%	84%	66%	67%	676
BACR - Melrose Bridges ASP	\$3.18	108%	84%	69%	72%	776
East Bay Asian Youth Center - Bella Vista/ Escuelita	\$3.01	165%	86%	77%	80%	821
Girls Inc. - Parker ASP	\$8.52	113%	79%	70%	76%	738
Lao Family Community Dev. - International ASP	\$2.33	100%	79%	70%	73%	736
OASES - Quest Cleveland Elementary ASP	\$6.17	106%	79%	61%	61%	677
OUSD - Howard Elementary ASP	\$2.08	157%	84%	63%	60%	762
OUSD - Think College Now ASP	\$3.69	107%	82%	61%	70%	797
OUSD Lakeview Elementary Ujima ASP	\$1.61	148%	83%	75%	78%	754
OUSD Reach Academy ASP	\$1.31	249%	84%	70%	67%	769
OUSD/BACR - Lafayette ASP	\$1.83	201%	87%	81%	85%	804
Safe Passages Frick Middle School ASP	\$4.64	115%	83%	63%	62%	641
SSCF - Lazear School -Pathways ASP	\$5.26	211%	89%	76%	84%	762
<b>80% of Five Summary Performance Goals Met</b>						
BACR - Whittier ASP	\$6.48	81%	87%	69%	77%	658
Higher Ground- Four Schools ASP	\$3.03	91%	86%	69%	69%	788
OASES Safe Harbor - Lighthouse ASP	\$7.06	142%	74%	57%	65%	682
OUSD - Horace Mann Resolve ASP	\$3.89	95%	80%	55%	64%	686
OUSD - Laurel Elementary Academy ASP	\$2.93	105%	76%	58%	60%	773
OUSD - Maxwell Park ASP	\$1.85	182%	76%	53%	65%	750
OUSD T. Marshall Elementary - Inspire ASP	\$3.23	91%	80%	69%	63%	778
<b>60% of Five Summary Performance Goals Met</b>						
M.B.H. AspiraNet- Webster Academy ASP	\$1.92	184%	75%	55%	47%	620
OUSD - Edna Brewer Pride ASP	\$2.86	117%	71%	36%	25%	673
<b>40% of Five Summary Performance Goals Met</b>						
M.B.H. AspiraNet- Piedmont Ave. ASP	\$3.61	88%	75%	54%	56%	722
M.B.H. AspiraNet- RISE Community ASP	\$4.11	56%	80%	59%	58%	609
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	\$3.88	115%	62%	49%	48%	712
Average Children and Youth Ages 6 to 14 - After School Enrichment Program	\$3.38	122%	81%	65%	67%	731

## Summary of Efficiency

Five of the 27 grantees did not meet their plan for service delivery. Overall the grantees met the performance goal by collectively delivering 122% of planned services. Twenty-two of the grantees have met their plan for providing their contracted services. This was the first year of OFCY grants for many of these grantees and some of them overestimated the amount of service they would provide for the year. Some of the grantees had start up problems and three of the grantees Howard, Reach, and Marshall School had difficulty filling out their quarterly reports and the data provided is limited.

Cost per hour of service is one way to measure the efficiency of services. The cost per hour of service ranged from a high of \$7.88 for BACR Markham ASP to a low of \$1.61 per hour for OUSD Lakeview Elementary Ujima ASP. OUSD Reach Academy ASP has a cost per hour of \$1.31 but the data is limited because the program never completed a quarterly report. Data was provided by OUSD OAKS data system.

The average cost per hour for the After School Enrichment Grantees was \$3.38. Readers should consider both efficiency and effectiveness in drawing conclusions about a provider's performance. The reader should also keep in mind that the State of California funds after school services for a minimum \$3.33 an hour. The State of California under Proposition 49 funds after school services at \$7.50 a day with a minimum match of 33% or \$2.48 for a total of \$9.98 a day. This will also set the minimum at \$3.33 an hour for service. OUSD day school expends \$8.35 an hour to educate our children for 180 days per year, for six hour school day. These two costs per hour indicate that the average cost per hour for After School Enrichment Grantees is reasonable.

State After School Minimum:	\$3.33
After School Enrichment Actual:	\$3.88
OUSD School Day	\$8.35

### Summary of Effectiveness – After School Enrichment Grantees

Twenty six of the Oakland SUCCESS grantees all met their customer satisfaction performance goals. Nine of the grantees missed one or both of their service productivity performance summary goals. Readers should note that the academic service productivity scores are not part of the four summary performance goals but are included to assist grantees to continuously improve their services.

### Summary of Performance of Oakland SUCCESS Comprehensive After School Programs

Fifteen grantees met 100% of their performance goals, seven grantees met 80% of their performance goals, two grantees met 60% of their performance goals and three grantees met 40% of their performance goals. Listed below are the grantees and how they did in meeting the OFCY performance goals.

#### **Grantees that Met 100% of the Five Performance Goals:**

1. BACR - Glenview ASP
2. BACR - Jefferson ASP
3. BACR - Markham ASP
4. BACR - Melrose Bridges ASP
5. East Bay Asian Youth Center - Bella Vista/ Escuelita
6. Girls Inc. - Parker ASP
7. Lao Family Community Dev. - International ASP
8. OASES - Quest Cleveland Elementary ASP
9. OUSD - Howard Elementary ASP
10. OUSD - Think College Now ASP
11. OUSD Lakeview Elementary Ujima ASP
12. OUSD Reach Academy ASP
13. OUSD/BACR - Lafayette ASP
14. Safe Passages Frick Middle School ASP
15. SSCF - Lazear School -Pathways ASP



Sports4Kids After School Program

#### **Grantees that Met 80% of the Five Performance Goals:**

1. BACR - Whittier ASP
2. Higher Ground- Four Schools ASP
3. OASES Safe Harbor - Lighthouse ASP
4. OUSD - Horace Mann Resolve ASP
5. OUSD - Laurel Elementary Academy ASP
6. OUSD - Maxwell Park ASP
7. OUSD T. Marshall Elementary - Inspire ASP

#### **Grantees that Met 60% of the Five Performance Goals:**

1. M.B.H. AspiraNet- Webster Academy ASP
2. OUSD - Edna Brewer Pride ASP

#### **Grantees that Met 40% of the Five Performance Goals:**

1. M.B.H. AspiraNet- Piedmont Ave. ASP
2. M.B.H. AspiraNet- RISE Community ASP
3. M.B.H. AspiraNet- Melrose Leadership Acad. ASP



BACR-James Madison ASP

**Note to Reader:** The After School Enrichment Grantees were not funded by OFCY last year, so no comparison to last year is available in the appendix.

# Performance - Comprehensive After School Programs

Table 52

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour, Total Funds	Percent of Contracted Services Delivered Year for Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Agency Service Productivity	Service Performance Index
<b>100% of Five Summary Performance Goals Met</b>						
American Indian Child Resource Center	\$3.54	115%	90%	90%	89%	868
BACR - Bret Harte ASP	\$4.19	123%	85%	71%	83%	797
BACR - Emerson/Peralta ASP	\$4.05	123%	85%	63%	60%	746
BACR - Hoover ASP Kids Rock	\$9.40	100%	88%	74%	75%	679
BACR - Prescott ASP	\$5.91	126%	87%	90%	88%	763
BACR - Santa Fe Shooting Stars	\$5.39	110%	88%	72%	67%	740
BACR - Stonehurst High Hopes ASP	\$3.65	120%	90%	76%	76%	800
Dimensions Dance Theater - Rites of Passage	\$3.51	141%	90%	67%	74%	822
East Bay Agency for Children - Hawthorne ASP	\$4.68	106%	83%	69%	65%	754
East Bay Asian Youth Center- Franklin ASP	\$3.11	149%	83%	68%	76%	757
East Bay Asian Youth Center-Garfield ASP	\$2.77	141%	86%	75%	78%	815
East Bay Asian Youth Center-Manzanita ASP	\$3.52	148%	79%	65%	65%	739
East Oakland Boxing Assoc. Smart Moves	\$2.62	121%	94%	83%	79%	793
Girls Inc. - Lockwood ASP	\$12.02	119%	86%	76%	79%	691
Oakland Leaf -UJA Urban Arts ASP	\$4.75	116%	90%	81%	75%	780
Oakland Parks and Recreation-Inclusion Center	\$5.00	119%	89%	73%	68%	745
OASES Lincoln ASP/LEAP	\$5.51	114%	93%	92%	94%	799
OASES-Westlake ASP	\$4.85	122%	89%	79%	74%	766
OPR - Oakland Discovery Centers	\$4.62	107%	88%	77%	76%	790
OYC - Acorn-Woodland - Awesome ASP	\$5.19	143%	82%	73%	72%	715
SSCF - Peralta Creek -UFSA - ASP	\$11.97	102%	78%	66%	69%	633
<b>80% of Five Summary Performance Goals Met</b>						
Ala Costa Center After School	\$10.97	100%	88%	71%	52%	696
BACR - Martin Luther King ASP- Unity of Dreams	\$3.98	121%	83%	63%	56%	723
BACR - Sankofa Academy ASP	\$4.87	108%	78%	56%	51%	714
East Bay Agency for Children-Sequoia ASP	\$4.25	120%	80%	56%	63%	735
East Bay Asian Youth Center-Roosevelt ASP	\$6.49	107%	70%	54%	62%	661
East Bay Conservation Corps-Charter ASP	\$8.55	111%	82%	65%	55%	644
OYC - Encompass Academy ASP	\$4.92	105%	77%	62%	58%	673
OYC - Fruitvale ASP	\$6.20	92%	80%	63%	66%	678
<b>60% of Five Summary Performance Goals Met</b>						
BACR - Madison ASP	\$4.50	144%	76%	46%	54%	713
CRECE Elmhurst ASP	\$2.43	126%	69%	51%	69%	722
Oakland Leaf- Ascend Sunset Warriors ASP	\$3.65	110%	80%	58%	58%	764
<b>40% of Five Summary Performance Goals Met</b>						
BACR - Claremont ASP	\$3.48	100%	67%	49%	52%	690
YMCA of the East Bay - Explore ASP	\$4.86	99%	62%	43%	40%	647
<b>20% of Five Summary Performance Goals Met</b>						
SFSU - Havenscourt ASP	\$8.08	125%	57%	35%	43%	556
<b>0% of Five Summary Performance Goals Met</b>						
Bay Area Video Coalition - Cole School	\$61.48	50%	Did not collect any surveys			NS
Average Children and Youth Ages 6 to 14 - Comprehensive After School	\$4.96	118%	81%	66%	68%	731

## Summary of Efficiency

Thirty-four of the 36 grantees met their plan for service delivery. Overall the grantees met the performance goal by collectively delivering 118% of planned service. Two of the grantees did not meet their plan for providing their contracted services. This is the second year of two year funding cycle for these grantees and most are able to predict their planned efforts for the year. Cost per hour of service is one way to measure the efficiency of services. The cost per hour of service ranged from a high of \$12.02 for Girls Inc. - Lockwood ASP to a low of \$2.43 per hour for CRECE - Elmhurst Middle ASP.



\*SSCF- Pathways (OS)

(Girl, 8 years old)

Question: What is your favorite part of this program?

Answer: "My favorite part of the program is the fitness, they make us do a lot of exercise so we can stay healthy."

(Girl, 8 years old)

Question: What would you tell your friends that wanted to join the program?

Answer: "I would tell them that it is a good program where they can come eat and learn a lot."

***Summary of Effectiveness – Comprehensive After School Grantees***

Thirty five of the Oakland SUCCESS grantees all met their customer satisfaction performance goals. Middle school after school programs have the hardest time meeting the performance goals. Middle school students have historically been the most difficult population with whom to achieve changes in behaviors and skills. Readers should note that the academic service productivity scores are not part of the four summary performance goals but are included to assist grantees to continuously improve their services.

***Summary of Performance of Oakland SUCCESS Comprehensive After School Programs***

Twenty-one grantees met 100% of their performance goals, eight grantees met 80% of their performance goals, three grantees met 60% of their performance goals, two grantees met 40% of their performance goals, one grantee met 20% of their performance goals, and one grantee met none of the performance goals. Listed below are the grantees and how they did in meeting the OFCY performance goals

Evaluation coaches will continue to work with grantees that were refunded to improve performance. By reviewing survey results, providers will be able to determine which of the targeted changes in new skills and behavior require their attention. The evaluation design consists of two sampling periods, one in the Fall of 2008 and one in the Spring of 2009. After school middle school programs need to learn from the successful school based and community based service providers who are having success in engaging middle school age youth in demonstrating new skills, behavior, and knowledge

**Grantees that Met 100% of the Five Performance Goals:**

1. American Indian Child Resource Center
2. BACR - Bret Harte ASP
3. BACR - Emerson/Peralta ASP
4. BACR - Hoover ASP Kids Rock
5. BACR - Prescott ASP
6. BACR - Santa Fe Shooting Stars
7. BACR - Stonehurst High Hopes ASP
8. Dimensions Dance Theater - Rites of Passage
9. East Bay Agency for Children - Hawthorne ASP
10. East Bay Asian Youth Center- Franklin ASP
11. East Bay Asian Youth Center-Garfield ASP
12. East Bay Asian Youth Center-Manzanita ASP
13. East Oakland Boxing Assoc. Smart Moves
14. Girls Inc. - Lockwood ASP
15. Oakland Leaf -UPA Urban Arts ASP
16. Oakland Parks and Recreation-Inclusion Center
17. OASES Lincoln ASP/LEAP
18. OASES-Westlake ASP
19. OPR - Oakland Discovery Centers
20. OYC - Acorn-Woodland - Awesome ASP
21. SSCF - Peralta Creek -UFSA -

**Grantees that Met 80% of the Five Performance Goals:**

1. Ala Costa Center After School
2. BACR - Martin Luther King ASP- Unity of Dreams
3. BACR - Sankofa Academy ASP
4. East Bay Agency for Children-Sequoia ASP
5. East Bay Asian Youth Center-Roosevelt ASP
6. East Bay Conservation Corps-Charter ASP
7. OYC - Encompass Academy ASP
8. OYC - Fruitvale ASP

**Grantees that Met 60% of the Five Performance Goals:**

1. BACR - Madison ASP
2. CRECE Elmhurst ASP
3. Oakland Leaf- Ascend Sunset Warriors

**Grantees that Met 40% of the Five Performance Goals:**

1. BACR - Claremont ASP
2. YMCA of the East Bay - Explore ASP

**Grantees that Met 20% of the Five Performance Goals:**

1. SFSU - Havenscourt ASP

**Grantees that Met 0% of the Five Performance Goals:**

1. Bay Area Video Coalition - Cole School

Note: Bay Area Video Coalition at Cole School got a late start this year and was never able to get a full after school program going. The grantee and the school chose not to participate in the evaluation process and did not survey their customers.

# Youth Ages 15-20 College and Career Readiness & Youth Leadership

Seventeen of the OFCY grantees are in this strategic area. Most of the grantees in this area do activities across the two categories. The list below indicates which do the majority of their effort in the following strategic areas:

**College and Career Readiness**

- Alameda County Health Care Foundation
- Eastside Arts Alliance Youth Center
- East Bay Asian Youth Center -RISE
- Global Education Partnership-EETP
- Next Step Learning Center-Success at 17
- OASES SOAR Career & College Readiness
- Opera Piccola -ArtGate Advance
- Youth Employment Partnership-Career Try Out

**Youth Leadership**

- Asian Community Mental Health Services-AYPAL
- BEST/EXCEL HS - Youth Leadership
- Dimensions Dance Theater - Intern Program
- Oakland Kids First-Real Hard
- Spanish Speaking Citizen's Foundation-Youth Leadership
- Youth ALIVE I- Teens on Target
- Youth Together- Youth Leadership
- Youth UpRising - Youth Grants
- Youth UpRising- Corners Cafe

**Table 53**

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour/Total Funds	Percent of Contracted Services Delivered Year for Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Agency Service Productivity	Service Performance Index
<b>100% of Five Summary Performance Goals Met</b>						
Asian Community Mental Health Services-AYPAL	\$11.32	148%	94%	83%	90%	751
Dimensions Dance Theater - Intern Program	\$4.27	106%	90%	67%	74%	822
Eastside Arts Alliance Youth Center	\$3.33	103%	89%	80%	80%	847
Global Education Partnership-EETP	\$4.53	138%	74%	68%	86%	790
Next Step Learning Center-Success at 17	\$4.17	131%	92%	83%	90%	857
Oakland Kids First-Real Hard	\$10.33	95%	83%	60%	66%	649
OASES SOAR Career & College Readiness	\$19.38	106%	90%	83%	77%	712
Spanish Speaking Citizen's Foundation-Youth Leadership	\$15.14	103%	85%	77%	74%	662
Youth ALIVE I- Teens on Target	\$16.40	102%	90%	73%	79%	712
Youth Together- Youth Leadership	\$6.56	123%	87%	73%	71%	746
Youth UpRising - Youth Grants	\$1.81	138%	89%	74%	77%	808
<b>80% of Five Summary Performance Goals Met</b>						
Alameda County Health Care Foundation	\$11.48	114%	76%	58%	67%	666
East Bay Asian Youth Center -RISE	\$8.36	100%	81%	64%	58%	672
Opera Piccola -ArtGate Advance	\$9.63	110%	85%	57%	65%	638
Youth UpRising - Corners Café	\$7.26	91%	83%	75%	76%	689
<b>60% of Five Summary Performance Goals Met</b>						
BEST/EXCEL HS - Youth Leadership	\$7.40	65%	88%	63%	31%	610
<b>40% of Five Summary Performance Goals Met</b>						
Youth Employment Partnership-Career Try Out	\$12.95	84%	77%	53%	62%	577
Average Youth Ages 15 to 20 - Career and College Readiness and Youth Leadership	\$6.86	112%	85%	69%	72%	718

**Summary of Efficiency**

Fourteen grantees met their planned hours of service for this year. Collectively this strategic area delivered 112% of contracted and planned services. The cost per hour of service ranged from a high of \$19.38 for OASES SOAR Career and College Readiness to a low of \$1.81 per hour for services delivered by Youth UpRising - Youth Grants. The average cost per hour for this group collectively was \$6.86. All the agencies comparisons from year to year are in the appendix.

*Summary of Effectiveness*

All grantees met their performance goal for customer satisfaction. Twelve of the 17 grantees met all four of their service productivity performance goals. Eleven of the grantees met 100% of their performance goals, four grantees met 80% of their performance goals, one grantee met 60% of their performance goals, and one grantee met 40% of their performance goals.

*Summary of Performance*

**Grantees that Met 100% of the Five Performance Goals:**

1. Asian Community Mental Health Services-AYPAL
2. Dimensions Dance Theater - Intern Program
3. Eastside Arts Alliance Youth Center
4. Global Education Partnership-EETP
5. Next Step Learning Center-Success at 17
6. Oakland Kids First-Real Hard
7. OASES SOAR Career & College Readiness
8. Spanish Speaking Citizen's Foundation-Youth Leadership
9. Youth ALIVE!- Teens on Target
10. Youth Together- Youth Leadership
11. Youth UpRising - Youth Grants

**Grantees that Met 80% of the Five Performance Goals:**

1. Alameda County Health Care Foundation
2. East Bay Asian Youth Center -RISE
3. Opera Piccola -ArtGate Advance
4. Youth UpRising - Corners Café

**Grantees that Met 60% of the Five Performance Goals:**

1. BEST/EXCEL HS - Youth Leadership

**Grantees that Met 40% of the Five Performance Goals:**

1. Youth Employment Partnership-Career Try Out

**\*Project Re-Connect (OFCY)**

(Guy, 20 years old)

**Question: How do you feel about this program?**

**Answer: " It's good...It's cool. It helps people learn to communicate."**

**Note:**

Youth Employment Partnership beginning this year will survey their youth customers at the end of the summer jobs program instead of surveying them before Christmas when they are harder to find. By Winter a good sample is difficult to obtain and many youth have forgotten some of the experiences they had during the summer. This change in sampling design might provide more surveys and more accurate data on the success of the program's services.



Project Re-Connect



BACR-Prescott ASP

# Children and Youth of All Ages Physical and Behavioral Health

Eleven of the OFCY grantees are in this cluster. The grantees are:

- |   |  |
|---|--|
| Alameda Family Services-DreamCatcher          | Native American Heath Center-Youth Voices          |
| Bay Area Oakland SCORES                       | OBUGS-Planting a Future                            |
| Bay Area Outreach & Recreation Program (BORP) | Project Re-Connect                                 |
| First Place for Youth - Healthy Transitions   | Sports4Kids After School Program                   |
| Jack London Aquatic Center-Rowing Revolution  | Through The Looking Glass-Families w/ Disabilities |
| La Clinica De La Raza-Youth Brigade           |  |

**Table 54**

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour Total Funds	Percent of Contracted Services Delivered Year for Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Agency Service Productivity	Service Performance Index
100% of Five Summary Performance Goals Met						
Alameda Family Services-Dream Catcher	\$7.17	117%	86%	75%	79%	719
Bay Area Oakland SCORES	\$5.42	111%	90%	70%	71%	764
Bay Area Outreach & Recreation Program (BORP)	\$13.92	119%	95%	76%	86%	733
First Place for Youth - Healthy Transitions	\$30.90	147%	83%	69%	71%	602
Jack London Aquatic Center-Rowing Revolution	\$6.88	99%	87%	63%	77%	665
Native American Heath Center-Youth Voices	\$6.22	124%	95%	85%	90%	808
OBUGS-Planting a Future	\$6.41	127%	85%	68%	64%	712
Project Re-Connect	\$33.47	129%	92%	83%	88%	731
80% of Five Summary Performance Goals Met						
La Clinica De La Raza-Youth Brigade	\$8.14	135%	81%	63%	52%	604
Sports4Kids After School Program	\$3.30	86%	88%	68%	74%	818
Through The Looking Glass-Families w/ Disabilities	\$14.59	91%	95%	88%	ND	634
Average Children and Youth of All Ages- Physical and Behavioral Health	\$8.18	107%	88%	71%	73%	706

Note: Through the Looking Glass- Families with Disabilities' scores are from parents of children with disabilities.

### Summary of Efficiency

Collectively grantees in this strategic area delivered 107% of contracted services. Two grantees missed their planned services for the year. The cost per hour of service ranged from a high of \$33.47 for Project Re-Connect to a low of \$3.30 for services delivered by Sports4Kids. Collectively, the cost per hour was \$8.18. All of the agencies performance data comparisons to last year are in the appendix.

### Summary of Effectiveness

All of the grantees met the performance goal for customer satisfaction except one. Eight of these grantees met all five of the performance goals. Three grantees missed one of their performance goals for service productivity.

Summary of Performance

**Grantees that Met 100% of the Five Performance Goals:**

1. Alameda Family Services-Dream Catcher
2. Bay Area Oakland SCORES
3. Bay Area Outreach & Recreation Program (BORP)
4. First Place for Youth - Healthy Transitions
5. Jack London Aquatic Center-Rowing Revolution
6. Native American Heath Center-Youth Voices
7. OBUGS-Planting a Future
8. Project Re-Connect

**Grantees that Met 80% of the Five Performance Goals:**

1. La Clinica De La Raza-Youth Brigade
2. Sports4Kids After School Program
3. Through The Looking Glass-Families w/ Disabilities

\*ACHMS (OFCY)

Young Male

Question: What do you like most about this program?

Answer: "Through this program my leadership skills have developed, and I have more confidence to speak in front of people."

Young Male

Question: Has this program changed you in any way?

Answer: "This program has keep me in a positive vibe, and out of the streets."



Opera Piccola- ArtGate Advance

# Child and Youth All Ages Summer Enrichment

Five of the OFCY grantees are in this strategic area. Grantees in this area offered summer enrichment activities during the summer of 2006 and 2007. The list below indicates the grantees that participated in this strategic area for summer enrichment services and care:

**Summer Enrichment**

Family Support Services - Youth Program  
Girls Inc. - Eureka Teen Achievement

Leadership Excellence-Freedom School  
Marcus A. Foster Education Institute - Prescott Circus Theatre  
Oakland Discovery Centers Summer Program

**Table 55**

OFCY Grantees FY 2007-08 Percent of Five Summary Performance Goals Met	Efficiency		Effectiveness			
	Cost per Hour Total Funds	Percent of Contracted Services Delivered Year for Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Agency Service Productivity	Service Performance Index
100% of Five Summary Performance Goals Met						
Girls Inc. - Eureka Teen Achievement	\$7.62	167%	86%	62%	63%	714
Leadership Excellence-Freedom School	\$8.01	106%	75%	61%	64%	690
OPR -Oakland Discovery Centers Summer Program	\$4.19	110%	92%	78%	75%	829
80% of Five Summary Performance Goals Met						
Marcus A. Foster Ed. In.-Prescott Circus Theatre	\$6.64	121%	67%	79%	87%	747
60% of Five Summary Performance Goals Met						
Family Support Services- Youth Kinship Program	\$15.65	93%	77%	56%	62%	645
Average Children & Youth All Ages - Summer Enrichment	\$9.39	108%	80%	65%	68%	725

## Summary of Efficiency

Four grantees made their planned hours of service for this year with one grantee just missing the goal of 95%. Collectively this strategic area delivered 108% of contracted and planned services. The cost per hour of service ranged from a high of \$15.65 for Family Support Service - Youth Programs to a low of \$4.19 per hour for services delivered by Oakland Discovery Centers. The average cost per hour for this group collectively was \$9.39.

## Summary of Effectiveness

Family Support Services missed their asset development service productivity goal and MFEI Prescott Circus just missed their youth satisfaction score goal. Collectively this group met their performance goals for service productivity.

## Summary of Performance

**Grantees that Met 100% of the Five Performance Goals:**

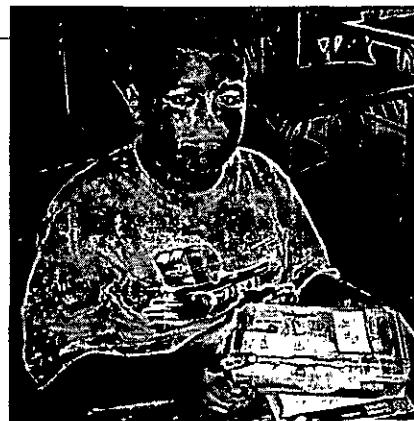
1. Girls Inc. - Eureka Teen Achievement
2. Leadership Excellence - Freedom School
3. Oakland Discovery Centers Summer Program

**Grantees that Met 80% of the Five Performance Goals:**

1. Marcus A. Foster Education Institute - Prescott Circus Theatre

**Grantees that Met 60% of the Five Performance Goals:**

1. Family Support Services - Youth Program



Safe Passages Frick Middle School ASP

# Summary of Performance of OFCY Grantees

Sixty-four percent (64%) of OFCY grantees met 100% OFCY performance goals. Eighty-seven percent (87%) of the grantees met 80% or more of their performance goals. Only one grantee missed four out of the five performance goals and one grantee missed all four of the performance goals. The following table shows the number of grantees that met the five performance goals for planned effort, customer satisfaction, asset development service productivity, grantee selected service productivity and service performance index.

Table 56

OFCY Grantees Performance Summary for FY2007-08		
	Number	Percent
Grantees Met 100% of Five Summary Performance Goals	67	64%
Grantees Met 80% of Five Summary Performance Goals	24	23%
Grantees Met 60% of Five Summary Performance Goals	6	6%
Grantees Met 40% of Five Summary Performance Goals	6	6%
Grantees Met 20% of Five Summary Performance Goals	1	1%
Grantees Met 0% of Five Summary Performance Goals	1	1%



OYC-Acorn-Woodland- Awesome ASP



BEST/EXCEL HS- Youth Leadership

**\*Youth Employment Partnership (OFCY)**

(Girl, 14 years old)

Question: What have you learned here?

Answer: "I have learned the experience of a job, how to apply for a job, and how to create a resume."



M.B.H. AspiraNet- Melrose Leadership Acad. ASP

# Service Performance Index By OFCY Grantee

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The Performance Logic Model directs that data about effort and effects be presented for all agencies and each agency separately. This OFCY evaluation produced information about nine categories of performance, six relating to effort and three relating to effects. Across the nine categories 31 distinct measures are covered. Another 25 measures are processed and reported in the annual report. Since it is impossible to mentally combine this information to gain an overall impression of how well the OFCY grantees performed, let alone compare two or more grantees, our evaluation team developed the Service Performance Index (SPI) to mathematically integrate the performance data.

Whenever someone asks "What does the SPI mean", the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used one to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. The Criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of Oakland.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the OFCY service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST. Most states operate a state award program modeled after the national program. In California the California Council for Excellence administers the state program. The state award program includes a team review of the application and a visit to the organization, if enough points are earned to qualify for the bronze level. Unlike the national award program, three levels of awards are made each year based on three cutoff scores. Applying for an award from the state program is a way to become more competitive for the national award. National awards are made to around five organizations annually, although if no organization meets the high standards of

performance excellence, NIST can elect to make no awards. The NIST website, [www.nist.gov](http://www.nist.gov), is the official source of the performance criteria and other information about the national award program.

Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. This system divides organizational performance into three categories: approach, deployment, and results. Approach includes how an organization is designed to operate effectively; deployment involves what the organization does to implement the design, and results refer to what is achieved. We reviewed the measures collected for our report and assigned them to one of these three categories (see Table 1 below). For example, the first measure is based on ratings by the evaluation team of the likelihood that the program design and its underlying philosophy adopted by the service agency would improve the developmental assets of their youth customers. The following table lists the measures and summarizes how each measure was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points.



Alameda Family Services-DreamCatcher



Table 57

Area	Indicator	Possible Points	Definition
Approach	Evaluation team ratings of program strategy and design—will the strategy produce more assets for youth	125	Original scale was 1-100, adjusted to 0-1, with 50=0, to eliminate unused range (increase spread); final score multiplied by 2 to increase its weight
	Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement—how well does intent align with perceived accomplishment	62.5	Sum of differences between importance and achievement across 28 items, adjusted for the number of staff reporting; scale reversed and shrunk to 0-1
	Staff ratings of 9 agency exemplary practices—how capable of doing well is this service team	62.5	Original scale was 1-5, adjusted to 0-1, averaged across all staff reporting for each agency
Deployment	Cost per customer—lower means more can be served	27.8	Number of registered customers divided by OFCY grant funds spent, then magnified to 0-1 range
	Coverage of types of surveys needed from agency—complete reporting yields more useful information	27.8	Percent of types of surveys collected relative to needed
	Level of need of youth over 10 years of age (omitted if none served)—highest priority is serving those in need	27.8	RPRA total scores with range reversed, then the range reduced before adjusting to 0-1 where 1 reflects low assets and high need, 0 maximum assets
	Percent of effects scores collected—complete reporting yields more useful information	27.8	Count of effects scores obtained divided by total number of scores agency should have provided
	Surveys collected compared to OFCY grant funds spent—were resources used to collect important information	27.8	Total surveys recorded divided by OFCY grant funds spent, then magnified to 0-1 range
	Expending of grant funds being on schedule—did spending match or exceed needs as indicated in proposal	27.8	Percent of OFCY funds expended during fiscal year that were awarded
	Representativeness of sample of youth surveys collected relative to youth served—how well do these results tell the complete story of how youth fared	27.8	Percent of youth served that were surveyed, adjusted upward as more youth were surveyed, since the larger agencies can survey a smaller percent of their youth customers; scores exceeding 1 capped at 1
	Ten staff ratings of the quality of their work experiences—do staff feel comfortable in their workplace	27.8	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring
	Staff ratings of 10 organizational management best practices—do managers lead effectively	27.8	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring
Results	Cost per hour of service—getting more services for the money	166.67	Actual hours of service divided by amount of total funds spent, then magnified to 0-1 range; score multiplied by 5 to give this indicator 1/3 weight to the effects indicators
	Satisfaction of youth—do youth like what happens	55.55	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Satisfaction of parents—do the parents like what happens to their children	55.55	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Asset development productivity reported by youth—did the services produce more youth assets	55.55	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Agency-specific productivity reported by youth—did the services accomplish selected goals for the youth	55.55	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Service quality reported by youth for asset development—was the approach taken equally effective for all customers in increasing youth assets	55.55	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
	Service quality reported by youth for agency-specified questions—was the approach taken equally effective for all customers in meeting specified goals	55.55	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
<b>Total</b>		<b>1,000</b>	

Now America's highest honor for performance excellence, the Baldrige Award is presented annually to U.S. organizations by the President of the United States. In October 2004, President of the United States signed into law legislation that authorizes NIST to expand the Baldrige award program to include non-profit organizations. In 2007, non-profit organizations will be eligible to apply for the award. The OFCY SPI score is modeled after the Baldrige award program's methodology.

Note: The ratings for approach are the opinions of the OFCY Evaluation Team grantee coaches, Peter Ellis, Rex Green, Maria Elena Riddle, Rachel Camacho, Octave Baker, Marco Antonio Cruz, and Eury Ramos.

## How is SPI Indicator Calculated?

Each indicator was converted to a 0-1 scale, unless its range already was 0-1, by shifting the lowest value to zero with a constant, then multiplying by the reciprocal of the largest score. Eight of the indicators required some additional adjustment to place the distribution of scores in the 0-1 range, so that the differences among service organizations would be noticeable. After the original range of scores was converted to 0-1, the distribution was examined for skewness and spread. Spread was increased by truncating the range and revising the scores to more nearly cover the entire 0-1 range. Skewness was removed by capping the range about where the frequency of scores became zero, and adjusting extreme scores up or down to fit in the reduced range. These adjustments must be performed when processing new data; the actual adjustments depend on the distributional properties of each indicator. Increasing the spread in this manner is a linear adjustment and does not alter the correlations among the indicators; reducing skewness is a nonlinear adjustment that resembles a logarithmic transformation, in that it pulls in extreme scores. Such transformations often increase the correlation between pairs of variables.

In order to strengthen the validity of the SPI, minimum sample sizes were applied to the indicators involving data collected from stakeholders. If insufficient data were available to calculate an indicator, then zero points were awarded. The following minimums were selected: 5 or more of each type of survey to count as a type; 10 surveys of parents if 25 or more youth customers served and 20 surveys of youth if 25 or more youth customers (including young parents as customers) served to earn a corresponding productivity, satisfaction, or quality indicator score. Clearly, groups can improve their performance index scores dramatically by getting adequate samples of their customers' opinions.

## The SPI Cluster Deviation Score

The Service Performance Index (SPI) is a score from 0 to 1000 and is presented by OFCY strategic cluster comparing OFCY grantees scores to others providing a similar but not identical service to similar aged children and youth. Grantees are listed from the highest SPI score to the lowest in each cluster. The average SPI score for each cluster is provided along with the overall SPI average for all 105 OFCY grantees.

The SPI Cluster Deviation Score indicates relatively high or low performance. Zero means the SPI score was within one standard deviation of the cluster mean. A score of + or - 1 means the score exceeded the mean by 1 standard deviation, but not 2. A score of + or - 2 means the score exceeded by 2 the standard deviation, thus being the highest or lowest SPI Index score for their cluster. This quickly summarizes who is doing well with desirable performance and those grantees that might need to improve their performance.

Readers are reminded that a score over 600 is considered meeting the performance goal and acceptable score. With 105 different grants many of the grantees are doing similar services like in the school based after school services, but many have unique services in summer enrichment, early childhood, career and college readiness, youth leadership and physical and behavioral health. OFCY only funds one program for emancipated foster youth, and only one youth employment program so readers are warned that the Cluster Deviation Score is limited when comparing a wide range of different services. For example, in the Physical and Behavioral Health Cluster, the highest scoring grantee is Sports4Kids which offers physical activities after school and the lowest scoring is First Place for Youth which provides prevention and intervention services to emancipated foster youth. Since the cost per hour of the services accounts for 16.5% of the total SPI score the higher cost per hour of \$30.90 First Place for Youth lowers their score when compared to Sport4Kids with a cost per hour of \$3.30.

## Summarizing, service organizations score higher on the SPI when they do the following:

1. Choose a service model that is more likely to increase the developmental assets of their youth customers;
2. Train staff to achieve goals closely related to things the management considers important, rather than trivial;
3. Strive to operate services following some exemplary organizational practices;
4. Strive to serve more customers with the OFCY funding received;
5. Gather representative sample of each type survey: youth opinions, parent opinions, staff opinions, and the youth's developmental assets assessment (RPRA) in the fall;
6. Serve youth with lower developmental assets;
7. Collect and submit more than 15 parent surveys and 20 youth surveys so that all of the effects scores will be computed;
8. Spend 100% of their OFCY funding allocation;
9. Gather enough youth surveys to adequately represent their customers' views on how much services helped them;
10. Promote rewarding work experiences for staff;
11. Manage service operations knowledgeably;
12. Manage the delivery of service activities so the cost per hour of service does not shoot upward;
13. Deliver services that the youth and parent customers perceive as helpful;
14. Deliver helpful services to every customer, not just those who are easy to serve.

### Opera Piccola

**Question:** Do these programs change you in any way?

**Answer:** "This class gives me a lot a more confidence, and now, I'm able to speak in front of other people because before I didn't speak in class. I was really shy."

## Comparing High Performing Services with Low Performing Services

The Service Performance Index (SPI) is a score from 0 to 1000; 250 points are allocated to the approach taken to services, 250 points for deploying resources widely, and 500 points for producing desired results. The SPI Cluster Deviation Score indicates relatively high or low performance within each OFCY strategy group. Zero means the SPI score was within one standard deviation of the cluster mean. A score of + or - 1 means the score was higher or lower than the mean by 1 standard deviation, but not 2. A score of + or - 2 means the score was higher or lower by 2 standard deviations, thus being the highest or lowest SPI Index score for their cluster. The Cluster Deviation Scores indicates which agencies are performing best and which need to consider improving their services.

There was one agency that scored two and one that scored minus two. The widest differences in scoring between these two agencies were in the results indicators. The difference in results was 251 points, more than the lowest scoring agency earned even. The relative difference between the two agencies on all results indicators (cost per hour of service, service productivity, satisfaction with services, and service quality) was similar to this difference, except for the satisfaction of parents, which was a smaller difference. The highest scoring agency performed better in all three areas, though: approach, deployment, and results.

Sixteen agencies scored one above the mean and sixteen scored one below the mean. The most sizable differences in performance between these 32 agencies were on the results indicators. The lowest scoring agency scoring one deviation above the mean earned a results score of 382, while the highest scoring agency scoring one deviation below the mean earned only 329. Although the average approach and deployment scores were higher for the higher performing agencies, they were just 20 points higher. The two distributions of scores overlapped considerably.

These findings using the SPI Cluster Deviation Scores highlight the importance of working hard to achieve the best results. Agencies that receive OFCY funding tend to be employing good approaches to services and spending the funding to generate the activities promised and the data needed to guide operations. Agencies with low SPI scores need to continually focus on improving efficiency as measured by cost per hour and effectiveness as measured by customer satisfaction and service productivity. Grantees with low SPI scores can improve their score by improving their results that measure efficiency and effectiveness. Evaluators provide grantees with a document that tells them how their SPI score was calculated on request.

## Service Performance Index (SPI) by OFCY Grantee by Strategic Area

Readers are reminded that a score over 600 is desirable and meets the performance goal. SPI scores over 750 are considered high scores. Projects are unique and different. So if comparisons are to be made between projects readers should compare similar projects. One cannot compare a counseling program to an after school program. SPI scores are clustered by the strategic priority area in which the majority of their hours of services were coded. One reason for low scores occurs when grantees have insufficient sample sizes for the 19 variables used to produce the SPI score. In Appendix D readers can see how grantees did over time with their SPI scores.

### Children Ages 0 to 5 - Early Childhood This Year

Table 58

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
City of Oakland, DHS-Even Start	227	181	434	842	1
Bring Me A Book Foundation-Oakland's First Teachers	210	191	400	802	0
Lao Family Community Dev.-Even Start	212	167	423	802	0
MOCHA Little Studio Residency Program	208	167	410	785	0
Family Paths - Early Childhood Initiative	210	177	355	742	0
Center for the Education of the Infant Deaf (CEID)	209	162	345	716	0
The Link to Children-Reduction of Violence	206	163	309	678	0
Children's Hospital - Dev. Playgroups	208	166	280	654	-1
La Clínica De La Raza-Teens and Tots	188	157	270	615	-1
Average Children Ages 0 to 5 - Early Childhood				737	
Average SPI Score for All OFCY Grantees				727	

All the grantees in this strategic area met their performance goal of an SPI score greater than 600. Four of the grantees had high SPI scores over 750.

## Children and Youth Ages 6 to 14 - After School Enrichment This Year

Table 59

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
BACR - Glenview ASP	186	178	493	856	1
East Bay Asian Youth Center - Bella Vista/La Escuelita	208	195	418	821	1
OUSD/BACR - Lafayette ASP	188	193	423	804	1
OUSD - Think College Now ASP	203	212	382	797	1
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	202	195	392	788	0
OUSD T. Marshall Elementary - Inspire ASP	196	201	381	778	0
BACR - Melrose Bridges ASP	186	200	390	776	0
OUSD - Laurel Elementary Academy ASP	203	207	362	773	0
OUSD Reach Academy ASP	195	192	382	769	0
OUSD - Howard Elementary ASP	195	196	370	762	0
SSCF - Lazear School -Pathways ASP	196	191	374	762	0
OUSD Lakeview Elementary Ujima ASP	192	142	420	754	0
OUSD - Maxwell Park ASP	192	199	358	750	0
Girls Inc. - Parker ASP	224	202	312	738	0
BACR - Jefferson ASP	165	173	400	738	0
Lao Family Community Dev. - International Comm. School ASP	196	151	390	736	0
M.B.H. AspiraNet- Piedmont Ave. ASP	183	181	359	722	0
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	188	195	329	712	0
OUSD - Horace Mann Resolve ASP	179	148	360	686	0
OASES Safe Harbor - Lighthouse ASP	199	194	289	682	0
OASES - Quest Cleveland Elementary ASP	208	146	323	677	0
BACR - Markham ASP	181	197	298	676	0
OUSD - Edna Brewer Pride ASP	172	187	315	673	0
BACR - Whittier ASP	148	181	329	658	-1
Safe Passages Frick Middle School ASP	187	147	307	641	-1
M.B.H. AspiraNet- Webster Academy ASP	155	136	329	620	-1
M.B.H. AspiraNet- RISE Community ASP	125	178	306	609	-1
Average Children and Youth Ages 6 to 14 - After School Enrichment Program				731	
Average SPI Score for All OFCY Grantees				727	

All the grantees in this strategic area met their performance goal of an SPI score greater than 600. Four grantees were above one standard deviation and four grantees were below one standard deviation.

This was the first year for After School Enrichment Grants of \$50,000 per school which were matched by OUSD Oakland SUCCESS ASES funds. The grantees did well at collecting their survey reports. A few of the grantees have had some difficulty in reporting their efforts. Evaluators working with the school principals and the Oakland Success Office were able to estimate their effort in order to allow them to fit into this first evaluation report of their effort and effect. Overall these grantees are off to a good beginning as OFCY grantees.



M.B.H AspiraNet- Piedmont Ave. ASP



MOCHA-Little Studio Residency Program

## Children and Youth Ages 6 to 14 - Comprehensive After School for This Year

Table 60

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
American Indian Child Resource Center	204	189	475	868	2
Dimensions Dance Theater - Rites of Passage	224	179	419	822	1
East Bay Asian Youth Center-Garfield ASP	226	179	410	815	1
BACR - Stonehurst High Hopes ASP	199	190	411	800	1
OASES Lincoln ASP/LEAP	224	138	437	799	1
BACR - Bret Harte ASP	218	180	399	797	1
East Oakland Boxing Assoc. Smart Moves	196	172	425	793	0
OPR - Oakland Discovery Centers	214	170	407	790	0
Oakland Leaf -UPA Urban Arts ASP	211	167	402	780	0
OASES-Westlake ASP	227	135	404	766	0
Oakland Leaf- Ascend Sunset Warriors ASP	215	187	362	764	0
BACR - Prescott ASP	193	152	418	763	0
East Bay Asian Youth Center- Franklin ASP	212	150	395	757	0
East Bay Agency for Children - Hawthorne ASP	217	183	354	754	0
BACR - Emerson/Peralta ASP	193	178	375	746	0
Oakland Parks and Recreation-Inclusion Center	216	154	374	745	0
BACR - Santa Fe Shooting Stars	202	187	351	740	0
East Bay Asian Youth Center-Manzanita ASP	223	140	376	739	0
East Bay Agency for Children-Sequoia ASP	230	148	358	735	0
BACR - Martin Luther King ASP- Unity of Dreams	172	181	369	723	0
CRECE Elmhurst ASP	184	181	358	722	0
OYC - Acorn-Woodland - Awesome ASP	219	137	360	715	0
BACR - Sankofa Academy ASP	210	191	313	714	0
BACR - Madison ASP	203	177	333	713	0
Ala Costa Center After School	215	172	309	696	0
Girls Inc. - Lockwood ASP	197	189	305	691	0
BACR - Claremont ASP	200	161	330	690	0
BACR - Hoover ASP Kids Rock	219	146	314	679	0
OYC - Fruitvale ASP	225	134	319	678	0
OYC - Encompass Academy ASP	204	138	331	673	0
East Bay Asian Youth Center-Roosevelt ASP	197	174	291	661	-1
YMCA of the East Bay - Explore ASP	197	161	289	647	-1
East Bay Conservation Corps-Charter ASP	200	159	285	644	-1
SSCF - Peralta Creek -UFSA - ASP	183	178	272	633	-1
SFSU - Havenscourt ASP	172	159	224	556	-2
Bay Area Video Coalition - Cole School	No Surveys of Customers			NS	-
Average Children and Youth Ages 6 to 14 - Comprehensive After School				731	
Average SPI Score for All OFCY Grantees				727	

Only two grantee missed the SPI performance goal of 600. San Francisco State University - Havenscourt After School Program has missed the goal this year and last year. Bay Area Video Coalition at Cole School did not collect any surveys. All the other grantees met the goal with 14 grantees having high SPI scores over 750. Six grantees were above one or more standard deviation and six grantees were below one or more standard deviation.

# Youth Ages 15 to 20 - Career and College Readiness and Youth Leadership for This Year

Table 61

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
Next Step Learning Center-Success at 17	219	173	465	857	1
Eastside Arts Alliance Youth Center	222	178	447	847	1
Dimensions Dance Theater - Intern Program	224	179	419	822	1
Youth UpRising - Youth Grants	207	183	418	808	1
Global Education Partnership-EETP	199	182	409	790	0
Asian Community Mental Health Services-AYPAL	221	171	359	751	0
Youth Together- Youth Leadership	228	176	342	746	0
Youth ALIVE !- Teens on Target	228	182	303	712	0
OASES SOAR Career & College Readiness	199	192	322	712	0
Youth UpRising - Corners Café	197	159	333	689	0
East Bay Asian Youth Center -RISE	192	191	289	672	0
Alameda County Health Care Foundation	217	185	264	666	0
Spanish Speaking Citizen's Foundation-Youth Leadership	196	173	293	662	0
Oakland Kids First-Real Hard	201	169	279	649	0
Opera Piccola -ArtGate Advance	176	165	297	638	0
BEST/EXCEL HS - Youth Leadership	192	141	277	610	-1
Youth Employment Partnership-Career Try Out	178	160	239	577	-1
Average Youth Ages 15 to 20 - Career and College Readiness and Youth Leadership				718	
Average SPI Score for All OFCY Grantees				727	

All but one of the grantees in this strategic area met their performance goal of an SPI score greater than 600. Youth Employment Partnerships just missed the performance goal of 600. They are redesigning their sampling technique to sample their youth customers at the end of the summer employment program instead of waiting to sample them in the fall. Four grantees were above one standard deviation and two grantees were below one standard deviation.



OASES-Quest-Cleveland Elementary ASP



OUSD-Horace Mann Resolve ASP



Lao Family Community Dev.- International Community School ASP



Girls Inc. -Eureka Teen Achievement SUMMER

## Children and Youth of All Ages - Physical and Behavioral Health for This Year

Table 62

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
Sports4Kids After School Program	222	193	403	818	1
Native American Health Center-Youth Voices	211	177	420	808	1
Bay Area Oakland SCORES	228	177	358	764	0
Bay Area Outreach & Recreation Program (BORP)	214	178	341	733	0
Project Re-Connect	232	169	330	731	0
Alameda Family Services-Dream Catcher	211	167	341	719	0
OBUGS-Planting a Future	206	187	319	712	0
Jack London Aquatic Center-Rowing Revolution	157	165	343	665	0
Through The Looking Glass-Families w/ Disabilities	219	160	255	634	0
La Clinica De La Raza-Youth Brigade	153	177	273	604	-1
First Place for Youth - Healthy Transitions	212	155	235	602	-1
Average Children and Youth of All Ages- Physical and Behavioral Health				706	
Average SPI Score for All OFCY Grantees				727	

All of the grantees met the performance goal of an SPI score of 600. Two grantees were above one standard deviation and two grantees were below one standard deviation.

## Children and Youth All Ages - Summer Enrichment For This Year

Table 63

OFCY Grantee Funded Program	Approach	Deployment	Results	Service Performance Index	Cluster Deviation
OPR -Oakland Discovery Centers Summer Program	216	191	422	829	1
Marcus A. Foster Ed. In.-Prescott Circus Theatre	215	153	378	747	0
Girls Inc. - Eureka Teen Achievement	210	194	309	714	0
Leadership Excellence-Freedom School	214	189	287	690	0
Family Support Services- Youth Kinship Program	215	177	253	645	-1
Average Children Ages 6 to 14 - Summer Enrichment				725	
Average SPI Score for All OFCY Grantees				727	

All of the grantees in this strategic area met their performance goal of an SPI score greater than 600. OPR - Oakland Discovery Centers Summer Program had a high SPI score over 750. One grantee was above one standard deviation and one grantee was below one standard deviation.

# Validity and Reliability of OFCY Instruments

## Making Data More Informative

The acceptability, appropriateness, and effectiveness of OFCY services for the youth of Oakland were assessed from three points of view—the youth who received services, their parents, and staff members who interacted with the youth at participating agencies. The acceptability of services was assessed by asking four questions about satisfaction with services. The appropriateness was assessed by asking youth about the status of their developmental assets in the fall when most of them start receiving services. Because youth under five years of age are not expected to read, they are not asked about their developmental assets. The effectiveness was assessed by calculating both asset development service productivity and agency-specific service productivity. Choices were made about which questions of each of these three types to ask and how many to include in the questionnaires. Ideally, enough questions were included to learn what happened without causing the persons completing the questionnaires to lose interest in answering the questions. In order to determine whether enough questions were asked, and of the right kind, a psychometric evaluation was conducted on each type of assessment. A sample of about 500 respondents was drawn at random to assess the reliability and validity of each scale, although for the surveys of parents of children under six years of age there were fewer than 500 respondents' data to analyze. The concurrent validity analysis was conducted by calculating correlations among all pairs of scales, after matching youth customer ids across types of surveys. Levels of reliability for the measures of agency-specific productivity were calculated separately and reported by agency elsewhere in this report.

## Assessing Reliability

The reliability of each score was determined by calculating the internal consistency of the items, or the degree to which the items correlate with one another. Cronbach's alpha was calculated for the re-scored item responses (1,0,-1). The following table summarizes the reliability results for seven different scales, five of which related to level of asset development. Because different questions were asked for three different age ranges of the youth, each version of the scales measuring satisfaction and service productivity were evaluated separately. This method of assessing reliability assumes that the questions all correlate positively with one another or relate to just one concept, as indicated by the title of the scale. To check this assumption the same data used to estimate reliability were factored to check for the presence of more than one factor.

Reliability ranges from 0 or no consistency to 1, complete agreement among the items, i.e., each youth answers the items so that a perfect ordering of the items and youth can be developed. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefited more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are pursued to clarify patterns of service effectiveness, the level of reliability should exceed .60.

To support drawing inferences from the results presented in this evaluation report, we expected that the levels of reliability would equal or exceed .60. Only two scales did not achieve this level of reliability: Risk Avoidance and Social Attachment. For level of developmental assets the Risk Avoidance scale fell short of the criterion with a reliability of .50 and the reliability for the Social Attachment scale was .51. These lower levels of reliability preclude our using these scale scores in subsequent analyses. The purpose of assessing Social Attachment is to identify any youth customers who are at risk for disrupting services in a violent manner. The lowest scoring youth are tracked and the appropriate service agencies notified of this potential for disruption. Checks on the face validity of the Social Attachment results have provided support for using the data in this manner, rather than interpreting the entire range of scores. None of the scales employed included items that should be dropped due to their deviance from the underlying factor being assessed.



**Table 64 - Reliability of OFCY Survey Data 2007-08**

<b>Survey of Youth Ages 10 – 20</b>			
Scale	Alpha	N of items	Deviant items
Satisfaction	0.78	4	
Asset Development Productivity	0.86	7	
RPR - Total Score	0.84	32	
RPR – Protective	0.66	11	
RPR - Risk Avoidance	0.50	8	
RPR – Resiliency	0.86	13	
Social Attachment Assets	0.51	6	Covers 2 factors
*RPR results based on fall data.			
<b>Survey of Youth Ages 5 – 9</b>			
Scale	Alpha	N of items	Deviant items
Satisfaction	0.73	4	
Asset Development Productivity	0.79	6	
RPR - Total Score	0.72	10	
*RPR results based on fall data.			
<b>Survey of Parents of Youth Ages 10 – 20</b>			
Scale	Alpha	N of items	Deviant items
Satisfaction	0.75	4	
Asset Development Productivity	0.82	7	
<b>Survey of Parents of Youth Ages 5 – 9</b>			
Scale	Alpha	N of items	Deviant items
Satisfaction	0.67	4	
Asset Development Productivity	0.80	6	
<b>Survey of Parents of Youth Ages 0 – 5</b>			
Scale	Alpha	N of items	Deviant items
Satisfaction	0.66	4	
Asset Development Productivity	0.78	6	
<b>Survey of Staff Rating Youth Ages 10 – 20</b>			
Scale	Alpha	N of items	Deviant items
Asset Development Productivity	0.81	7	
<b>Survey of Staff Rating Youth Ages 5 – 9</b>			
Scale	Alpha	N of items	Deviant items
Asset Development Productivity	0.82	6	
<b>Survey of Staff Rating Youth Ages 0 – 5</b>			
Scale	Alpha	N of items	Deviant items
Asset Development Productivity	0.81	6	

### Assessing Validity

The validity of the assessment data indicates how well the underlying idea or concept is captured. In other words, when gathering subjective information with no physical referent, it is important to demonstrate that the pattern of results reflects expected differences based on conceptual distinctions. For example, it was expected that service productivity would not be too similar to service satisfaction or level of asset development, since the purpose was to measure different concepts. Also, it was expected that the youth, parents, and staff would tend to agree, not disagree, about service productivity and service satisfaction.

The following table contains correlations among the seven scales and three points of view that illustrate whether these expectations were borne out. Only fall 2007 data for youth ages 10 to 20 years of age are reported in this table.

The scales that were conceptually linked were grouped together and boxes drawn around each of three groups. For level of asset development, the three sub-scales correlated .37 to .44 with each other and .68 to .85 with the total score. This pattern of correlations indicates there was agreement among the sub-scales and similar contributions to total score. None of these scales correlated over .30 with any of the other scales, thus demonstrating the distinctiveness of assessing level of asset development from satisfaction and service productivity. Social Attachment does not correlate over .31 with any other scale, as expected. Satisfaction scales correlated with service productivity scales to some degree, up to .54. The finding that youth, parents, and staff did not agree with one another when reporting on either service productivity or satisfaction with services indicated that each type of respondent sees the effects of services differently. The highest correlation was for service productivity as reported by parents and youth, .34. Parents and youth agreed more on service productivity than staff did with either parents or youth. The distinctiveness of viewpoints about satisfaction and service productivity across youth, their parents, and staff members who serve the youth, has persisted for the past seven years. In fact, these correlations change very little. Higher correlations occur between service productivity and level of satisfaction within point of view. These results emphasize the sizable differences of opinion about the effects of services across respondent groups. As demonstrated in the summary tables, staff members tend to report the highest levels of service productivity, while parents report higher levels of satisfaction than do youth. Interestingly, over the past six years, the levels of satisfaction reported by parents consistently declined. However, the opinions of the parents still differ from those of their children.

Table 65 - Validity Youth Data

	protective	resiliency	risk avoid	RPR	Social attachment	Youth satisfaction	Parent satisfaction	Youth asset prod.	Parent asset prod.	Staff asset prod.
protective										
resiliency		0.44	0.37	0.78	0.28	0.22	0.05	0.25	0.04	0.12
risk avoid	0.44		0.39	0.85	0.19	0.26	0.09	0.3	0.12	0.11
Total RPR	0.37	0.39		0.68	0.29	0.19	0.09	0.2	0.11	0.06
Social attachment	0.78	0.85	0.68		0.31	0.29	0.1	0.32	0.11	0.13
Youth satisfaction						0.11	0.02	0.06	0	0.04
Parent satisfaction	0.28	0.19	0.29	0.31	0.11		0.34	0.53	0.21	0.17
Youth asset prod.	0.22	0.26	0.19	0.29	0.02	0.34		0.23	0.54	0.21
Parent asset prod.	0.05	0.09	0.09	0.1	0.06	0.53	0.23		0.3	0.23
Staff asset prod.	0.25	0.3	0.2	0.32	0	0.21	0.54	0.3		0.26
	0.04	0.12	0.11	0.11	0.04	0.17	0.21	0.23	0.26	

The validity of the data collected from the children ages five to nine years, including the total developmental assets score, are indicated in the next table. Looking at the top row of the second table, their level of developmental assets scores correlated with only one other scale, .39 with asset development service productivity scores. This correlations suggested that children with higher levels of developmental assets may tend to benefit more as a result of receiving services. The validity of the satisfaction and productivity scores are similar to those for youth 10 years and older. Children, parents and staff all differ in their opinions from each other. The only sizable correlation for this age group was satisfaction with service productivity when reported by the children, .67. This "halo" effect suggests that the children are less discriminating about answering each question than the youth 10 years and older. Once they form their impression of how they feel about the services, they tend to answer all the questions similarly.

Table 66 - Validity Child Data

	RPRA	Youth satisfaction	Parent satisfaction	Youth asset prod.	Parent asset prod.	Staff asset prod.
Total RPRA		0.39	0.06	0.39	0.04	0.02
Youth satisfaction	0.39		0.07	0.67	0.07	0
Parent satisfaction	0.06	0.07		0.07	0.33	0.04
Youth asset prod.	0.39	0.67	0.07		0.12	0.02
Parent asset prod.	0.04	0.07	0.33	0.12		0.05
Staff asset prod.	0.02	0	0.04	0.02	0.05	

**Data Has Sufficient Quality**

By performing this evaluation of the quality of the OFCY data, we learned that the data we are gathering is of sufficient quality to indicate how effective services are for youth participating in the OFCY programs. The evaluation team recognizes that time is taken away from serving the youth to obtain these data and is striving to keep the questionnaires brief. It appears that the length of the questionnaires is about right, as borne out by the good to excellent psychometric performance of the scales.

**Maintaining the Accuracy of the Data**

The quality of the responses that the three types of people make also is related to the reliability and validity of the assessment scales. Unless respondents think the information will be used, they may fail to complete the questionnaire thoughtfully. Thus, when agency staff members distribute the questionnaires to youth or parents, it is important to explain why we need this information. Respondents can be advised that what they report is confidential and that providing the most accurate information will help the agency to improve services. The youth who complete the questionnaire while attending the program should be assured that the time needed to fully answer the questionnaires is less than 10 minutes and will not interfere with the day's schedule of activities. Some staff person should review all of the questionnaires that are completed and verify that the information requested was accurately and properly noted. In particular, only when the youth's date of birth and initials are correctly reported can analyses be performed which compare reports submitted at different times and by different types of people, i.e., youth, parents, and staff. Comparisons of different reports over time tell us whether the youth are doing better. Comparisons between the different sources of information tell us what the three groups agree about. Knowing what the consensus is reveals what issues should receive higher priority.

# Results

**Results reflect the efforts of the whole Oakland community to raise healthy children and to provide opportunities to succeed in their life.**



M.B.H. AspiraNet- RISE Community ASP



OUSD - Laurel Elementary Academy ASP

This evaluation measures two kinds of results:

The first type of results are intermediate, including OFCY's customers' attendance at school, grades, STAR test scores and other indicators, which may have improved during the years they were involved in OFCY services. Obviously, many other members of the Oakland community contributed to positively impact these results.

The second measure is population results for all of the youth of Oakland. This evaluation uses these results to measure how Oakland as a community is doing to improve the health and wellness of children and youth.

The performance logic model does not attempt to establish a causal relationship between the services delivered and these results. The nationally accepted logic model system is based on the assumption that OFCY played some part in these results along with the rest of the community of Oakland.

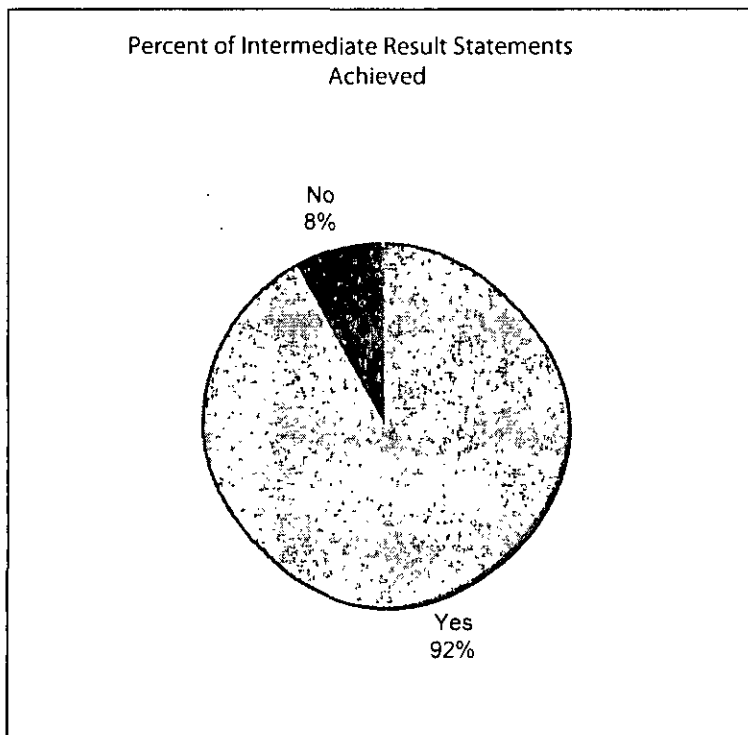
1. To learn how many of the OFCY Grantees met their intermediate result goals, go to page 91.
2. To learn how Oakland is doing on the OFCY Strategic Plan Population Result Indicators, go to page 98.
3. To learn how Oakland can recapture lost funds to socialize our youth, go to page 117.

## 92% Percent of OFCY Grantees Met Intermediate Results Goals

Intermediate results are developed each year by OFCY providers and included in their proposal for funding. Intermediate results cannot be directly linked in a causal relationship to the OFCY services. The strength of the nationally recognized logic model or theory of change evaluation design is that service providers need only demonstrate signs of positive change for the better with measurements. The logic is that positive change, due to services, will impact and influence the intermediate results. For example, if grades improve for a student, the parents, school, OFCY services, and many other positive factors contribute to the increase.

All 105 OFCY grantees developed intermediate results statements. A total of 289 different statements were reviewed by the evaluators. Evaluators determined that 10 of the statements were not intermediate results, but instead were output measures which indicate the output of grantee activities. An example of an output intermediate results indicators is as follows: 70% of students participated in community service activities. Evaluators picked two intermediate results statements from each of the 105 grantees and reported on them in the Grantee Evaluation Section. The following chart summarizes the number of OFCY grantees that met their intermediate goals. The chart indicates whether the intermediate result was successfully met, not met, or if data to determine the success or failure of the intermediate result goal is not yet available. If no data were available, then for this summary it was counted as a goal not met.

Chart 16



OUSD - Edna Brewer Pride ASP

\*BORP (OFCY)

(10 year old boy)

Question: What did you learn from this program?

Answer: "Independent skills, to speak out for myself. Also about college, there is a transferring program that is really good."

## Comprehensive After School OFCY/ Oakland SUCCESS Grants: Study of Intermediate Results

For 53 after-school programs operating in 59 schools, data from the Oakland Unified School District was analyzed to obtain intermediate results. The school information covered mathematics and English Language Arts (ELA) standard test scores, rate of attendance, and number of suspensions. Over 4,100 students' records containing complete data for the current and prior school years were included in each analysis. The number of students with complete data attending the after-school program at each school ranged from 18 to 233. The percent of students across schools with complete data ranged from 17 to 73 percent. The most meaningful change in school performance was calculated for these analyses by subtracting the score for 2006-7 from the score for 2008-7 and removing the influences of other causes of school performance besides what took place at school. The other influences for which data were available were ethnicity, grade in school, status as a learner of English, and score level in 2006-7. The range of variation removed was 15 to 50 percent. The adjusted change scores were categorized as declining from the prior year to the current year (getting worse), increasing (getting better), or remaining the same. The cutoff scores for decreasing or increasing were defined as one standard error of measurement below or above zero change. Zero change for the adjusted change scores was modified by adding back the mean raw change. The standard error was calculated by adjusting the variability of the adjusted change scores by the level of reliability of the change scores. Reasonable estimates of reliability were inserted in the formula for each measure (attendance rate=.85, number of suspensions=.95, standard test scores=.88). The ranges of scores that were treated as no change occurring were: attendance rate -.15 to .08, number of suspensions -.12 to .19, ELA -16.6 to 9.1, and mathematics -22 to 14.4. The levels of variation removed indicated that the adjustments were needed. This type of adjustment of raw change scores is routinely performed for hospital outcomes data (Iezzoni, 1997). (Iezzoni, L. I. (Ed.) (1997). Risk Adjustment for Measuring Healthcare Outcomes (2nd ed.). Chicago, IL: Health Administration Press)

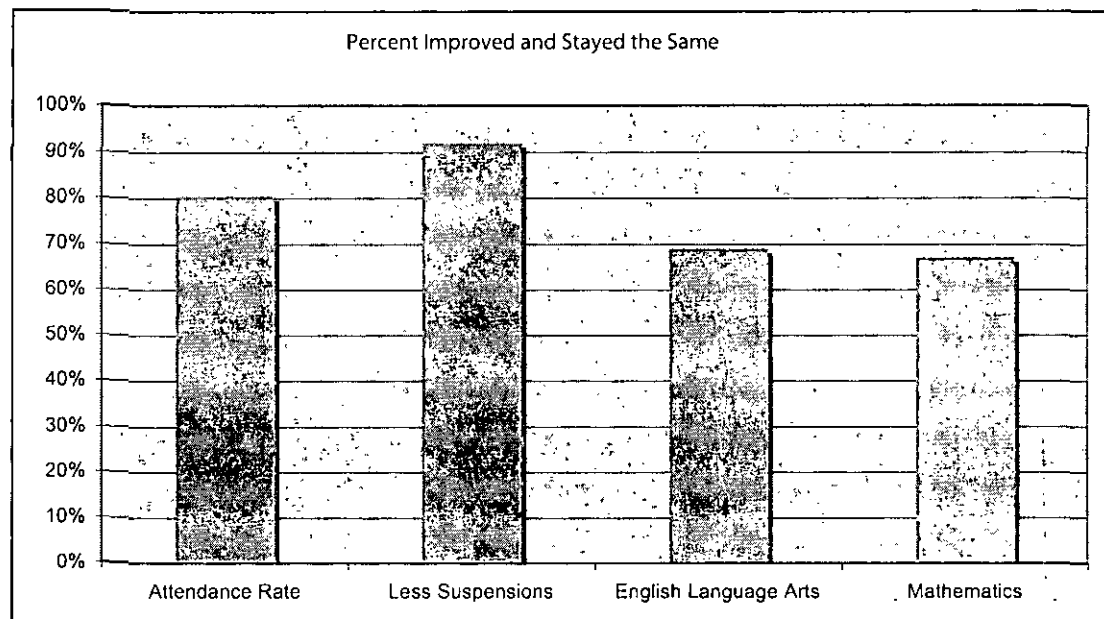
Readers are reminded that the California Standards Test (CST) changes each year with the standards set for each grade level. For example, the third grade test is set to the standards of the third grade and the next year's test in fourth grade is set to the standards of fourth grade. If a student stays the same than it should be assumed that they have progressed to handle learning tasks for the next higher grade. Students that improved on the CST did better than expected and if they declined they are falling behind. The following table and chart shows percentage change for each of the indicators. The percentage of youth that stayed the same or improved is indicated in the chart, as this outcome is considered a positive one.

Table 67

	Percent Changed for Each Indicator				Number of Youth
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	
Attendance Rate	20%	35%	45%	81%	4,132
Less Suspensions	8%	66%	26%	92%	4,132
English Language Arts	31%	32%	38%	69%	4,122
Mathematics	33%	33%	34%	67%	4,124

NOTE: Stayed same category based on zero change plus/minus the standard error of measurement

Chart 17



## Comprehensive After School OFCY/ Oakland SUCCESS Grants: Middle Schools Compared to Elementary Schools

OFCY funded 12 middle and 41 elementary schools in their collaboration with Oakland SUCCESS. The following tables show how the middle schools compared to the elementary schools did on the four indicators. Elementary schools did better on the rating of "improved" and "stayed the same" percentage for English and Language Arts California Standards Test (CST), but did two percentage points less than middle schools on the mathematics CST. Middle schools had the largest percentage of youth improve from the 2007 school year to the 2008 school year with better attendance in school and less suspensions. CST scores indicate that over 30% of the youth in after school programs scores declined; that indicates that these students are falling behind their classmates.

Table 68

Attendance Rate					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
Elementary Schools	14%	44%	42%	86%	2,333
Middle Schools	27%	24%	49%	73%	1,799
All Schools	20%	35%	45%	81%	4,132

Table 69

Less Suspensions					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
Elementary Schools	3%	83%	14%	97%	2,333
Middle Schools	14%	45%	41%	86%	1,799
All Schools	8%	66%	26%	92%	4,132

Table 70

English Language Arts					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
Elementary Schools	30%	30%	40%	70%	2,328
Middle Schools	32%	34%	34%	68%	1,794
All Schools	31%	32%	38%	69%	4,122

Table 71

Mathematics					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
Elementary Schools	34%	28%	38%	66%	2,330
Middle Schools	32%	38%	30%	68%	1,794
All Schools	33%	33%	34%	67%	4,124

# Change From 2007 School Year to 2008 School Year

The following four tables indicate how the Oakland SUCCESS After School Initiative Grantees' youth customers did on four measures of change from the 2007 school year to the 2008 school year. The tables are sorted from high to low percentage of youth who "stayed the same" and "improved" from the year before.

## Change in School Attendance

School Attendance got better for 45% of the matched after school students.

Table 72

Changes in Attendance Rates 2007 to 2008					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
BACR - Bridges ASP	0%	50%	50%	100%	28
BACR - Emerson/Peralta ASP	0%	55%	45%	100%	113
BACR - Glenview ASP	0%	53%	48%	100%	40
BACR - Hoover YAH Village ASP	0%	47%	53%	100%	36
BACR - Sankofa Academy ASP	0%	30%	70%	100%	37
BACR - Santa Fe Shooting Stars	0%	53%	48%	100%	40
M.B.H. AspiraNet - Melrose Leadership Academy ASP	0%	2%	98%	100%	125
OASES - Quest Cleveland Elementary ASP	0%	66%	35%	100%	29
OASES Lincoln ASP/LEAP	0%	54%	46%	100%	78
OUSD - Howard Elementary ASP	0%	68%	32%	100%	37
OUSD - Reach Academy ASP	0%	68%	32%	100%	44
Safe Passages - Frick Middle School	0%	0%	100%	100%	60
BACR - James Madison ASP	1%	9%	90%	99%	135
OYC - Fruitvale ASP	1%	23%	76%	99%	155
CRECE Elmhurst ASP	2%	35%	63%	99%	202
East Bay Agency for Children-Sequoia ASP	3%	36%	62%	97%	39
Girls, Inc. - Parker ASP	3%	66%	31%	97%	32
M.B.H. AspiraNet - Piedmont Avenue ASP	3%	47%	50%	97%	30
BACR - Prescott ASP	4%	56%	41%	96%	54
East Bay Asian Youth Center-Franklin ASP	4%	37%	59%	96%	154
OUSD - Ujima @ Lakeview ASP	5%	82%	13%	95%	38
BACR of the East Bay - Bret Harte ASP	6%	15%	79%	94%	143
OYC - Awesome Extended Learning Program	9%	33%	58%	91%	67
OUSD - Think College Now ASP	10%	45%	45%	90%	78
East Bay Asian Youth Center-Manzanita ASP	12%	43%	45%	88%	73
East Bay Asian Youth Center-Garfield ASP	13%	33%	54%	87%	107
Lao Family Community Dev.-Asipre/ICS	13%	44%	42%	87%	45
OYC - Encompass Academy ASP	14%	37%	50%	87%	52
East Bay Asian Youth Center - Bella Vista/La Escuelita	15%	29%	56%	85%	109
Oakland Leaf- Ascend ASP	16%	15%	69%	84%	122
SSCF - Pathways ASP @ Lazear	18%	50%	32%	82%	28
SFSU - Havenscourt ASP	18%	15%	67%	82%	33
BACR - Lafayette ASP	18%	41%	41%	82%	22
BACR - Stonehurst High Hopes ASP	19%	72%	9%	81%	85
BACR - Martin Luther King ASP	19%	81%	0%	81%	37
OASES-Westlake ASP	24%	27%	49%	76%	188
YMCA of the East Bay - Explore ASP	24%	58%	18%	76%	133
BACR - Claremont ASP	26%	22%	52%	74%	99
OUSD - Laurel Community Partnership ASP	27%	50%	23%	73%	66
BACR - Jefferson ASP	28%	50%	22%	72%	18
OUSD - Resolve @ Horace Mann ASP	28%	53%	19%	72%	53
OUSD - Maxwell Park ASP	29%	52%	19%	71%	48
BACR - Whittier ASP	32%	58%	11%	68%	19
BACR - Markham ASP	32%	41%	27%	68%	44
Girls Inc. - Lockwood ASP	33%	56%	11%	67%	18
East Bay Asian Youth Center-Roosevelt ASP	37%	24%	40%	64%	233
OUSD - Thurgood Marshall Program Inspire	39%	50%	11%	61%	28
M.B.H. AspiraNet - Webster Academy ASP	40%	56%	4%	60%	25
Higher Ground Neighborhood Development	42%	32%	26%	58%	169
SSCF - Peralta Creek -UFSA - ASP	52%	28%	20%	48%	50
Oakland Leaf -UPA Urban Arts ASP	62%	26%	12%	38%	203
OUSD - Edna Brewer Pride Program	63%	27%	11%	38%	195
M.B.H. AspiraNet - RISE Community ASP	64%	36%	0%	36%	36
All Agencies	20%	35%	45%	81%	4,132



## Change in Number of Suspensions

The number of suspensions improved with less suspensions than a year before for 26% of the matched after school participants. The highest percentage of declining or more suspensions was in middle school programs.

Changes in Number of Suspensions 2007 to 2008

Table 73

	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
Girls, Inc. - Parker ASP	0%	69%	31%	100%	32
BACR - Bridges ASP	0%	100%	0%	100%	28
BACR - Jefferson ASP	0%	94%	6%	100%	18
BACR - Santa Fe Shooting Stars	0%	68%	33%	100%	40
East Bay Agency for Children-Sequoia ASP	0%	95%	5%	100%	39
East Bay Asian Youth Center - Bella Vista/La Escuelita	0%	92%	8%	100%	109
East Bay Asian Youth Center- Franklin ASP	0%	96%	4%	100%	154
Girls Inc. - Lockwood ASP	0%	89%	11%	100%	18
Lao Family Community Dev.-Asipre/ICS	0%	98%	2%	100%	45
M.B.H. AspiraNet - Webster Academy ASP	0%	80%	20%	100%	25
Oakland Leaf- Ascend ASP	0%	81%	19%	100%	122
OUSD - Thurgood Marshall Program Inspire	0%	79%	21%	100%	28
OYC - Fruitvale ASP	0%	83%	17%	100%	155
SSCF - Pathways ASP @ Lazear	0%	96%	4%	100%	28
OASES Lincoln ASP/LEAP	1%	99%	0%	99%	78
OUSD - Laurel Community Partnership ASP	2%	79%	20%	99%	66
BACR - Emerson/Peralta ASP	2%	74%	24%	98%	113
OUSD - Resolve @ Horace Mann ASP	2%	83%	15%	98%	53
OUSD - Maxwell Park ASP	2%	85%	13%	98%	48
BACR - Stonehurst High Hopes ASP	2%	82%	15%	98%	85
BACR - Glenview ASP	3%	83%	15%	98%	40
OUSD - Ujima @ Lakeview ASP	3%	76%	21%	97%	38
OYC - Awesome Extended Learning Program	3%	85%	12%	97%	67
Higher Ground Neighborhood Development	4%	86%	10%	97%	169
OASES - Quest Cleveland Elementary ASP	3%	86%	10%	97%	29
East Bay Asian Youth Center-Garfield ASP	4%	92%	5%	96%	107
BACR - Lafayette ASP	5%	68%	27%	96%	22
BACR - Markham ASP	5%	84%	11%	96%	44
M.B.H. AspiraNet - Melrose Leadership Academy ASP	5%	66%	30%	95%	125
BACR - Whittier ASP	5%	84%	11%	95%	19
OUSD - Howard Elementary ASP	5%	76%	19%	95%	37
BACR - Hoover YAH Village ASP	6%	78%	17%	95%	36
M.B.H. AspiraNet - RISE Community ASP	6%	89%	6%	95%	36
OYC - Encompass Academy ASP	6%	81%	14%	94%	52
CRECE Elmhurst ASP	6%	46%	48%	94%	202
East Bay Asian Youth Center-Manzanita ASP	8%	81%	11%	92%	73
East Bay Asian Youth Center-Roosevelt ASP	9%	66%	25%	91%	233
OUSD - Reach Academy ASP	9%	80%	11%	91%	44
Oakland Leaf -UPA Urban Arts ASP	10%	67%	23%	90%	203
OUSD - Think College Now ASP	12%	80%	9%	89%	78
BACR - James Madison ASP	12%	42%	47%	88%	135
OASES-Westlake ASP	12%	40%	47%	88%	188
M.B.H. AspiraNet - Piedmont Avenue ASP	13%	53%	33%	87%	30
BACR - Martin Luther King ASP	14%	57%	30%	87%	37
BACR - Sankofa Academy ASP	16%	43%	41%	84%	37
BACR - Prescott ASP	17%	52%	32%	83%	54
OUSD - Edna Brewer Pride Program	17%	51%	31%	83%	195
BACR of the East Bay - Bret Harte ASP	18%	41%	41%	82%	143
SSCF - Peralta Creek -UFSA - ASP	20%	26%	54%	80%	50
YMCA of the East Bay - Explore ASP	23%	17%	60%	77%	133
Safe Passages - Frick Middle School	25%	15%	60%	75%	60
BACR - Claremont ASP	26%	10%	64%	74%	99
SFSU - Havenscourt ASP	30%	27%	42%	70%	33
All Agencies	8%	66%	26%	92%	4,132

## Changes in English Language Arts CST Test Scores

Overall changes in English Language Arts improved by 38% with 32% staying the same (improving one grade level) for a total of 69% staying the same or improving. This means that 31% of the after school students declined and are falling behind their classmates. Grantees ranged from 46% "improved" or "stayed the same" to 90% "improved" or "stayed the same."

Table 74

Changes in English Language Arts Test Scores 2007 to 2008					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
OYC - Awesome Extended Learning Program	10%	18%	72%	90%	67
Oakland Leaf- Ascend ASP	14%	24%	62%	86%	122
BACR - Emerson/Peralta ASP	18%	29%	53%	82%	113
BACR - Bridges ASP	18%	25%	57%	82%	28
BACR - Sankofa Academy ASP	22%	27%	51%	78%	37
Girls, Inc. - Parker ASP	22%	41%	38%	78%	32
BACR - Jefferson ASP	22%	39%	39%	78%	18
BACR - Markham ASP	23%	30%	48%	77%	44
OUSD - Edna Brewer Pride Program	24%	32%	44%	76%	195
East Bay Asian Youth Center-Manzanita ASP	24%	32%	44%	76%	72
East Bay Asian Youth Center- Franklin ASP	24%	34%	42%	76%	154
M.B.H. AspiraNet - Webster Academy ASP	24%	44%	32%	76%	25
Lao Family Community Dev.-Asipre/ICS	24%	40%	36%	76%	45
OYC - Fruitvale ASP	25%	34%	41%	76%	155
CRECE Elmhurst ASP	25%	33%	43%	75%	202
BACR of the East Bay - Bret Harte ASP	25%	27%	48%	75%	141
BACR - Whittier ASP	26%	32%	42%	74%	19
M.B.H. AspiraNet - Piedmont Avenue ASP	27%	30%	43%	73%	30
Higher Ground Neighborhood Development	27%	34%	39%	73%	169
OASES - Quest Cleveland Elementary ASP	28%	21%	52%	72%	29
Girls Inc. - Lockwood ASP	28%	39%	33%	72%	18
BACR - Prescott ASP	28%	36%	36%	72%	53
SSCF - Pathways ASP @ Lazear	29%	32%	39%	71%	28
BACR - Santa Fe Shooting Stars	30%	35%	35%	70%	40
BACR - Claremont ASP	31%	34%	36%	69%	98
M.B.H. AspiraNet - RISE Community ASP	31%	22%	47%	69%	36
OASES-Westlake ASP	31%	35%	35%	69%	188
BACR - Hoover YAH Village ASP	31%	37%	31%	69%	35
BACR - Lafayette ASP	32%	27%	41%	68%	22
OUSD - Laurel Community Partnership ASP	32%	26%	42%	68%	66
Oakland Leaf -UPA Urban Arts ASP	32%	38%	30%	68%	203
East Bay Asian Youth Center-Roosevelt ASP	34%	41%	26%	67%	233
Safe Passages - Frick Middle School	34%	37%	29%	66%	59
OUSD - Ujima @ Lakeview ASP	34%	24%	42%	66%	38
BACR - Stonehurst High Hopes ASP	37%	28%	35%	64%	85
East Bay Asian Youth Center-Garfield ASP	37%	39%	25%	63%	106
BACR - Glenview ASP	38%	38%	25%	63%	40
BACR - Martin Luther King ASP	38%	35%	27%	62%	37
OUSD - Howard Elementary ASP	38%	35%	27%	62%	37
M.B.H. AspiraNet - Melrose Leadership Academy ASP	39%	30%	30%	61%	125
OUSD - Thurgood Marshall Program Inspire	39%	18%	43%	61%	28
BACR - James Madison ASP	39%	35%	26%	61%	135
East Bay Agency for Children-Sequoia ASP	40%	26%	34%	61%	38
OUSD - Maxwell Park ASP	40%	21%	40%	60%	48
OYC - Encompass Academy ASP	40%	23%	37%	60%	52
East Bay Asian Youth Center - Bella Vista/La Escuelita	41%	25%	34%	59%	109
YMCA of the East Bay - Explore ASP	41%	25%	34%	59%	133
OASES Lincoln ASP/LEAP	42%	24%	33%	58%	78
SSCF - Peralta Creek -UFSA - ASP	43%	47%	10%	57%	49
OUSD - Think College Now ASP	45%	23%	32%	55%	78
SFSU - Havenscourt ASP	46%	24%	30%	55%	33
OUSD - Resolve @ Horace Mann ASP	47%	25%	28%	53%	53
OUSD - Reach Academy ASP	55%	21%	25%	46%	44
All Agencies	31%	32%	38%	69%	4,122

## Changes in Mathematics CST Test Scores

Overall changes in mathematics scores improved by 3% with 33% staying the same (improving one grade level) for a total of 67% staying the same or improving. This means that 33% of the after school students declined and are falling behind their classmates. Grantees ranged from 33% "improved" or "stayed the same" to 90% "improved" or "stayed the same."

Table 75

Changes in Mathematics Test Scores 2007 to 2008					
	Declined 07 to 08	Stayed Same	Improved 07 to 08	Improved and Stayed the Same	Number of Youth
OYC - Awesome Extended Learning Program	10%	13%	76%	90%	67
OUSD - Ujima @ Lakeview ASP	13%	55%	32%	87%	38
Oakland Leaf- Ascend ASP	16%	31%	53%	84%	122
BACR - James Madison ASP	19%	31%	49%	81%	134
BACR - Whittier ASP	21%	32%	47%	79%	19
BACR - Bridges ASP	21%	39%	39%	79%	28
SSCF - Pathways ASP @ Lazear	22%	33%	44%	78%	27
BACR - Lafayette ASP	23%	27%	50%	77%	22
M.B.H. AspiraNet - Webster Academy ASP	24%	60%	16%	76%	25
OASES - Quest Cleveland Elementary ASP	24%	35%	41%	76%	29
OUSD - Laurel Community Partnership ASP	24%	30%	46%	76%	66
OUSD - Resolve @ Horace Mann ASP	25%	36%	40%	75%	53
CRECE Elmhurst ASP	25%	44%	31%	75%	202
BACR - Sankofa Academy ASP	27%	24%	49%	73%	37
East Bay Asian Youth Center - Bella Vista/La Escuelita	28%	31%	41%	73%	109
BACR - Hoover YAH Village ASP	28%	14%	58%	72%	36
OASES-Westlake ASP	28%	42%	30%	72%	188
BACR - Emerson/Peralta ASP	28%	20%	51%	72%	113
YMCA of the East Bay - Explore ASP	29%	39%	32%	71%	133
M.B.H. AspiraNet - Melrose Leadership Academy ASP	30%	38%	32%	70%	125
SFSU - Havenscourt ASP	30%	58%	12%	70%	33
OUSD - Edna Brewer Pride Program	31%	31%	37%	69%	195
Safe Passages - Frick Middle School	32%	43%	25%	68%	80
SSCF - Peralta Creek -UFSA - ASP	33%	47%	20%	67%	49
Lao Family Community Dev.-Asipre/ICS	33%	36%	31%	67%	45
BACR - Jefferson ASP	33%	33%	33%	67%	18
OYC - Fruitvale ASP	34%	28%	38%	67%	155
Higher Ground Neighborhood Development	34%	31%	36%	66%	169
East Bay Asian Youth Center-Roosevelt ASP	34%	39%	27%	66%	233
OYC - Encompass Academy ASP	35%	44%	21%	65%	52
BACR - Glenview ASP	35%	28%	38%	65%	40
East Bay Asian Youth Center-Manzanita ASP	36%	26%	38%	64%	73
OUSD - Thurgood Marshall Program Inspire	36%	36%	29%	64%	28
East Bay Asian Youth Center- Franklin ASP	36%	24%	40%	64%	153
BACR - Markham ASP	36%	21%	43%	64%	44
M.B.H. AspiraNet - Piedmont Avenue ASP	37%	17%	47%	63%	30
BACR - Santa Fe Shooting Stars	38%	23%	40%	63%	40
BACR - Stonehurst High Hopes ASP	38%	39%	24%	62%	85
OUSD - Howard Elementary ASP	38%	27%	35%	62%	37
Oakland Leaf -UPA Urban Arts ASP	38%	39%	22%	62%	201
OUSD - Reach Academy ASP	39%	34%	27%	61%	44
BACR of the East Bay - Bret Harte ASP	39%	30%	30%	61%	142
OUSD - Maxwell Park ASP	40%	38%	23%	60%	48
OUSD - Think College Now ASP	41%	26%	33%	59%	78
M.B.H. AspiraNet - RISE Community ASP	44%	25%	31%	56%	36
BACR - Claremont ASP	46%	37%	17%	55%	99
East Bay Agency for Children-Sequoia ASP	46%	21%	33%	54%	39
OASES Lincoln ASP/LEAP	46%	19%	35%	54%	78
BACR - Prescott ASP	47%	23%	30%	53%	53
East Bay Asian Youth Center-Garfield ASP	51%	25%	24%	50%	107
Girls, Inc. - Parker ASP	59%	34%	6%	41%	32
BACR - Martin Luther King ASP	65%	14%	22%	35%	37
Girls Inc. - Lockwood ASP	67%	17%	17%	33%	18
All Agencies	33%	33%	34%	67%	4,124

## OFCY Strategic Plan Uses Population Results to Measure Progress.

The OFCY Evaluation System uses a logic model or theory of change approach to evaluation. This system uses overall population results as an indicator for measuring the community's general well-being. OFCY programs influence these population results along with the efforts of other community partners and agencies. Social and economic factors, of course, influence population results as well. These population results are not used to evaluate individual OFCY programs, but rather, to help focus community resources on improving these conditions for our children and youth. The following terms used in the OFCY Evaluation System to define population results rely on the work of Mark Friedman, a nationally recognized expert in performance measurement and accountability.

Population Results (or outcomes or goals) are conditions of well-being for children, adults, families or communities, stated in plain English (or plain Spanish or plain Korean, etc.). Results are data that voters and taxpayers can understand. They are not about programs or agencies or government jargon. Results include "healthy children, children being ready for school, children succeeding in school, children staying out of trouble, strong families, and safe communities."

Indicators/Benchmarks are measures which help quantify the achievement of a result. They answer the question, "How would we recognize these results in measurable terms if we fell over them?" So, for example, the rate of low-birth weight babies helps quantify whether we are getting healthy births or not. Second grade reading scores help quantify whether children are succeeding in school today, and whether they were ready for school two years ago. The crime rate helps quantify whether we are living in safe communities.

### "Rotten" Outcomes

Lisbeth B. Schorr and her colleague, Mary Jo Bane of Harvard University, use the term "Rotten Outcomes" to describe the rocky life course youths choose when they become a statistic in the "Rotten Outcomes" column. These two researchers recommended that society could improve the childhood experience through program interventions like the OFCY funded services, and thereby reduce the incidence of "Rotten Outcomes" like school failure, juvenile crime and violence.

Lisbeth B. Schorr is the Director of the Harvard University Project on Effective Interventions. She also co-chairs the Roundtable on Comprehensive Community Initiatives for Children and Families of the Aspen Institute. She is recognized as a national authority because of her research on improving the future of children, families and communities. In addition, she is regarded as a leader in major national efforts on behalf of children and youth.

For this evaluation report we used the OFCY Strategic Plan Indicators. The following is from one the OFCY Strategic Plans that does a good job of explaining evaluation.

### Measure K

"Measure K was approved as a long-term investment to measurably improve the lives of children and youth in Oakland. It is therefore important to have a way to measure success – to quantify what has been accomplished during the four years covered by this plan and, ultimately, over the 12-year life of the Fund. This is where 'evaluation' comes in. In the context of this strategic plan, evaluation refers to the process and methods by which OFCY and Oakland community members in general can assess the degree of progress made toward achieving the desired results described in this plan, as well as assess the effectiveness of individual programs and services that are funded by OFCY. Annual evaluation of results also provides accountability over the use of public funds."



Girls Inc. - Parker ASP

OYC-Fruitvale (05)

(Ramiro Ortiz, 8 years old)

Question: What would you tell another kid that is not in the program?

Answer: "I would say come to the program because it is really fun, you learn a lot of new things, and there is a lot of different activities like Drama and Art."

## Methods of Evaluating Progress and Achievements

*"Evaluation occurs at two levels: Population evaluation and Program evaluation."*

An important point to note is that many different programs and services may be involved in achieving a desired result. Using the example of graduation rates, numerous groups including the school district, parents, youth, OFCY, local nonprofit agencies, and others are involved in promoting better academic performance.

**Population evaluation** looks at demographic groups across the city as a whole to determine the condition of children and youth, and measure the changes in those conditions over the years that Measure K has existed, so that the impact of Measure K can be objectively determined. For example, one of the desired results in this plan is to increase high school graduation rates. To evaluate progress and achievement for this desired result, it is necessary to annually measure graduation rates for each high school and for Oakland as a whole. This provides an objective way to see if graduation rates are getting better – and by how much – from year to year. An important point to note is that many different programs and services may be involved in achieving a desired result. Using the example of graduation rates, numerous groups including the school district, parents, youth, OFCY, local nonprofit agencies, and others are involved in promoting better academic performance. The issue here is whether the system as a whole is working effectively and whether the desired results for the community are being achieved.

**Program evaluation**, on the other hand, focuses on the effectiveness and efficiency of individual services or activities. Here, the POC expects to only invest in evaluating programs that receive money from OFCY through the funding process described in this plan. For example, if the POC funded a high school youth-to-youth mentoring program as a strategy to increase graduation rates, it would be necessary to determine how many students received mentoring and whether those students graduated at a higher rate than others that were not mentored.

**Strategies** are the link between these two levels of evaluation. Strategies developed by the POC to achieve the goals of Measure K indicate which programs OFCY should fund; the services provided by these programs should have a large impact at the program level and contribute to improvement in the population indicators. By evaluating both the effects produced by the programs and overall trends in key indicators, the citizens of Oakland will be able to determine just how successful Measure K was.

### Indicators

A vital part of the evaluation process is collecting and analyzing data on 'indicators.' An indicator is defined as a measure of performance relative to a population, such as a rate or ratio about all members of the population. Indicators are important because.

- They help clarify what results we are trying to achieve.
- They give us a way to measure progress – are things getting better or not? How much improvement has occurred?
- They give us a way to measure success – did we achieve the goal or not?

OFCY will conduct evaluation at both the population and program levels. The strategic plan describes which population indicators to monitor. Performance measures for individual programs were developed to reflect similar topics of interest and to assist the POC with selecting which programs to fund each year. Individual programs will not be held accountable for whether the population level results were achieved; they will only be held accountable for achieving the goals set for their own program using program performance measures.

The **population level indicators** that will be used to measure success for each of the strategic priority areas and desired results are listed starting on the next page. Two important points must be understood about these indicators. First, it takes time for OFCY programs to impact a population indicator. Continuing the example of high school graduation rates, it is likely to take four, six, or even eight years to see a noticeable change in graduation rates, because programs serve youth who will not graduate for several years, and programs need to get established and serve many youth before enough change will have occurred to impact the school population of Oakland. Second, OFCY by itself cannot achieve the desired results. The purpose of the Fund is to create as much benefit as it can for children and youth. At the same time, the issues being targeted in this strategic plan, such as high school graduation rates and violence toward children and youth, can only be fully addressed through a community-wide effort involving youth, adults, schools, public agencies, and social service providers." -OFCY Strategic Plan

### School Success as a Population Indicator

Lisbeth B. Schorr writes; "In today's world, a youngster who leaves school unable to read, write, and do simple arithmetic faces a bleak future. When a substantial proportion of boys and girls leave school uneducated, the rest of us face a bleak future. Americans have always seen education as the best route to individual achievement – and as being necessary to the maintenance of democracy, the softening of class lines, and the operation of productive and profitable economy. Today, a good education is far more necessary than ever before." (Schorr 1988)

School success is an important population result's one measure to determine how youth in Oakland are doing and being prepared for a healthy and productive future.



OUSD - Maxwell Park ASP

"In today's world, a youngster who leaves school unable to read, write, and do simple arithmetic faces a bleak future. When a substantial proportion of boys and girls leave school uneducated, the rest of us face a bleak future." Lisbeth B. Schorr

# OFCY Strategic Plan Population Indicators

The indicators for each category are listed below:

## ***Children Ages 0 to 14 - Early Childhood and Comprehensive After School***

The strategic plan calls for data from 3rd grade, 7th grade, and 11th grade to be tracked for reading, language, and mathematics and data from the California Health Kids Survey

- In 1999, the Stanford 9 was augmented with questions written specifically to measure students' achievement of the California content standards in English - language arts and mathematics. This test was scored by percent above 50th percentile for grade level. This score reflects the percent of students in the school, district, county, or state scoring in the top half nationally. These are the first test scores in the table.
- In 2003, all of the California Standards Tests (CSTs) were separated from the Stanford 9 and included only questions written specifically for California's content standards. The state target is to have all students score at the proficient level or above. The percentage in the following table is the percentage of OUSD students who scored proficient and above. These are a second set of scores that began in 2003 school year. This provides readers with four years of data at which to look for a trend direction.

Note: The percent of kindergarten children promoted to first grade does not show enough variability to be a predictor of how ready youth were for school. Finding population results for the early childhood strategy is a challenge.

## ***Children of All Ages Physical and Behavioral Health***

The strategic plan calls for data from 5th grade, 7th grade, and 9th grade to be tracked for data from the California Fitness Test and data from the California Health Kids Survey on fitness.

- Percentage of OUSD students achieving six of six fitness standards in tests taken in the 5th, 7th, and 9th grades.
- Four year drop out rate.
- Number of Youth passing the California High School Exit Exam.
- Drugs and alcohol and unhealthy/healthy behaviors from the CA Healthy Kids Survey.

## ***Youth Ages 15 to 20- Career and College Readiness and Youth Leadership***

- Percentage of enrolled seniors graduating from high school.
- Graduation Rate based on NCES and CPI definition.
- Percentage of youth graduating who have completed the minimum requirements for entry to the University of California or the California State University systems.

(Ashley, 9 years old)

Question: What is your favorite thing about this program?

Answer: " My favorite thing about this program is that I have the time to finish all my homework. Also we play a lot of games outside."

# Seventy-six Percent of the OFCY Strategic Population Indicators Continue to Improve in a Desirable Direction

One method of determining whether we are doing well is to seek and achieve a positive in the curve of the baseline data. "Turning the curve" is a phrase used by Mark Friedman to indicate that the data for selected indicators is beginning to change for the positive from the baseline. Evaluators indicate if the trend is going in a desirable direction, is level, or is going in a bad direction. The following table gives readers a brief overview of the population indicators included in the current OFCY Strategic Plan. By reviewing the charts on the following pages, readers can see at a glance if Oakland is over time turning the curve in a good or bad direction for each of the population indicators. Readers can also see if the direction is changing and in what direction. Evaluators indicate their summary of the direction of change over time in the following table. For example, the number of enrolled seniors graduating from high school is going down in the last three years in a bad direction. Seventh grade CAT6 mathematics test scores are going up in a good direction. Readers can make their own interpretation of changes, but when the curve turns in a bad direction for a couple of years, this indicator should be discussed and addressed for the coming year.

## Yearly Data Over Time

Table 76

OFCY Strategic Plan Population Result Indicators Over Time								
Indicator	2002	2003	2004	2005	2006	2007	2008	Direction
Early Childhood and Comprehensive After School Results - Percent Scoring Above 50th Percentile (SAT equivalents) CAT/6 Test Results								
Third grade - Reading	33%	32%	31%	36%	37%	26%	27%	Undesirable
Language	38%	41%	45%	45%	49%	37%	38%	Desirable
Mathematics	42%	59%	64%	66%	71%	46%	45%	Desirable
Seventh grade - Reading	26%	35%	33%	36%	39%	28%	29%	Desirable
Language	36%	38%	38%	39%	45%	30%	30%	Undesirable
Mathematics	31%	37%	36%	37%	45%	50%	32%	Desirable
Population Results - Percent scoring at or above proficient on CST (CA Standards Test)								
Third grade								
English - Language Arts		23%	20%	21%	28%	28%	29%	Desirable
Mathematics		32%	37%	44%	47%	48%	51%	Desirable
Seventh grade								
English - Language Arts		18%	18%	24%	27%	29%	30%	Desirable
Mathematics		15%	15%	18%	27%	25%	25%	Desirable
Eleventh grade								
English - Language Arts		16%	16%	20%	21%	20%	21%	Desirable
End of the Course Mathematics Grades 9-11 - Percent scoring at or above proficient on CST (CA Standards Test)								
General Mathematics		8%	8%	7%	7%	8%	7%	Level
Algebra I		8%	8%	9%	11%	13%	13%	Desirable
Geometry		8%	9%	12%	11%	11%	13%	Desirable
Algebra II		10%	5%	8%	10%	13%	11%	Desirable
Indicator	2002	2003	2004	2005	2006	2007	2008	Direction
Physical and Behavioral Health								
Percentage of OUSD students achieving 6 of 6 fitness standards-Grade 5	2%	18%	19%	20%	17%	25%	NA	Desirable
Grade 7	1%	22%	24%	26%	28%	25%	NA	Desirable
Grade 9	1%	13%	12%	14%	12%	12%	NA	Desirable
4-Year High School Drop Out Rate	33%	31%	36%	21%	27%	37%	NA	Undesirable
Indicator	2002	2003	2004	2005	2006	2007	2008	Direction
Career and College Readiness and Youth Leadership								
Percent of enrolled seniors graduating	92%	97%	86%	85%	82%	82%	NA	Undesirable
Number of youth passing the CA Exit Exam Math	279	1,423	1,357	1,821	2,370	3,091	NA	Desirable
Number of youth passing the CA Exit Exam ELA	449	2,102	1,436	1,910	2,444	3,065	NA	Desirable
Graduation Rate based on NCES definition	66%	66%	60%	58%	61%	68%	NA	Undesirable
Graduation Rate based on CPI definition	48%	48%	46%	50%	52%	47%	NA	Desirable
Percent of graduating seniors qualifying to enter UC/CSU	28%	20%	35%	29%	37%	32%	NA	Desirable

Source: CA Department of Education

Note to Reader: Graduation rate, drop out rates, and percent graduating with course requirements for UC/CSU are available in 2009, thus this data is not available (NA).

## Two Years of Data from California Healthy Kids Survey

Table 77

OFCY Strategic Plan Population Result Indicators Over Two CA Healthy Kids Samplings							
Indicator	2003	2005	2003	2005	2003	2005	Direction
	Grade 7	Grade 7	Grade 9	Grade 9	Grade 11	Grade 11	
Been very drunk or sick after drinking	10%	10%	24%	23%	33%	33%	Level
Been high from using drugs	12%	10%	28%	26%	34%	34%	Good
Harrassed because of race, gender, sexual orientation, or disability	31%	32%	24%	30%	29%	25%	Bad
Been in a physical fight	38%	37%	33%	28%	20%	19%	Good
During the past 12 months on school property, did you carry any weapon?	16%	20%	20%	20%	17%	17%	Level
Do you feel very safe when you are at school?	16%	19%	11%	15%	8%	12%	Good
Protective Factors - High Level of External Assets at School	31%	36%	21%	22%	26%	30%	Good

Source: CA Department of Education -California Healthy Kid Survey - WestED

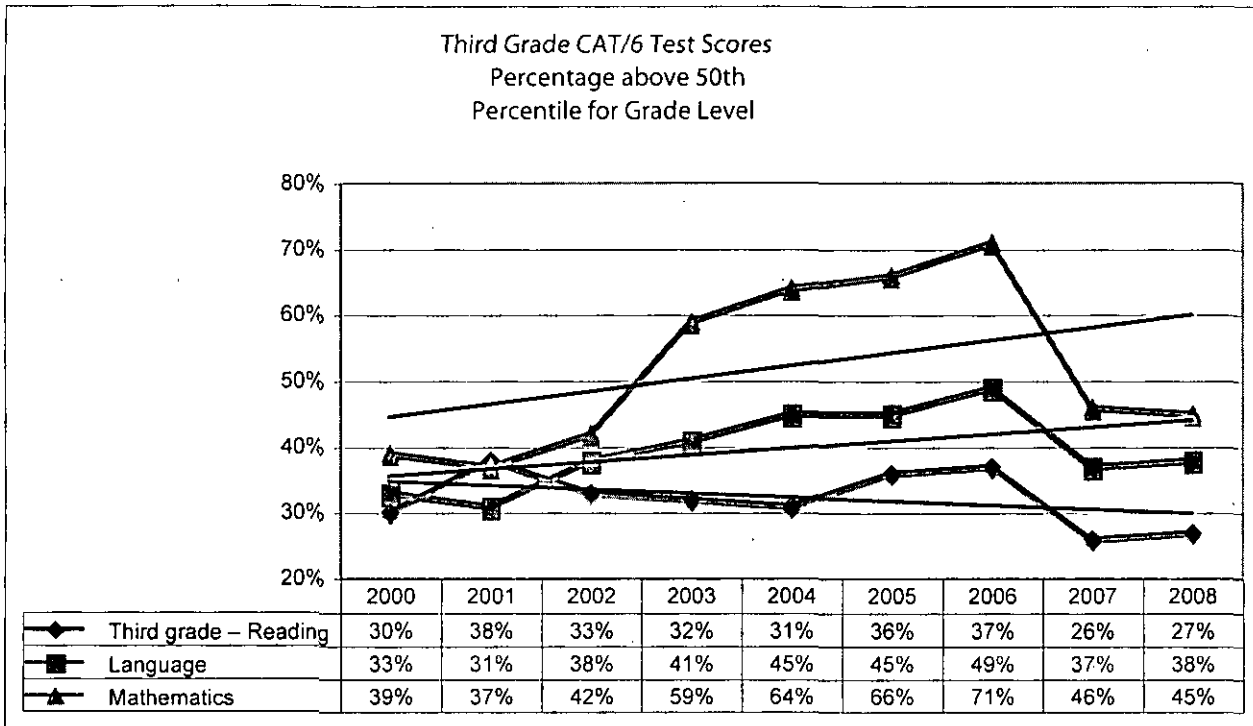
Data for the 2007 school year survey will be available in November of 2008, too late for integration into this report.

## Yearly Data Over Time

### Third Grade CAT 6 Test Scores Went Down This Year

CAT 6 test scores for reading, language, and mathematics are shown in the following chart for the last nine years. All of the test scores dropped this year. This year the following chart shows that these third grade CAT/6 Test Scores are down from a high in 2006. Third grade reading scores are going in an undesirable direction with a slightly declining trend line.

Chart 18



Source: CA Department of Education

**Why is this important?** "Percent Above 50th Percentile for Grade Level" is a score that reflects the percent of students in the school, district, county, or state scoring in the top half nationally. In other words, the level used to create this group score is the 50th national percentile. The percent of students scoring above this level is calculated by counting the number of students scoring at or above the 50th percentile, divided by the total number of scores, and converted to a percentage.

**NOTE:**

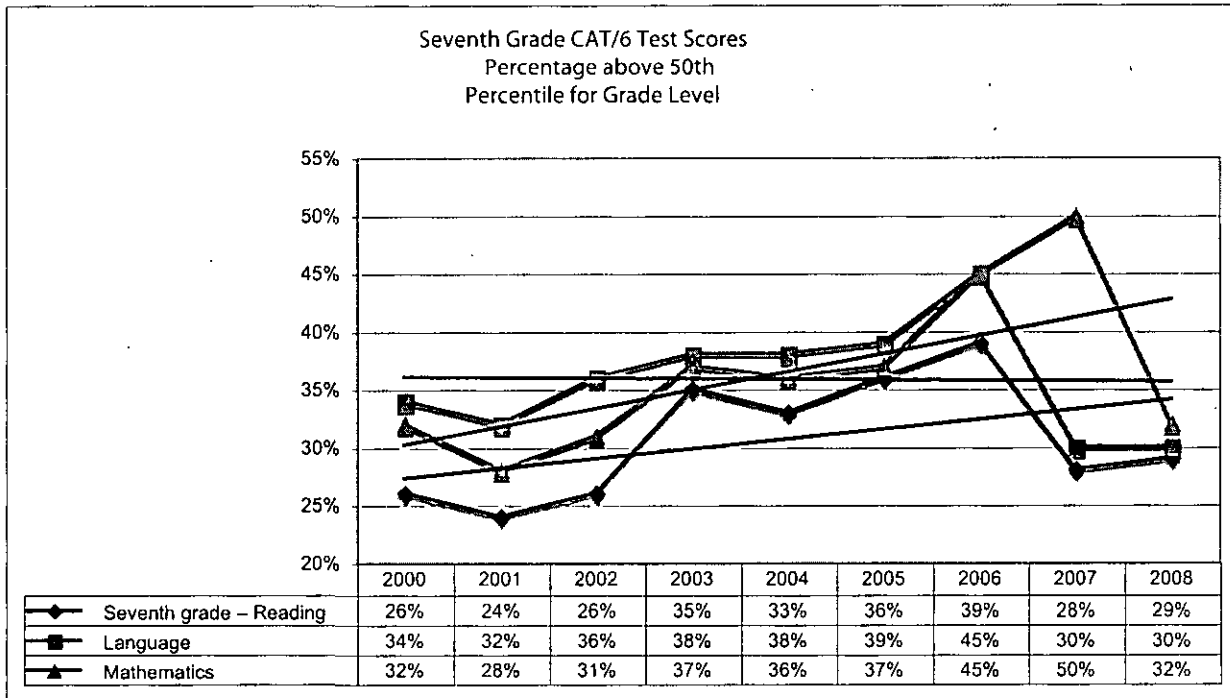
The Graphs displayed in the following pages use different percentage scores on the Y axis in order to highlight the direction of changes in test scores. Trend lines are black straight lines.



# Seventh Grade CAT 6 Test Scores for Mathematics Went Down This Year.

In the following chart, seventh grade CAT 6 test scores for reading, language, and mathematics are reported for the last nine years. Mathematics scores went down this year. The continuing improvement in the seventh grade test scores for mathematics is encouraging but took a dip this last year. Language scores are going in a slightly undesirable direction. Both reading and mathematics have a desirable trend line over time.

Chart 19



Source: CA Department of Education



OYC - Encompass Academy ASP



OASES Safe Harbor - Lighthouse ASP

# California Standards Tests Demonstrate Improvement Over Time.

The CSTs are designed to assess the achievement of students in California public schools on the state content standards that specify what students are to learn in each grade level and subject area.

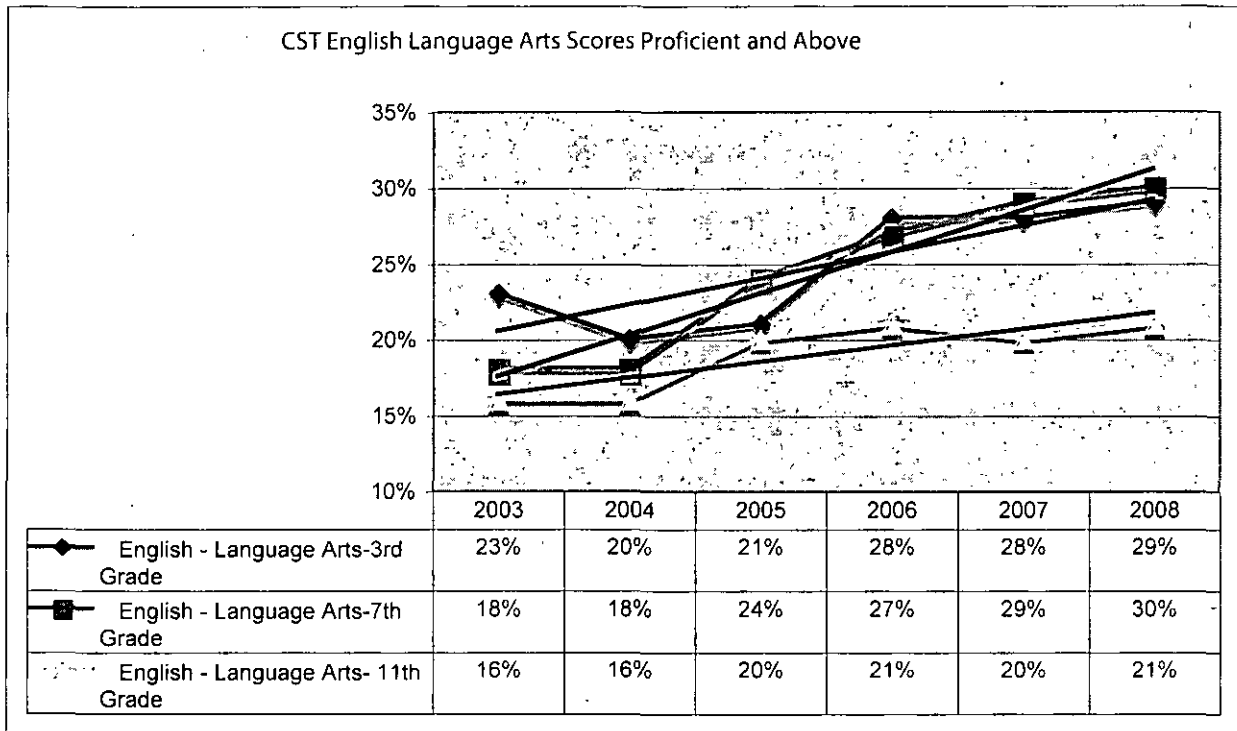
In 1997, Senate Bill 376 authorized the Standardized Testing and Reporting (STAR) Program for English language arts and mathematics in grades two through eleven and in history-social science and science in grades nine through eleven. The State Board of Education (SBE) designated the Stanford Achievement Test, Ninth Edition (Stanford 9) for use in the STAR Program. In 1999, the Stanford 9 was augmented with California Standards Test (CST) questions for English-language arts and mathematics. The CSTs are designed to assess the achievement of students in California public schools on the state content standards that specify what students are to learn in each grade level and subject area.

In 2003, the CSTs in English language arts for grades two through eleven and the CSTs in mathematics for grades two through seven were separated from the Stanford 9 and became stand-alone tests. The CST in history-social science for grade nine was moved to grade eight.

The CST results are reported using five performance levels: advanced, proficient, basic, below basic, and far below basic.

The state target is to have all students score at the proficient or above levels. The following charts and table indicate the percent of Oakland Unified School students who met the state target. The following table shows the English Language Arts CST scores for the last six years. Third, Seventh, and Eleventh graders have shown improvement over the last six years. Oakland youth have a way to go to meet the state's goal.

Chart 20



Source: CA Department of Education

**NOTE:**

The Graphs displayed in the following pages use different percentage scores on the Y axis in order to highlight the direction of changes in test scores. Trend lines are black straight lines.

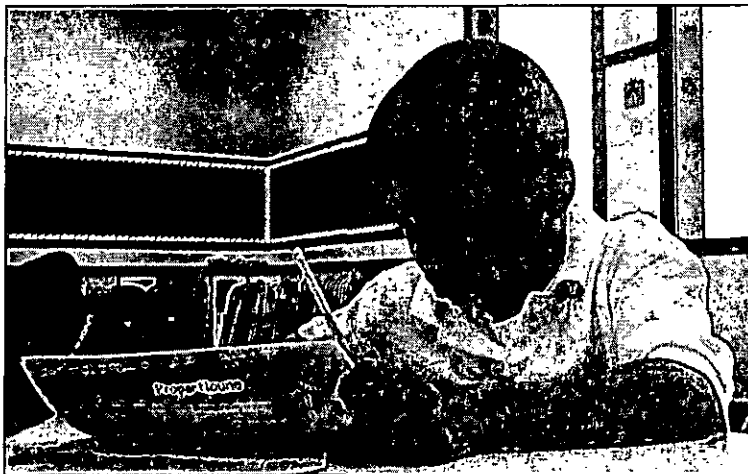
## Seventh Graders Showed the Most Improvement in CST Scores.

The following table shows the percentage of change from the 2007-08 school year and the percentage of change from 2003 to the 2008 school year across 3rd, 7th, and 11th grade levels that took the CST test. Scores are the percentage of Oakland Unified School District youth that scored at or above proficient. Seventh graders showed the most improvement since school year 2003 to 2008 - a 12% improvement. Third graders showed a one percent increase from last year's CST ELA score and 11th graders showed no improvement in the percentage of students with scores of proficient and above from last year.

Table 78

ENGLISH-LANGUAGE ARTS STAR Program California Standards Test Results 2003-08							Change in Percentage	
Grade	Percentage of Students Scoring at and Above Proficient						2007-2008	2003-2008
	2003	2004	2005	2006	2007	2008		
3rd Grade	23%	20%	21%	28%	28%	29%	1%	6%
7th Grade	18%	18%	24%	27%	29%	30%	1%	12%
11 Grade	16%	16%	20%	21%	20%	20%	0%	4%

Source: CA Department of Education



OUSD Lakeview Elementary Ujima ASP

\*Sobrante Past (Allendale) (OS)

(Francisco 10 Years old)

Question: Would you tell your friends about the program?

Answer: "Yes, I would tell them that is a fun program, because they help us to do our homework and we also go outside and play really cool games."

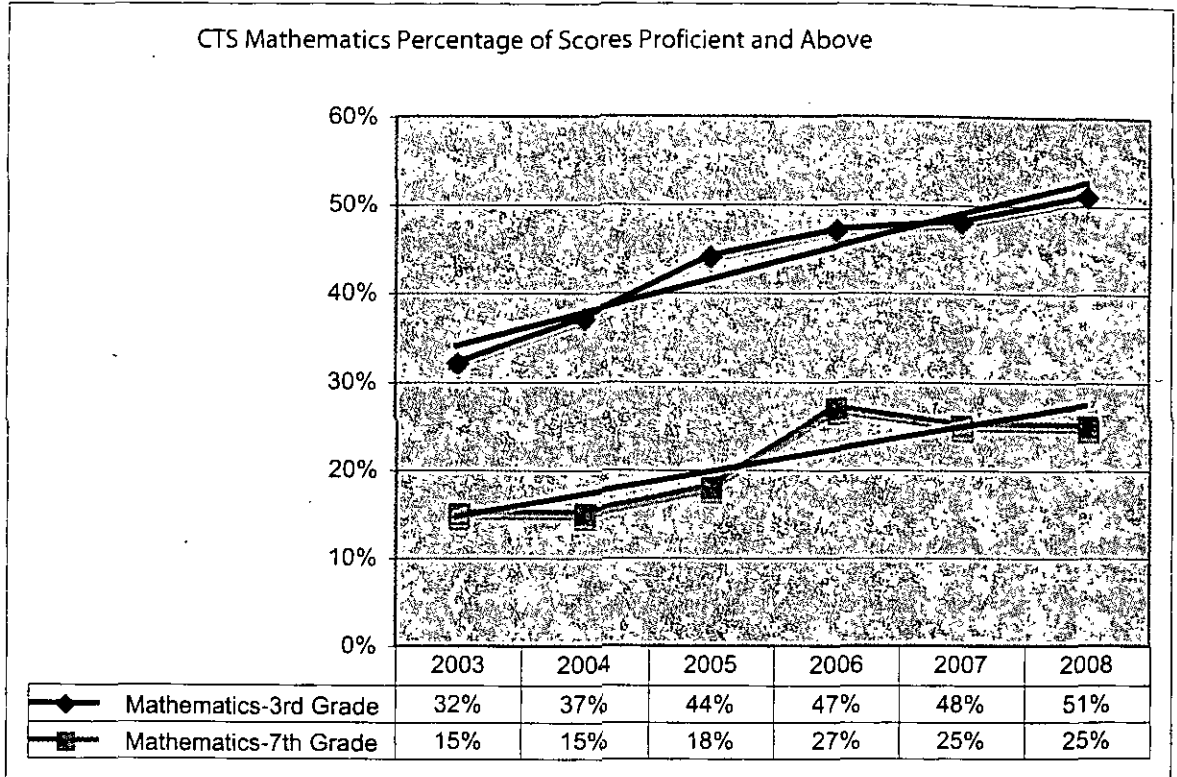


OUSD Reach Academy ASP

# California Standards Test in Mathematics Demonstrates Improvement Over Time.

The following chart shows the improvement in the percentage of youth scoring proficient and above. Third graders were the largest percentage of students testing proficient and above. The direction of this change is desirable over time for both 3rd and 7th graders.

Chart 21



The following table shows the percentage of improvement for 3rd and 7th grades over time. Third grade students continue to improve with 51% of the students testing proficient and above with a 19% improvement since 2003.

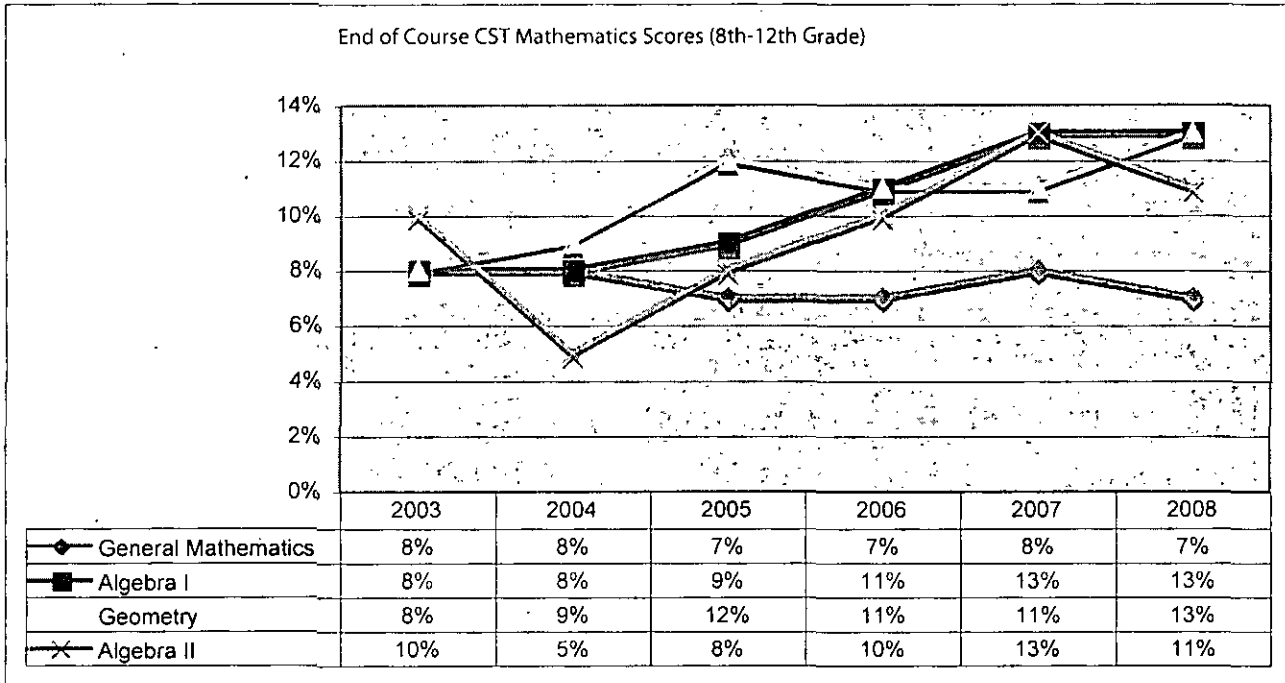
Table 79

MATHEMATICS									
STAR Program California Standards Test Results 2003-08									
Grade	Percentage of Students Scoring at and Above Proficient						Change in Percentage		
	2003	2004	2005	2006	2007	2008	2007-2008	2003-2008	
3rd Grade	32%	37%	44%	47%	48%	51%	3%	19%	
7th Grade	15%	15%	18%	27%	25%	25%	0%	10%	

# CST for End of Course Mathematics Demonstrate a Small Improvement in Eighth to Eleventh Grades.

The chart and table that follow show the percentage of youth scoring proficient and above for their end of course CST test. The CST mathematics tests for grades eight through eleven are aligned with the courses the students completed or will complete by the end of the school year. Scores are low and have shown only a little improvement over time.

Chart 22



Source: CA Department of Education

Table 80

End of Course CST Mathematics Score for 8th-12th Grade  
STAR Program California Standards Test Results 2003-08

Course	Percentage of Students Scoring at and Above Proficient						Change in Percentage	
	2003	2004	2005	2006	2007	2008	2007-2008	2003-2008
General Mathematics	8%	8%	7%	7%	8%	7%	-1%	-1%
Algebra I	8%	8%	9%	11%	13%	13%	0%	0%
Geometry	8%	9%	12%	11%	11%	13%	2%	2%
Algebra II	10%	5%	8%	10%	13%	11%	-2%	-2%

**NOTE:**

The CST mathematics tests for grades eight through eleven are aligned with the courses the students completed or will complete by the end of the school year.

Source: CA Department of Education

# Physical and Behavioral Health Population Indicators: Oakland Students in 6th, 7th, and 9th Grades Are Improving Their Fitness Over Time.

Each year, 6th, 7th, and 9th grade students take a fitness test administered by the California Department of Education. This fitness test has six standards. OFCY is using the percent of students who meet all six standards as a population indicator of physical health.

## What is the FITNESSGRAM®?

The State Board of Education designated the FITNESSGRAM® as the Physical Fitness Test (PFT) for students in California public schools. The FITNESSGRAM® is a comprehensive, health-related physical fitness battery developed by the Cooper Institute. The primary goal of the FITNESSGRAM® is to assist students in establishing lifetime habits of regular physical activity.

## What are the standards for each fitness area?

The FITNESSGRAM® uses criterion-referenced standards to evaluate performance for each fitness area (e.g., body composition, abdominal strength, and endurance). The Cooper Institute established the standards using current research and expert opinions. These standards represent a level of fitness that offer some protection against the diseases associated with physical inactivity.

**Aerobic Capacity.** This is perhaps the most important indicator of physical fitness and assesses the capacity of the cardiorespiratory system by measuring endurance.

- The Pacer (Progressive Aerobic Cardiovascular Endurance Run). This is a multi-stage fitness test set to music, which provides a valid, engaging alternative to the customary distance run. It is strongly encouraged for students K - 3 but may be used for all ages. The objective is to run as long as possible back and forth across a 20-meter distance at a specified pace that increases each minute.
- One Mile Walk/Run. The objective is to walk and/or run a mile distance at the fastest pace possible.
- Walk Test. The objective is to walk a one mile distance as quickly as possible while maintaining a constant walking pace the entire distance. This test is for students ages 13 and older. It is scored in minutes, seconds, and heart rate.

**Body Composition.** Body composition results provide an estimate of the percent of a student's weight that is fat in contrast to the "fat-free" body mass made up of muscles, bones, and organs.

- Percent Fat. Measurements of the thickness of the skinfold on the back of the upper arm and the inside of the right calf are taken using a device called a skinfold caliper. A formula is used to calculate percent body fat using these measurements.

- Body Mass Index. This test provides an indication of a student's weight relative to his or her height. Height and weight measurements are used to calculate a body mass index number. Although not as accurate an indicator of body composition, districts and schools find this measurement less controversial than skinfold measurements.

**Abdominal Strength and Endurance.** Abdominal strength and endurance are important in promoting good posture and correct pelvic alignment. Strength and endurance of the abdominal muscles are important in maintaining lower back health.

- Curl-up Test. The objective of this test is to complete as many curl-ups as possible, up to a maximum of 75, at a specified pace.
- Trunk Extensor and Flexibility. This test is related to lower back health and alignment.
- Trunk Lift. The objective of this test is to lift the upper body 12 inches off the floor using the muscles of the back and to hold the position to allow for the measurement.

**Upper Body Strength and Endurance.** This test measures the strength and endurance of the upper body and is related to maintenance of correct posture. It is important to have strong muscles that can work forcefully and/or over a period of time.

- Push-up. The objective of this test is to complete as many push-ups as possible.
- Modified Pull-up. The objective of this test is to successfully complete as many modified pull-ups as possible.
- Pull-up. The objective of this test is to correctly complete as many pull-ups as possible.
- Flexed Arm Hang. The objective of this test is to hang with the chin above a bar as long as possible.

**Overall Flexibility.** This Test measures joint flexibility which is important to functional health.

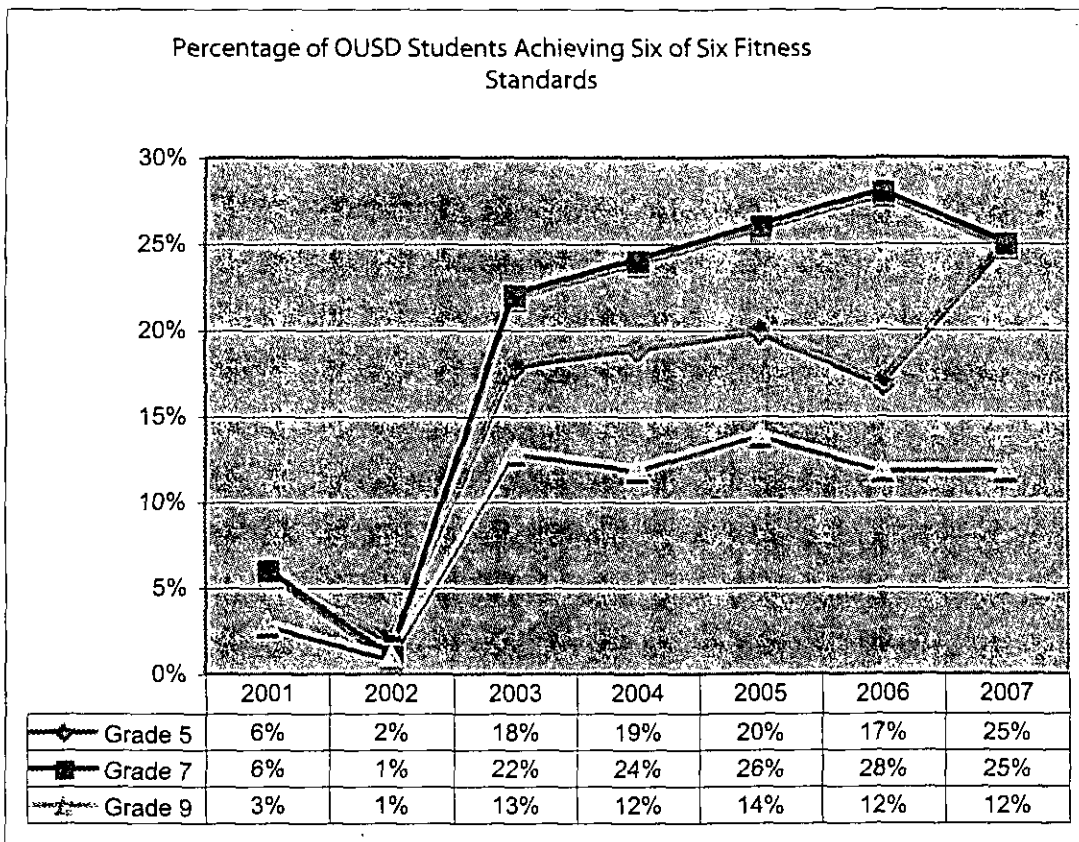
- Back Saver Sit and Reach. The objective is to assess the flexibility of the lower back and posterior thigh. The student should be able to reach a specified distance while sitting at a sit-and-reach box. Both the right and left side of the body are measured.

**Shoulder Stretch.** This is a simple test of upper body flexibility. The student should be able to touch the fingertips together behind the back by reaching over the shoulder and under the elbow.

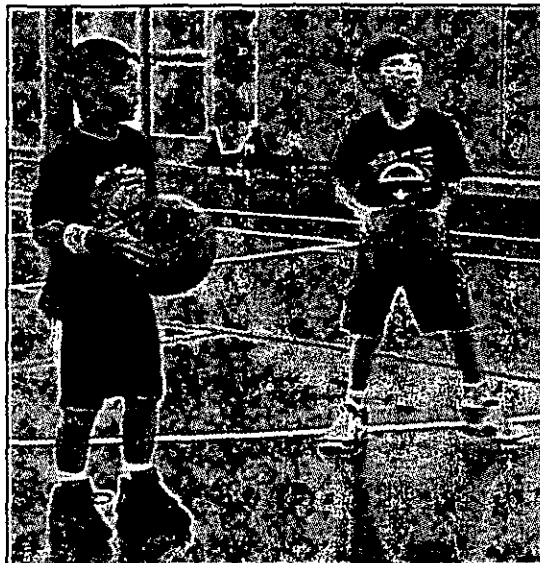
# Seventh Graders Are Showing the Largest Increase in Fitness Scores.

The following chart shows the number of youth who met all six of the fitness standards for each year of testing. Fifth and seventh graders have the highest scores with 25% of the those tested meeting all six of the standards. 9th graders have been level with 12% meeting all six standards. Results are not available yet for 2008 school year.

Chart 23



East Oakland Boxing Association

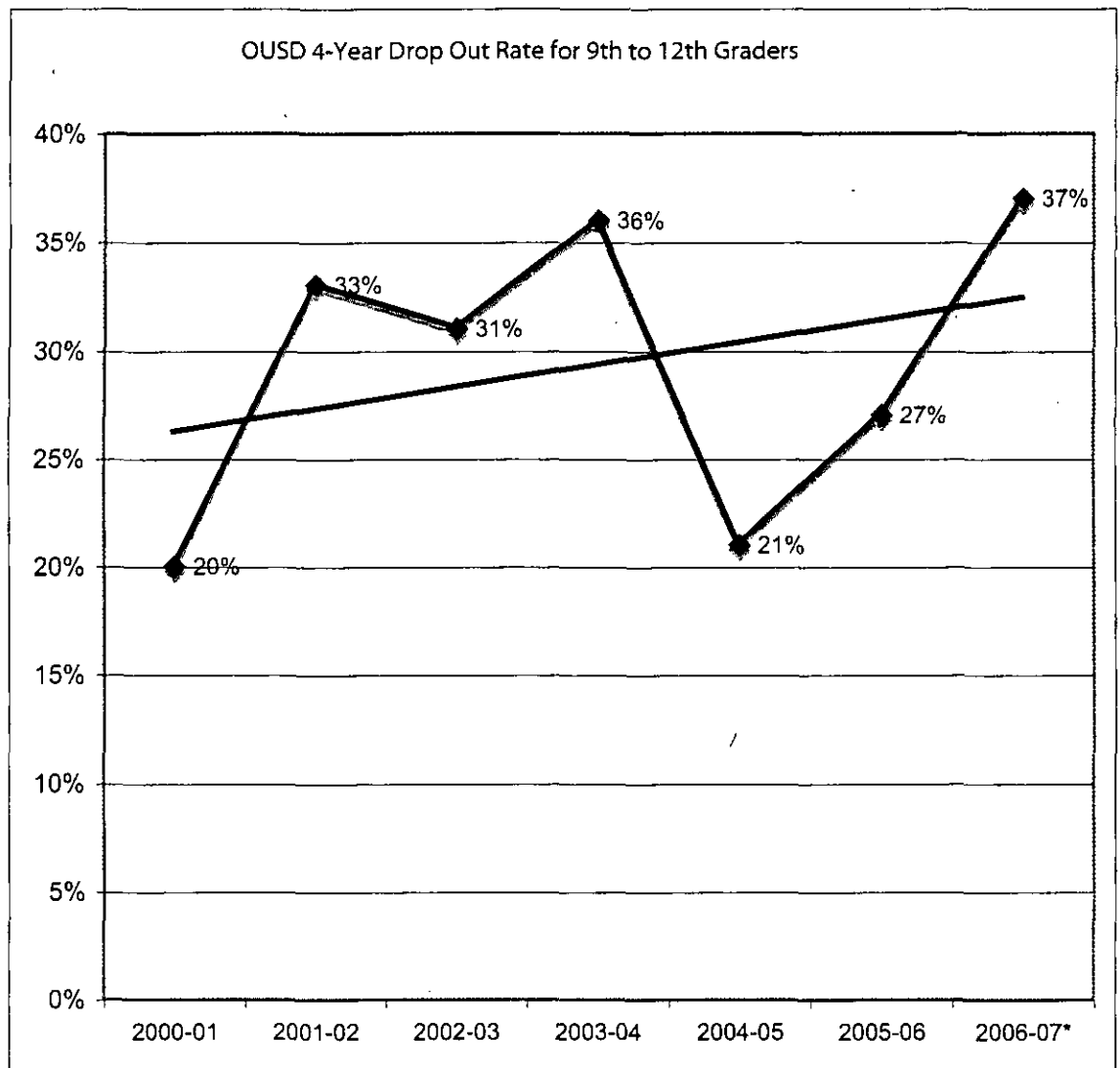


Native American Health Center

## The 4-Year Dropout Rate Has Stayed Level Over Time.

The following chart shows that the four year dropout rate has averaged 28% of youth dropping out of school sometime between the ninth grade and the twelve grade. This is the first year that the state used student level data to determine the dropout rate. The summary of research on the next page shows how dropping out of school affects the physical and behavioral health of a person for their whole life. Results are not available yet for 2008 school year.

Chart 24



Source: CA Department of Education

\*Note: This is the first year that dropout counts are derived from student level data. As potential reporting errors are identified, local educational agencies (LEAs) have the opportunity to correct their dropout data. Corrections will be posted in mid-September.



## Finding a way to serve our dropouts will save our society billions of dollars in the future and insure our youth have a lifetime of physical and behavioral health.

The dropout problem presents a diverse set of challenges to American society. Three-quarters of state prison inmates and 59% of federal inmates are dropouts. [1] Moreover, dropouts are 3.5 times more likely than high school completers to be imprisoned at some point during their lifetime.[2] Raising the high school completion rate 1% for all men ages 20-60 would save the US \$1.4 billion annually in crime-related costs. [3]

Dropouts earn less and require greater public assistance than high school completers. Compared to 11% for high school graduates, 25% of dropouts were unemployed for a year or more during the four year span of 1997- 2001.[4] Between welfare benefits and crime, dropouts create an annual estimated cost of \$24 billion to the public.[5] Moreover, scholars argue, the US would save \$41.8 billion in health care costs if the 600,000 dropouts in 2004 were to complete one more year of schooling.[6]

A 1999 study from the National Center of Juvenile Justice reveals that the cost to society is \$1.7 million for each youth that drops out of school to become involved in a life of crime and drug abuse. [7]

[1] Harlow, C.W. (2003). Education and correctional populations, Bureau of Justice statistics special report. Washington, DC: US Department of Justice.

[2] Catterall, J.S. (1985). On the social cost of dropping out. Stanford, CA: Center for Education Research, cited in Alliance for Excellent Education. (2004, December). Measuring graduation to measure success. Washington, DC: Author.

[3] Moretti, E. (2005, October). Does education reduce participation in criminal activities? Paper presented at the symposium on the social costs of inadequate education, Teachers College, Columbia University, New York, NY. Retrieved December 27, 2005 from <http://www.tc.columbia.edu/centers/EquityCampaign/symposium/speakers.asp?SpeakerId=9>

[4] Wald, M., & Martinez, T. (2003). Connected by 25: Improving life chances of the country's most vulnerable 14-24-year-olds. William and Flora Hewlett Foundation Working Paper. Stanford, CA: Stanford University. Retrieved December 27, 2005 from [www.youthtransitions.org](http://www.youthtransitions.org)

[5] Thorstensen, B. I. If you build it, they will come: Investing in public education. Retrieved December 27, 2005 from [http://abec.unm.edu/resources/gallery/present/invest\\_in\\_ed.pdf](http://abec.unm.edu/resources/gallery/present/invest_in_ed.pdf)

[6] Muenning, P. (2005, October). Health returns to education interventions. Paper presented at the symposium on the social costs of inadequate education, Teachers College, Columbia University, New York, NY. Retrieved December 27, 2005 from <http://www.tc.columbia.edu/centers/EquityCampaign/symposium/resourceDetails.asp?PresId=5>

[7] Snyder, Howard. Juvenile Offenders and Victims: 1999 National Report.



BACR - Melrose Bridges ASP



East Bay Asian Youth Center - Bella Vista/La Escuelita

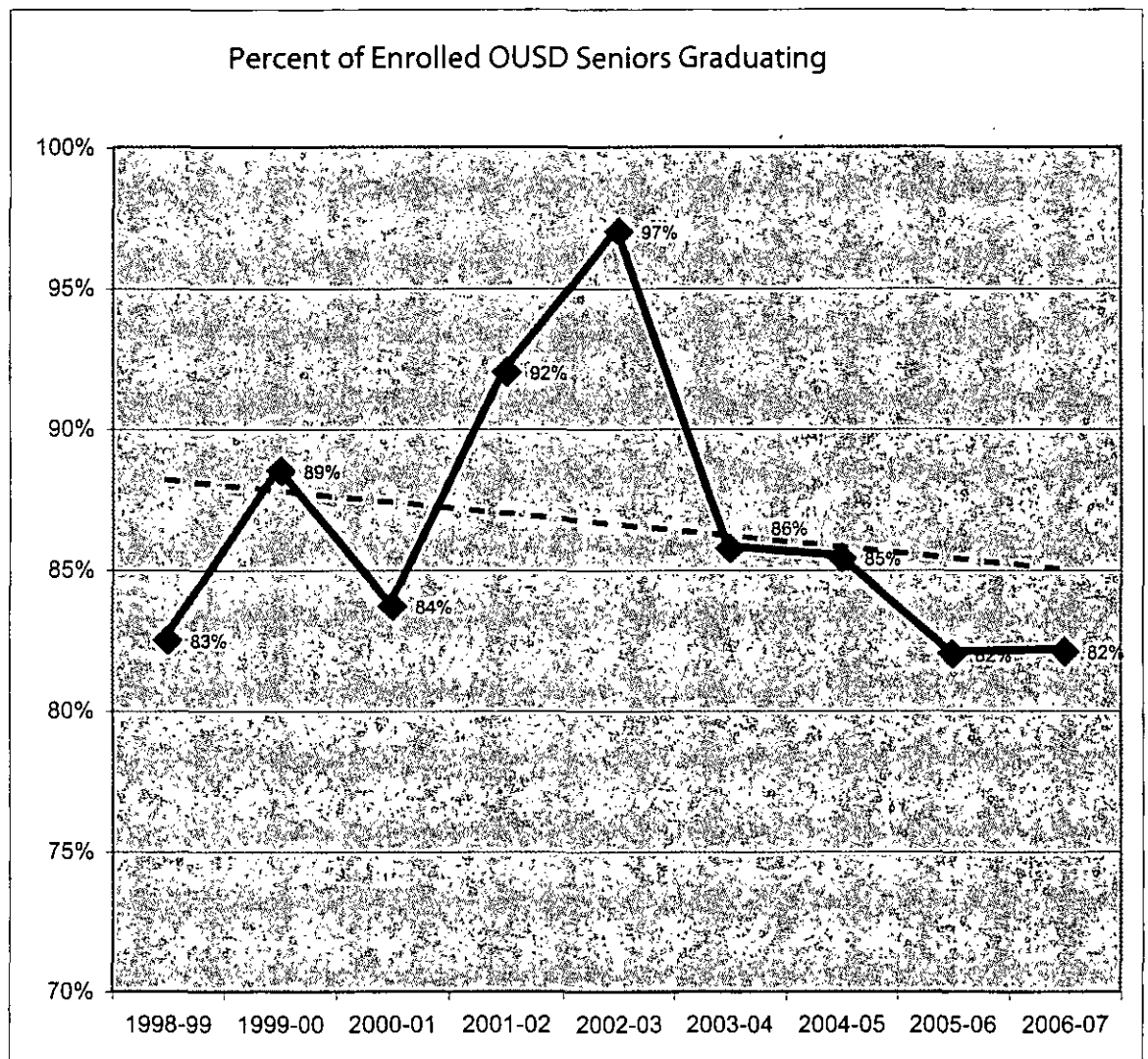
## Career and College Readiness

This strategic priority area has five indicators:

- Percentage of enrolled seniors graduating from high school
- Graduation Rate based on NCES Definition
- Graduation Rate based on CPI Definition recommended by the Harvard Civil Rights Project
- Percentage of youth graduating that have completed the minimum requirements for entry to the University of California or the California State University systems.

Percentage of enrolled seniors graduating from high school, shown in the following table, shows a declining trend in the wrong direction. From school year 2003 to 2006 there was a drop of 15% in the percentage of seniors graduating from high school. This downward turn in the data continued to decline over the last four years. The following chart shows the trend for the last nine years. The trend line is showing a slight decline.

Chart 25



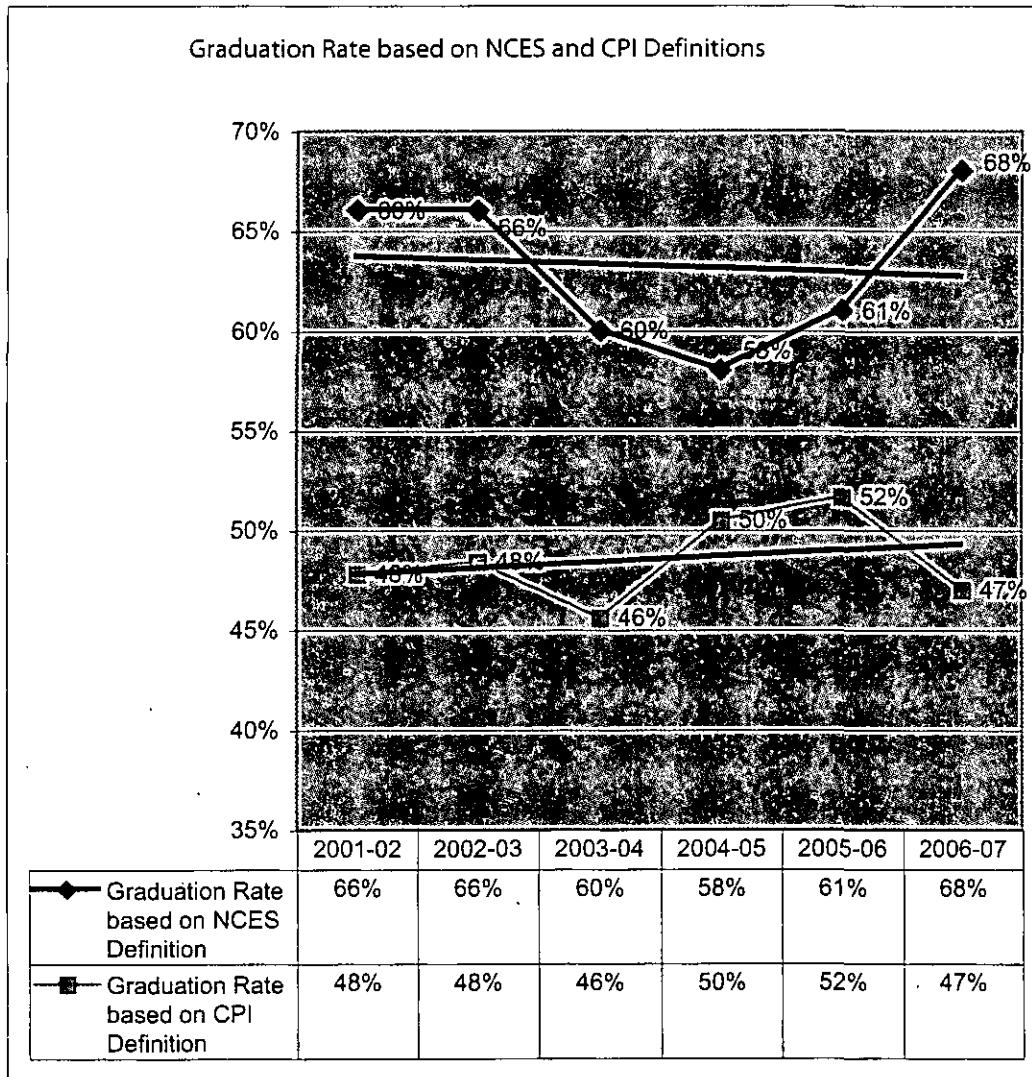
Source: CA Department of Education

Note: Dotted line is the trend line.

# Graduation Rate Based on NCEs & CPI Definition

Harvard Civil Rights Project recommends using the Cumulative Promotion Index (CPI) instead of the National Center for Education Statistics (NCEs) formula that tends to overestimate the graduation rate. This chart shows the CPI Graduation Rate and the NCEs graduation rate from high school. The CPI graduation has improved since the 1999-00 school year and shows the highest graduation rate of 52% in the 2006 school year that declined in 2007 to 47%. This indicator is improving in a slightly desirable direction. The NCEs graduation rate has moved in a desirable direction for the last two years but has increased over the last three years. The two rates are as follows: CPI at 47% and the NCEs at 68%. The NCEs definition of graduation rate takes into account the number of dropouts in 9th, 10th, 11th, and 12th grades. Data indicate that this NCEs graduation rate is declining in a bad direction. The trend line for the NCEs graduation rate is showing a slight decline. Whatever definition the reader wants to use the data shows that some where between 32% and 53% of OUSD students are not graduating from high school. The formulas are indicated for each index below.

Chart 26



Source: CA Department of Education

NCEs definition is based on the following formula:

Number of Graduates (Year 4)  
 divided by  
 Number of Graduates (Year 4) + Gr. 9 Dropouts (Year 1) + Gr. 10 Dropouts (Year 2) + Gr. 11 Dropouts (Year 3) + Gr. 12 Dropouts (Year 4)

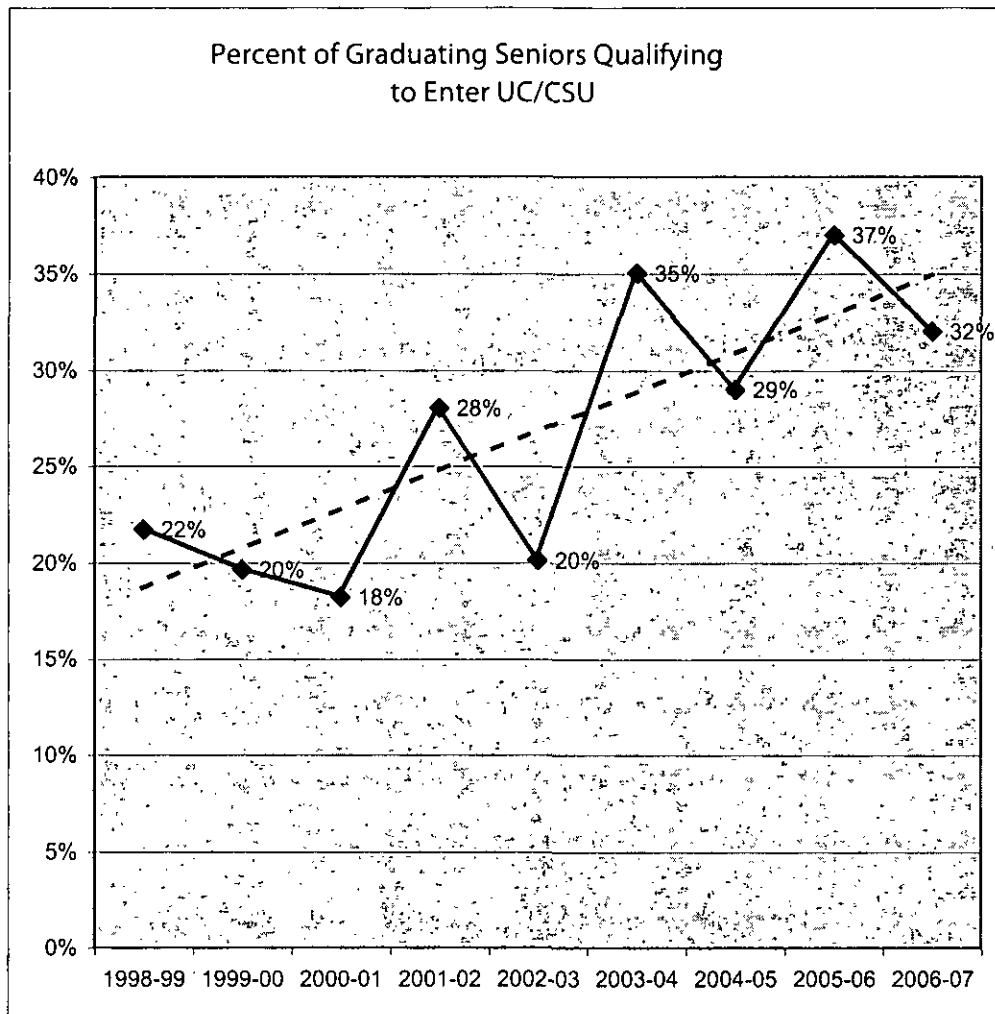
CPI definition is based on the following formula:

E= Enrollment G= Graduates  
 $(E_{10\ 2002}/E_9\ 2001) * (E_{11\ 2002}/E_{10\ 2001}) * (E_{12\ 2002}/E_{11\ 2001}) * (G_{2001}/E_{12\ 2001})$

## The Percentage of Youth Graduating that Meet UC/CSU Systems Entrance Requirements Is Improving Over Time.

The trend line for this indicator is moving upward in a desirable direction. The percentage of youth graduating and meeting the UC/CSU Systems' entry requirement is up 10% from 1999. This indicator turned the curve in a good direction in 2001 and the trend line is moving upward in a positive direction.

Chart 27

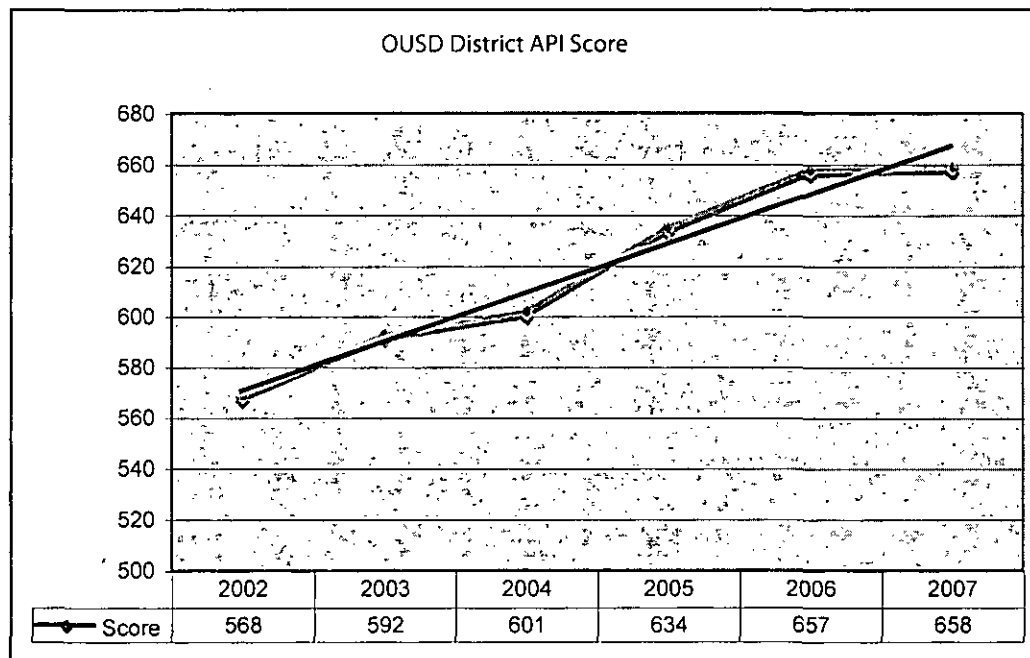


Source: CA Department of Education

## Oakland Unified School District API Scores Are Up

The cornerstone of California's Public Schools Accountability Act of 1999; measures the academic performance and growth of schools on a variety of academic measures. The API scores for the district have been going in a favorable direction since 2002. Still a ways from the State goal of 800.

Chart 28



\*BACR-James Madison (OS)

(13 year old)

Question: What do you like most about this program?

Answer: "I like that they give us a lot of opportunities to learn new things and try different ideas."

(13 year old)

Question: What would you tell other friends to come and join the program?

Answer: "That this is a fun program and it is better to come and do something that is good for them. It is better here than in your house watching television."



Opera Piccola - ArtGate Advance



OASES SOAR Career & College Readiness

## Building Healthy Youth into Future Pro-Social, Non-violent, and Productive Citizens

The largest amount of funding available to assist Oakland parents and communities to increase the chances for a healthy productive future for their children is the funding dedicated to educate our children. The following table shows the amount of funds made available by taxpayers for the school district and OFCY. The last line of the table, called OFCY Total, reflects the OFCY grant amount plus the matching funds leveraged by each grantee. The purpose of the table is to illustrate the amount and importance of the funding we provide to educate our youth. In general, funds made available for schools make up the vast majority of funds we use as a society to ensure the pro-social development and future for our youth. In other words, the OFCY Measure K funds available per youth enrolled in OUSD is only 3% of funds when compared to those made available by OUSD schools.

**Table 81**

Funds Available per Youth Enrolled in OUSD		
	Dollars	Funds per Student
OUSD 2005-06	\$ 388,122,515	\$ 10,414
OFCY Grants	\$ 11,906,580	\$ 306
OFCY Total	\$ 29,874,494	\$ 768

### Need to Keep Investing in our Youth

Nationwide, California still ranks low in its investment to educate youth. The following table shows that Oakland has made progress in the last few years to increase the amount of funds available to educate our youth. Funds for education need to remain a priority in order to provide youth with an opportunity for a successful future.

**Table 82**

Cost of Direct Education of Students						
Oakland Unified School District				Oakland Unified School District	All Unified Districts Statewide Average	Percent of Statewide Average
School Year	Cost - \$	Average Daily Attendance	Cost per Hour of Service	\$ / Student (ADA)	\$ / Student (ADA)	
2007	\$388,122,515	37268	\$9.64	\$10,414	\$8,195	127%
2006	\$367,999,599	38900	\$8.76	\$9,460	\$7,584	125%
2005	\$375,368,270	41,620	\$8.35	\$9,019	\$7,012	129%
2004	\$380,078,077	45,015	\$7.82	\$8,443	\$6,983	121%
2003	\$416,497,384	49,562	\$7.78	\$8,404	\$6,880	122%
2002	\$431,706,653	51,050	\$7.83	\$8,457	\$6,767	125%
2001	\$386,400,314	51,333	\$6.97	\$7,527	\$6,414	117%
2000	\$347,497,605	52,051	\$6.18	\$6,676	\$5,758	116%

Source: CA Department of Education - Educational Data Partnership

ADA stands for Average Daily Attendance. The data above is from a unique partnership called the Education Data Partnership. Members of the partnership are the Alameda County Office of Education, California Department of Education, EdSource, and Fiscal Crisis and Management Assistance Team.

## Recover Lost Funds to Provide Pro-Social Opportunities for Our Youth

The following table shows the funds not used to build healthy productive youth due to youth dropouts. For example, a youth who drops out of school at the beginning of 7<sup>th</sup> grade is wasting the \$57,277 society is willing to invest in his/her future. This is the equivalent of the youth and their parents tearing up a \$57,277 check made out to them for their child's future. In school year 2007, 94 seventh-graders dropped out of Oakland Schools or \$5,384,038 in lost revenue. If they do not go back to school, they are allowing the State of California to balance it's budget over the next six years, on their future. Similarly, a 12<sup>th</sup> grade dropout will not use the last \$10,414 dollars the community is willing to invest in his/her future.

The 2005 school year was the best year in the last seven years with regard to the dropout rate and lost revenue. The chart below shows the lost revenue to educate our youth because of their dropping out of school. The chart shows that for the last three years the amount of lost revenue is below the highest year in 2002. In the 2007 school year, the latest year with data available, 3,397 youth dropped out of school. Enough youth to fill a comprehensive high school.

The following chart and table is based on the assumption that a youth who drops out does not come back to school. The analysis is also based on the assumption that if a youth drops out at a grade level it is calculated as half way through the year. The table has not been discussed with the Oakland Unified School District and is based on data reported to California Department of Education. The intent of including this data is not to point fingers, but rather, to generate discussion and action to find a way to recapture these lost opportunities and funds for our children and youth.

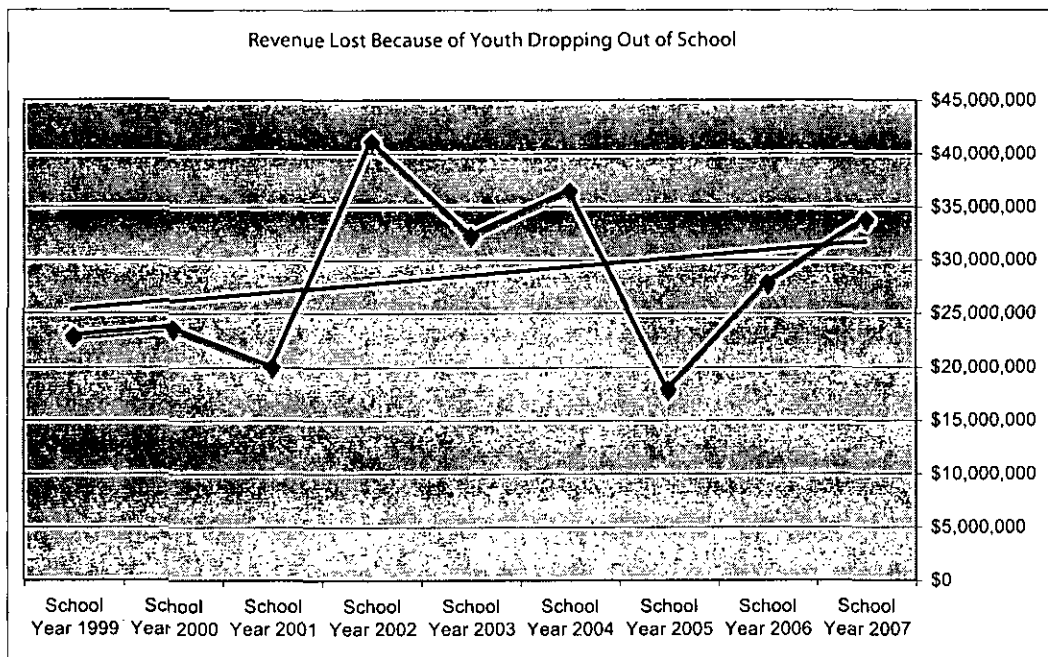


Chart 29

## Census Bureau Report Shows "Big Payoff" from Educational Degrees

Over an adult's working life, high school graduates can expect, on average, to earn \$1.2 million; those with a bachelor's degree, \$2.1 million; and people with a master's degree, \$2.5 million, according to a report released by the Commerce Department's Census Bureau. People with doctoral (\$3.4 million) and professional degrees (\$4.4 million) do even better. "At most ages, more education equates with higher earnings, and the payoff is most notable at the highest educational levels," said Jennifer Cheeseman Day, co-author of *The Big Payoff: Educational Attainment and Synthetic Estimates of Work-Life Earnings*. The estimates of work-life earnings are based on 1999 earnings projected over a typical work life, defined as the period from ages 25 through 64.

In 2000, 84 percent of American adults age 25 and over had at least completed high school and 26 percent had a bachelor's degree or higher, both all-time highs. Currently, almost 9 in 10 young adults graduate from high school and about 6 in 10 high school seniors go on to college the following year.

Our society should be interested in increasing the number of educated youth because we will save money as indicated in the RAND study (for every dollar invested in education, \$1.90 will be saved in future costs to society). Additionally, another benefit of youth going on to higher education is that society will reap more tax dollars from their increased income. Their increased income will also allow for more income to flow to our local businesses.

## Fiscal and Social Costs of School Dropouts

Large numbers of Oakland youth leave public school each year. Oakland is not the only large city experiencing this problem. The seriousness of this problem is not being discussed and addressed in Oakland. This section highlights the nature of this problem and estimates the costs to Oakland of youth dropping out of school. Some assumptions were made to develop these estimates, which are not necessarily true, but provide a worst-case scenario for making the estimates. It was assumed that each youth who drops out of public school does not return to school to complete a high school education. It was assumed that the youth remains in Oakland and does not enter private schooling, thus eventually becoming an under educated adult resident of Oakland. It was assumed that half of the ADA funding for each dropout was lost in the year they dropped out.

There are two sources of lost revenues for youth who drop out prior to finishing high school: one is the revenue lost in the year they drop out, the other is the revenue lost in future years they would have attended school, but did not. The following two tables provide estimates of these two sources of lost revenue. Data from prior years 2002 through 2006 were available to estimate the lost revenues in each of those five years. These same data were then extrapolated to estimate lost revenues for the coming five years in the second table. The ADA funding amounts from prior years were adjusted for inflation to estimate dollar amounts for 2006 and a chart provided of the trend in lost revenues. It was assumed that ADA funds provided in future years will track inflation, thus the 2006 ADA funding amounts were applied to project lost revenues in future years. Finally, by calculating the average loss in revenues to the school district per year for both sources and combining them, it is possible to more clearly understand the significance of the fiscal drain on educational funding to Oakland's public schools. The social costs of having large numbers of youth not attending school, assuming many of them do not have jobs, and large numbers of under educated adults not working in higher paying jobs is also discussed.

Estimated Lost Revenue to Educate Our Youth  
for School Years 2007-2003 due to Youth Quitting School

Table 83

School Year 2007	Number of Drop Outs	ADA Funding per Student	Number of Years Lost Educational Opportunity	Revenue Lost to Educate Oakland Youth
Gr. 7 Drop Outs	94	\$ 10,414	5.5	\$ 5,384,038
Gr. 8 Drop Outs	68	\$ 10,414	4.5	\$ 3,186,684
Gr. 9 Drop Outs	386	\$ 10,414	3.5	\$ 14,069,314
Gr. 10 Drop Outs	242	\$ 10,414	2.5	\$ 6,300,470
Gr. 11 Drop Outs	228	\$ 10,414	1.5	\$ 3,561,588
Gr. 12 Drop Outs	257	\$ 10,414	0.5	\$ 1,338,199
	1,275			\$ 33,840,293
<b>School Year 2006</b>				
Gr. 7 Drop Outs	103	\$ 9,460	5.5	\$ 5,359,090
Gr. 8 Drop Outs	105	\$ 9,460	4.5	\$ 4,469,850
Gr. 9 Drop Outs	300	\$ 9,460	3.5	\$ 9,933,000
Gr. 10 Drop Outs	198	\$ 9,460	2.5	\$ 4,682,700
Gr. 11 Drop Outs	129	\$ 9,460	1.5	\$ 1,830,510
Gr. 12 Drop Outs	314	\$ 9,460	0.5	\$ 1,485,220
	1,149			\$ 27,760,370
<b>School Year 2005</b>				
Gr. 7 Drop Outs	107	\$ 9,019	5.5	\$ 5,307,682
Gr. 8 Drop Outs	82	\$ 9,019	4.5	\$ 3,328,011
Gr. 9 Drop Outs	126	\$ 9,019	3.5	\$ 3,977,379
Gr. 10 Drop Outs	114	\$ 9,019	2.5	\$ 2,570,415
Gr. 11 Drop Outs	107	\$ 9,019	1.5	\$ 1,447,550
Gr. 12 Drop Outs	269	\$ 9,019	0.5	\$ 1,213,056
Total	805			\$ 17,844,092
<b>School Year 2004</b>				
Gr. 7 Drop Outs	145	\$ 8,443	5.5	\$ 6,733,293
Gr. 8 Drop Outs	133	\$ 8,443	4.5	\$ 5,053,136
Gr. 9 Drop Outs	460	\$ 8,443	3.5	\$ 13,593,230
Gr. 10 Drop Outs	325	\$ 8,443	2.5	\$ 6,859,938
Gr. 11 Drop Outs	257	\$ 8,443	1.5	\$ 3,254,777
Gr. 12 Drop Outs	222	\$ 8,443	0.5	\$ 937,173
Total	1,542			\$ 36,431,545



## Summary of Cost Due to Dropping Out of School

- Raising high school completion rate by 1% will save US \$1.4 billion annually in crime-related costs.
- Between welfare benefits and crime, dropouts create an annual estimated cost of \$24 billion to the public.
- US would save \$41.8 billion in health care costs if the 600,000 dropouts were to complete one more year of schooling.
- A 1999 study from the National Center of Juvenile Justice reveals that the cost to society for each youth that drops out of school to become involved in a life of crime and drug abuse is \$1.7 million.

References are found for the above statements on page 101 of this report.

## Are we up for the challenge of reducing our school dropout rate?

### Ending the Silence

Ending the silence means that problems have to be brought into the light of day. Our community can no longer pretend that everything is all right when we have serious problems that need to be solved. Alex Dotlowitz in a keynote address titled "Breaking the Silence" at the "Resiliency in Families: Racial and Ethnic Minority Families in America" conference in 1994 talks about two types of silence: institutional silence and self-imposed silence.

Institutional silence is the silence that occurs when problems exceed the ability and resources of institutions to deal with them.

Dotlowitz points out the institutional silence: "...is not to suggest that there are not many individuals in these institutions with a great deal of compassion and commitment. Nor is it to suggest that there are not individuals at the helms of these institutions with a comparable amount of compassion and commitment." The institutional silence is a function of a never-ending series of crises and problems that cannot be solved by the institution alone. The institution must first break the silence and ask for assistance from other institutions and the community. The lost revenue and opportunity for Oakland due to youth dropping out of school is an example of institutional silence.

The second type of silence is one that the community imposes on itself when the problems in the community become too much to deal with — people retreat into self-imposed silence, locked doors, bars on the windows, and a sense of helplessness. The community comes to tolerate all sorts of behaviors that most communities would never tolerate. Youth are not held to high expectations or any sort of accountability. Gangs and drug dealers freely operate in the community. Dotlowitz's states that: "...this kind of silence will slowly strangle the life out of an otherwise spirited people. And what it says to me is something very, very simple. We have stopped listening. We have stopped believing."

OFCY over the past nine years has joined with many partners in the community of Oakland to end the silence and to work together to address the needs of children and youth in Oakland. Over the last four years Oakland has been able to reduce the lost revenue for youth caused by lowering the number of youth dropping out of school. This is a good trend but we still have a ways to go.

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The institutional silence is a function of a never-ending series of crises and problems that cannot be solved by the institution alone.

## Oakland is Not Alone

Opinion Piece

By BOB HERBERT

Published: August 29, 2005, New York Times

First the bad news: Only about two thirds of American teenagers (and just half of all black, Latino and Native American teens) graduate with a regular diploma four years after they enter high school.

Now the worse news: Of those who graduate, only about half read well enough to succeed in college.

Don't even bother to ask how many are proficient enough in math and science to handle college level work. It's not pretty.

Of all the factors combining to shape the future of the U.S., this is one of the most important. Millions of American kids are not even making it through high school in an era in which a four year college degree is becoming a prerequisite for achieving (or maintaining) a middle-class lifestyle. The Program for International Assessment, which compiles reports on the reading and math skills of 15 year olds, found that the U.S. ranked 24th out of 29 nations surveyed in math literacy. The same result for the U.S. 24th out of 29 was found when the problem solving abilities of 15 year olds were tested.

If academic performance were an international athletic event, spectators would be watching American kids falling embarrassingly behind in a number of crucial categories. A new report from a pair of Washington think tanks the Center for American Progress and the Institute for America's Future says an urgent new commitment to public education, much stronger than the No Child Left Behind law, must be made if that slide is to be reversed.

This would not be a minor task. In much of the nation the public education system is in shambles. And the kids who need the most help poor children from inner cities and rural areas often attend the worst schools.

**An education task force established by the center and the institute noted the following:**

"Young low income and minority children are more likely to start school without having gained important school readiness skills, such as recognizing letters and counting. ... By the fourth grade, low income students read about three grade levels behind nonpoor students. Across the nation, only 15 percent of low income fourth graders achieved proficiency in reading in 2003, compared to 41 percent of nonpoor students."

How's that for a disturbing passage? Not only is the picture horribly bleak for low income and minority kids, but we find that only 41 percent of nonpoor fourth graders can read proficiently.

I respectfully suggest that we may be looking at a crisis here.

The report, titled "Getting Smarter, Becoming Fairer," restates a point that by now should be clear to most thoughtful Americans: too many American kids are ill equipped educationally to compete successfully in an evermore competitive global environment.

Cartoonist characters like Snoop Dogg and Paris Hilton may be good for a laugh, but they're useless as role models. It's the kids who are logging long hours in the college labs, libraries and lecture halls who will most easily remain afloat in the tremendous waves of competition that have already engulfed large segments of the American work force.

The report makes several recommendations. It says the amount of time that children spend in school should be substantially increased by lengthening the school day and, in some cases, the school year. It calls for the development of voluntary, rigorous national curriculum standards in core subject areas and a consensus on what students should know and be able to do by the time they graduate from high school.

The report also urges, as many have before, that the nation take seriously the daunting (and expensive) task of getting highly qualified teachers into all classrooms. And it suggests that an effort be made to connect schools in low income areas more closely with the surrounding communities. (Where necessary, the missions of such schools would be extended to provide additional services for children whose schooling is affected by such problems as inadequate health care, poor housing, or a lack of parental support.)

The task force's recommendations are points of departure that can be discussed, argued about and improved upon by people who sincerely want to ramp up the quality of public education in the U.S. What is most important about the report is the fact that it sounds an alarm about a critical problem that is not getting nearly enough serious attention.

# OFCY Administrative Process Evaluation

## Section

## Five



***Introduction***

This section of the Oakland Fund for Children and Youth (OFCY) Final Evaluation of FY 2007-2008 answers the following questions about the OFCY Administrative Processes:

- How did the Oakland Fund for Children and Youth (OFCY) begin?
- How is OFCY governed?
- What did the FY 2007-2008 Grantee Staff say about the operational processes of OFCY?
- How effective was the OFCY administrative process?
- Did the OFCY administrative process improve?
- Did OFCY practice the principles of good government?
- Did OFCY focus on the performance of grantees?
- Did OFCY define their clients as customers?
- Did OFCY listen to their customers?
- Did OFCY collaborate with other initiatives for children and youth?
- What are the evaluator's recommendations for the OFCY administrative process?

***Evaluation of OFCY Administrative Process***

**How did the Oakland Fund for Children and Youth begin?**

In November 1996, over 75% of Oakland voters approved an amendment to the City Charter of Oakland entitled the Kids First! Initiative (Measure K), creating the Oakland Fund for Children and Youth (OFCY). Approval of this measure was a commanding declaration of the voters' commitment to supporting the healthy development of Oakland's children and youth. Due to the grassroots effort of young people, parents, teachers, community organizers, community-based organizations, and other community members, the Kids First! Initiative became a reality.

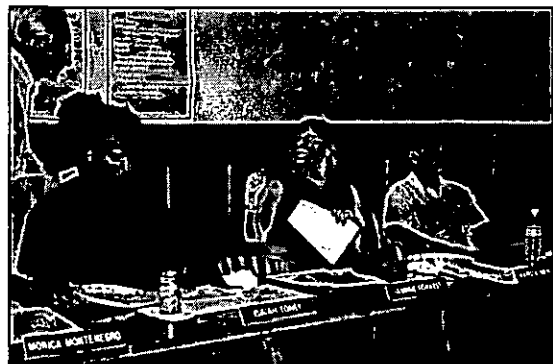
**What did the legislation do?**

Measure K amends the Oakland City Charter to earmark 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years. The 2.5% set-aside translates into approximately \$5.6 - \$10.7 million each year for 12 years. The measure set a 5% limit to administration and 3% limit for yearly evaluations of the OFCY Grantees and Administration.

**How is the OFCY governed?**

A 19-member governing body called the Planning and Oversight Committee (POC) provides allocation and policy recommendations to the Oakland City Council. The POC is comprised of youth and adults, all of whom are appointed by the Mayor and City Council. Additionally, as required by the enabling legislation, the POC oversees the annual outcome evaluation of OFCY Grantees, the annual process evaluation of the grant making process, and three four-year strategic plans.

This year was the fourth year that the City of Oakland through the Department of Human Services administered OFCY. In the past, the East Bay Community Foundation administered the OFCY in partnership with the City of Oakland. This change continues to be seamless with the retention of systems and procedures developed during the partnership and the continual improvement of monitoring and evaluation. With a fixed administration and evaluation costs, the administrative process needed to continue to practice continuous improvement and efficiencies to expand from administering 33 agency contracts in FY 2000-01 to 105 agency contracts this year and 138 agency contracts for next year. Data from a survey of grantees shows a positive change of 4% improvement for last year. The rating improved this year for the Planning and Oversight Committee, OFCY Administrative Staff, and the OFCY Evaluation Team from CCPA. This year's rating was 3.54 where 4 is very effective and 3 is effective.



What do the staffs of OFCY Grantees say about the operational process of OFCY?

Evaluators surveyed 105 grantee staff members to determine their opinion of the effectiveness of the OFCY administrative and evaluation process in carrying out the goals of Measure K.

**SECTION 6 – Measure K**

Section 6 states: "All monies in the Kids First! Oakland Children's Fund shall be appropriated to private non-profit and public entities for programs that:

- A. Implement services in a comprehensive, coordinated and culturally appropriate design.
- B. Establish measurable and ambitious youth development outcomes.
- C. Integrate youth in program development, operation, and evaluation.
- D. Emphasize collaboration between private non-profit and public entities."



**Results of Grantee Staff Surveys**

The following table indicates the grantee staff's opinion about how OFCY performed in complying with Measure K section 6. Grantee staff gave ratings of very effective (4), effective (3), somewhat effective (2), or not effective (1). The total score is the mean of the numerical values given each answer. The percent noted in the table below represents how each of the OFCY Grantees answered the question for the last eight years. The mean of the responses was effective with an average score of 3.39, up from an average score of 2.81 eight years ago. This is a 21% improvement from FY 2000-01. The lowest ranking was for the effectiveness of OFCY in emphasizing collaboration between private non-profit and public entities. The highest ranking was for integrating youth in their development, operations, and the evaluation. This year's total score is up slightly from last year's total score.

**Table 84**

Survey Results of OFCY Grantees on Implementation of Kids First Initiative Goals

	OFCY, 2006-2007				Total Score from Last Eight Years								Percent Improvement
	Very Effective	Effective	Somewhat Effective	Not Effective	FY 2007-08	FY 2006-07	FY 2005-06	FY 2004-05	FY 2003-04	FY 2002-03	FY 2001-02	FY 2000-01	
How effective was OFCY in implementing services in a comprehensive, coordinated, and culturally-appropriate design?	60%	40%	0%	0%	3.60	3.44	3.60	3.48	3.60	3.30	2.86	2.72	32%
How effective was OFCY in establishing measurable and ambitious youth development outcomes?	42%	54%	4%	0%	3.38	3.37	3.38	3.35	3.38	3.08	2.86	2.75	23%
How effective was OFCY in integrating youth in their development, operations, and the evaluation?	64%	36%	0%	0%	3.63	3.46	3.62	3.22	3.62	2.98	3.11	2.94	24%
How effective was OFCY in emphasizing collaboration between private non-profit and public entities?	16%	63%	22%	0%	2.94	3.22	2.94	2.99	2.94	2.64	2.95	2.84	4%
<b>Total Score</b>	<b>45%</b>	<b>48%</b>	<b>6%</b>	<b>0%</b>	<b>3.39</b>	<b>3.37</b>	<b>3.38</b>	<b>3.25</b>	<b>3.38</b>	<b>3.00</b>	<b>2.95</b>	<b>2.81</b>	<b>21%</b>

4 = Very Effective, 3= Effective, 2= Somewhat Effective, and 1 = Not Effective



**Positive Growth in Effectiveness**

Interestingly, in the first year's survey eight years ago many of the grantee staff did not realize that they were part of an OFCY strategic effort to improve the lives of Oakland's Children and Youth. Their impression was that OFCY was merely a funding source. In FY 2001-02 evaluators recommended involving grantee staffs in discussions of issues facing Oakland's children and youth so that they could begin seeing themselves as part of this strategic effort. Since 2000-01, there has been a 21% percent positive growth in how the grantees rated the OFCY strategic effort effectiveness in carrying out the goals of the Kids First! Initiative.

***How are the administrative process roles defined?***

- **Receiving and Responding to RFP Application** - Funding is based on responding to a Request for Proposal (RFP) application to apply and then be granted OFCY funds.
- **Grant Application Review and Appeals Process** – The review process included how each of the proposals is read, reviewed, and rated. The review process also included the feedback from the review and the appeal process.
- **OFCY - Grantee Information Exchange** - How well OFCY assisted grantees to exchange information to assist them in working together to meet the needs of Oakland's children and youth.
- **Contract Negotiations** - Each grantee negotiates a performance contract that sets goals for funds, service delivery, and intermediate results.
- **Contract Payments** – Grantees invoice for funds spent every quarter.
- **Evaluation of Grantee Performance** – The quarterly reporting process is grantees reporting the effort of their grant and the invoicing for payment of services rendered. The second and fourth quarter reports along with the 28,201 survey reports from children and parent customers are used to do two evaluation reports on grantee performance.
- **Quarterly Evaluation Training** – Grantees attend workshops and are assisted by the OFCY evaluation team to develop their evaluation design, instruments, and implementation of the OFCY Evaluation System.
- **Provision of Technical Assistance** – The OFCY administration and evaluation team and other grantees assist groups with technical assistance.
- **Youth Involvement in OFCY Administration** – Youth are involved in the POC and with other OFCY administrative functions.
- **Youth Involvement in OFCY Grantee Performance** – Youth are involved in the evaluation team efforts by doing site visits, photographing, filming, interviewing, and writing up visits. Children and youth are involved in the evaluation as customers who fill out survey reports to evaluate the effectiveness of their program services. This year child and youth filled out 16,828 survey reports.
- **Planning and Oversight Committee**– The POC is appointed by the Oakland City Council and Mayor to oversee the OFCY operations. The POC is made up of adults and youth appointees.
- **OFCY Administrative Staff** – Measure K allows for 5% of each year's fund to be used for administration. OFCY has 5.6 full time equivalent staff members. These staff members help to implement the legislation.
- **CCPA/OFCY Evaluation Team** - The evaluation team includes the CCPA Evaluation Coaches, Evaluation Mentors, and the Youth Evaluators.



***How did grantees rate the OFCY administrative process?***

The following table indicates grantee staff members' opinions on the effectiveness of OFCY administrative and operational roles as "works well", "works okay", "works poorly, needs changing", and "don't know or did not answer". Overall, grantees indicated a small improvement from last year. Grantee staff responses indicated that the quarterly evaluation training workshops and provisions for technical assistance had the lowest scores. This year 12% of the grantees responded that the application review process needs changing. Evaluators will facilitate a discussion with grantees on how to improve the quarterly evaluation trainings and technical assistance. The quarterly reporting process also will be discussed with grantees because of the decline from last year. Many of the OFCY grantees that are part of Oakland SUCCESS have to fill out duplicate reporting systems. OFCY is working with Oakland SUCCESS to see if one system can be developed.

**Table 85**

Process Ranked by Grantees	Works Well	Works Okay	Works Poorly, Needs Changing	Don't Know, No Answer	Score FY 2006-07	Score FY 2006-07	Score FY 2005-06	Score FY 2004-05	Percent Improvement
Receiving RFP/RFQ and responding	62%	32%	3%	3%	2.50	2.42	2.53	2.54	-1%
Application review process	43%	37%	12%	8%	2.49	2.09	2.15	2.22	12%
Grantee information exchange	50%	46%	3%	1%	2.65	2.61	2.45	2.27	17%
Quarterly reporting process	63%	34%	2%	1%	2.59	2.66	2.59	2.47	5%
Contract negotiations	62%	28%	2%	8%	2.75	2.34	2.44	2.43	13%
Contract payment process	55%	35%	9%	1%	2.65	2.54	2.44	2.37	12%
Evaluation process	50%	43%	5%	2%	2.60	2.56	2.40	2.40	8%
Quarterly evaluation training	49%	46%	2%	3%	2.33	2.40	2.41	2.28	2%
Provision of Tech assistance	52%	33%	3%	12%	2.20	2.23	2.25	1.93	14%
Youth involvement in administration	42%	24%	3%	31%	2.50	2.03	1.77	1.77	41%
Youth involvement in OFCY evaluation	56%	24%	4%	16%	2.58	2.39	2.20	2.15	20%

The following table shows average ratings of the grantee staff that responded to the survey about the effectiveness of the three components of the OFCY administrative process - Planning and Oversight Committee, OFCY Administrative Staff, and the OFCY Evaluation Team. Grantee staff gave ratings of very effective (4), effective (3), somewhat effective (2), or not effective (1). The total score is the mean of the numerical values given each answer. The percent noted in the table below represents how each of the OFCY Grantees answered the question for the last eight years. The mean of the responses was effective with an average score of 3.51, up 24% from an average score of 2.83 eight years ago, but down slightly from last year's score 3.54. This year the OFCY administrative staff and CCPA/OFCY Evaluation Team received the highest score for effectiveness. Over time the effectiveness of the Planning and Oversight Committee has shown a 37% improvement with a 3.08 score from eight years ago. An effective rating is 3.0 or greater.

**Table 86**

	OFCY 2006-2007				Total Score from Last Seven Years								Percent Improvement
	Very Effective	Effective	Somewhat Effective	Not Effective	FY 2007-08	FY 2006-07	FY 2005-06	FY 2004-05	FY 2003-04	FY 2002-03	FY 2001-02	FY 2000-01	
Planning and Oversight Committee	14%	80%	6%	0%	3.09	3.40	3.09	2.92	2.79	2.94	2.78	2.25	37%
OFCY Administrative Staff	63%	35%	2%	0%	3.61	3.67	3.61	3.56	3.36	3.55	3.35	3.31	9%
CCPA/OFCY Evaluation Team	64%	35%	2%	0%	3.62	3.62	3.62	3.58	3.53	3.63	3.26	2.94	23%
Total Score	47%	50%	3%	0%	3.51	3.54	3.44	3.35	3.23	3.37	3.13	2.83	24%

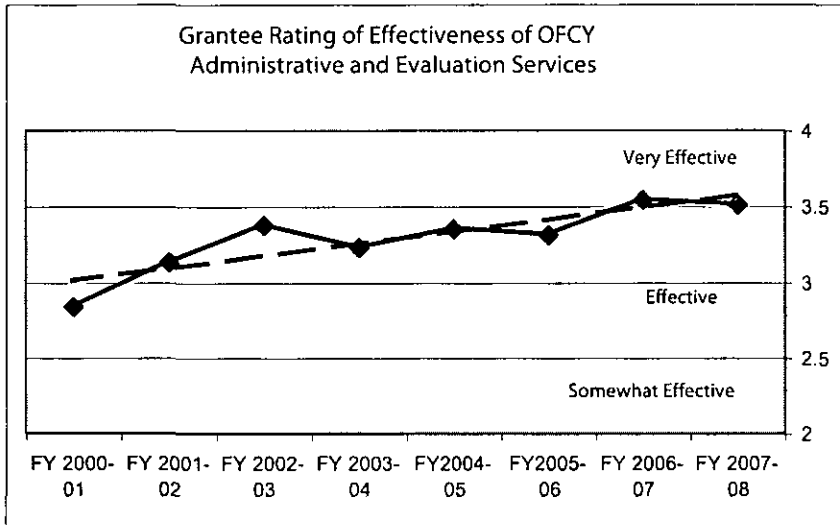
4 = Very Effective, 3= Effective, 2= Somewhat Effective, and 1 = Not Effective



**Effectiveness**

The following chart illustrates the result of the survey of staff opinions on OFCY's effectiveness for administrative and evaluation Services. Staff rated the various components from Not Effective to Very Effective. The overall ranking was between effective and very effective. The graph show a trendline that is improving over the last eight years.

**Chart 29**





## *Is OFCY practicing the principles of good government?*

### **Good Government**

In order to evaluate the OFCY, evaluators for the past eight years have used the research of David Osborne and Ted Gaebler on good government as a framework for discussing our findings. Osborne and Gaebler are the authors of the national best seller entitled *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. The book chronicles the efforts of hundreds of government officials to bring the entrepreneurial spirit to government. The ten principles of reinventing government are the spokes that hold together this wheel of good government.

1. They promote competition between service providers.
2. They empower citizens by pushing control out of the bureaucracy and into the community.
3. They measure the performance of their agencies, focusing not on inputs but on outcomes.
4. They are driven by their goals – their mission – not by their rules and regulations.
5. They redefine the recipients of services as their customers.
6. They offer customers choices and options of service.
7. They prevent problems before they emerge.
8. They decentralize authority, embracing participatory management.
9. They prefer market mechanisms to bureaucratic mechanisms.
10. They focus not simply on providing public services, but on catalyzing all sectors – public, private, and voluntary – into action to solve their community's problems.

These principles are the foundation to the following discussion of findings for OFCY.

#### **1. Promote competition between service providers**

The OFCY structure has done a good job of promoting competition between service providers. The Request for Proposals (RFP) process has generated significantly more requests for funds than there are funds available. The process is competitive; some agencies have not been refunded, and other agencies are first-time recipients. Over the last eight years, 85% of agencies have been refunded each year based on their performance and alignment with the Strategic Plan. Over the last eight years, OFCY has funded 675 contracts for service with 211 new grantees added. This is a healthy sign. The other side of competition is collaboration between agencies, which is also a principle of entrepreneurial government. This healthy conflict will always be present when competition is used to decide who will provide services. Finding the balance between competition and collaboration will be a constant Yin / Yang or thesis/antithesis struggle for the OFCY process.

The word government is from a Greek word that means "to steer." The OFCY operational structure is built to steer. Osborne and Gaebler recommend that: *"Entrepreneurial government increasingly divests rowing from steering. This leaves government operating basically as a skillful buyer, leveraging the various producers in ways that will accomplish its policy objectives. Freeing policy managers to shop around for the most effective and efficient service providers helps them squeeze more bang out of every buck. It allows them to use competition between service providers. It preserves maximum flexibility to respond to changing*

*circumstances. And it helps them insist on accountability for quality performance: contractors know they can be let go if their quality sags; civil servants know they cannot."*

Organizations, such as government, that "steer" are in a position to shop around while promoting experimentation and learning from successes. Also, organizations that steer can provide more comprehensive solutions, attacking the roots of the problems. They can define the problem and use many different organizations to attack it. They can bring all the stakeholders into the policy process, thus ensuring that all points of view are heard and significant actors are motivated to take part in the solution.

In contrast, governments that put steering and rowing within the same organization limit themselves to relatively narrow strategies. "Programs, not problems, define their line of attack." (Osborne and Gaebler, 1993) The OFCY administration is building a model that demonstrates how government can use a competitive process to get the most bang for their buck. This is accomplished by steering its efforts and encouraging community innovation and experimentation to meet the needs of Oakland's children and youth. OFCY is demonstrating that effective programs use a variety of methods to reach their desired result. OFCY should resist pressures to make a uniform model of delivering services to youth. The variety of strategies and techniques used by OFCY Service Providers is a strength of OFCY.

OFCY should resist pressures to make a uniform model of delivering services to youth. The variety of strategies and techniques used by OFCY Service Providers is a strength of OFCY.



**2. Empower citizens by pushing control out of the bureaucracy and into the community.**

By contracting with community-based organizations and requiring these groups to involve parents and youth in their operations, OFCY has taken steps toward empowering Oakland's citizens. OFCY and the City of Oakland are supporting one of the largest youth empowerment projects in the nation. Evaluators found a high level of youth involvement throughout the grants and the Youth-to-Youth funded programs. The flexibility of the Youth-to-Youth Projects allows for control exercised by the community. This year \$0.54 million dollars of OFCY and Matching funds went to youth stipends and grants, the lowest level in the last seven years. The use of adult and youth members on the POC and on the evaluation team is another example that allows for citizens to have control over the OFCY funding strategies.

**3. Measure the performance of their agencies, focusing not on inputs but on outcomes.**

The continued development and use of the OFCY Performance Logic Model Evaluation System will allow for the decisions to be based not just on efficiency of service, but also on effectiveness of funded services.

As Osborne and Gaebler point out, "There is a vast difference between measuring efficiency and measuring effectiveness. Efficiency is a measure of how much each unit of output costs. Effectiveness is a measure of the quality of the output: how well it achieved the desired outcomes; and whether or not anyone is better off because of the service. When we measure efficiency, we learn how much it is costing us to achieve a specified output. When we measure effectiveness we know whether our investment is worthwhile. There is nothing so foolish as to do something more efficiently that should no longer be done. Both efficiency and effectiveness are important. But many times when organizations begin to measure their performance, they often measure only their efficiency." (Osborne and Gaebler, 1993)

OFCY-contracted service providers are showing promise of delivering efficient and effective services. Providers are working to increase efficiency while maintaining the effectiveness of their services. Over the last eight years OFCY has increased efficiency by 9% (25% when adjusted for inflation) and their effectiveness by 5%.



**4. Driven by their goals – their mission – not by their rules and regulations.**

OFCY adopted a clear vision in October of 2006. The POC developed the following vision and mission statement to focus OFCY's efforts for children and youth in Oakland:

*Vision*

*All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city.*

*Mission*

*We provide opportunities and resources for Oakland's young people (0–20 years old) to become healthy, productive, honorable and successful community members. We achieve this by funding organizations, creating policy, building capacity and administering a set aside fund that encourages these outcomes. We work collaboratively through partnerships with youth and families, community organizations, public agencies, schools and other funders.*

The City of Oakland, with administration of the entire OFCY program, should continually remind itself to focus on the goals and the mission of OFCY.

The OFCY administration is commended for continuing to improve the grant request, proposal review, grant monitoring and utilization of the evaluation system in an integrated system that continues to do more with less staff. The capacity of OFCY administration has grown from managing 33 grants eight years ago to administration of 105 grants in FY 2007-08.



### 5. Redefine service recipients as customers.

In their book, Osborne and Gaebler used the City of Oakland's Library System as their favorite example of customer-orientated government. The OFCY Evaluation System follows the lead of the Oakland Library and defines service recipients as customers. The OFCY evaluators were pleasantly surprised that there was no resistance to the concept of customer-driven services. Osborne and Gaebler ask the question: "Why is it that most American governments are customer-blind? The answer is simple; most public agencies do not get their funds from service recipients directly. Businesses in competitive environments learn to pay enormous attention to their customers. Public agencies get their monies from legislators, city councils, and elected boards. And most of their customers are captive: short of moving they have few alternatives to the services their government provides." (Osborne and Gaebler, 1993)

OFCY Grantees and Administration use five basic systems to get feedback from customers:

- The customer surveys (both child/youth and their parents or guardians) are used in the OFCY Evaluation System.
- Planning and Oversight Committee Meetings.
- Focus Groups conducted by many of the OFCY Grantees to receive feedback on their services and issues from their customers.
- OFCY administration and evaluation problem solving approach for customers who call to complain about services or service providers.
- Site visits to operating programs by the OFCY monitoring and evaluation staff.

The overall customer satisfaction level measured this year continues to be good. Collecting suggestions and comments from parents of children and youth customers requires a major effort by the OFCY Service Providers. This effort is well worth the partnership with parents to actively involve them in OFCY-funded services to their child and to listen and respond to their feedback.



### 6. Offer customers choices and options of service.

Almost all of the OFCY programs are voluntary and require grantees to recruit customers by offering services in which they can choose to participate. For example, most of the grantees offer a wide range of after school activities from which youth can pick based on their interest and need. Evaluators were impressed with the flexibility of options for children and youth that grantees provide. A few of the grantees recruited high-risk youth to their services despite the difficulty of this task. They did it with enthusiasm and provided services that these youth saw as valuable.

The wide range of children and youth services funded by OFCY is a strength that allows Oakland's children the opportunity to grow through meaningful involvement in something that interests them.

### 7. Prevent problems before they emerge.

Evaluators assessed that 93% of OFCY funds were used for primary and secondary prevention services. Only 7% of the funds were used to deal with problems that require intervention services to prevent further escalation of problems.

Evaluators continue to recommend that the POC continue to use part of their monthly meeting as a forum for the community to discuss and share everyone's efforts at preventing problems before they emerge for Oakland children and youth. For example, Oakland's projected loss of 34 million dollars in state funds last year to educate our youth who drop out of school could be a topic of discussion by the POC and the OFCY Service Providers. A problem of this magnitude will take the efforts and strengths of all Oakland's citizens and groups working together to ensure success for all of our children.



**8. Decentralize authority, embracing participatory management.**

Participatory management, like democracy, is not always a simple process. The OFCY must listen to many voices from many interest groups and attempt to make very tough decisions on how to allocate, steer, and evaluate a limited amount of funds. The four-year strategic planning process structures community participation toward specific goals and strategies. The boundaries of the strategic plan focus OFCY efforts in four-year segments, although annual adjustments are made through the RFP process. Nothing would be worse than changing the focus of OFCY funded programs every year to the current year's fad or great idea. The opening up of the POC monthly meeting to sharing perspectives and limited discussion of issues has allowed for more community participation and should continue. The POC and administration of OFCY should continue their process of listening and continually improving their services based on feedback from the Oakland community.

**9. Prefer market mechanisms to bureaucratic mechanisms.**

Market mechanisms are the most powerful method of steering by creating incentives that move people in the direction the community wants to go, while letting them make decisions themselves. "Unfortunately, bureaucratic programs have a series of flaws, when compared to markets:

- Constituencies, not customers, drive programs.
- Programs are driven by politics, not policy.
- Programs create 'turf' which public agencies then defend at all cost.
- Programs tend to create fragmented service delivery systems.
- Programs are not self-correcting.
- Programs rarely die.
- Programs rarely achieve the scale necessary to make significant impact.
- Finally, programs normally use commands, not incentives." (Osborne and Gaebler, 1993)

There is a growing awareness on the POC that they are more than a series of programs. They are continuously working to focus their efforts, set realistic goals and priorities, and to join other children and youth providers to find a way to produce incentives that can improve the lives of our children and youth. The POC for the last eight years has not renewed funding to 15% of their grantees based on the evaluation of their efficiency and effectiveness and their alignment with the OFCY Strategic Plan. Many of the grantees have demonstrated the ability to self-correct and to show continuous improvement.



**10. Focus not simply on providing public services, but on catalyzing all sectors – public, private, and voluntary – into action to solve their community's problems.**

In their strategic plan, the OFCY has set a goal to do more work collaborating with other Oakland and Alameda County initiatives to better coordinate planning, interventions, direct services, and evaluation. For example, the OFCY evaluators have observed a closer working relationship beginning with the Safe Passages and Proposition 10 Early Childhood Initiative. This collaboration is very healthy. The After School Initiative with Oakland Unified School District Oakland SUCCESS is also an example of building public and private partnerships.

The experimentation with initiatives and collaboratives over the first eight cycles of OFCY funding is an attempt to catalyze all sectors for particular neighborhoods and communities of need. The RFP process that requires non-profits to partner with the public sector organizations when possible to form collaborations has modeled some of McKnight's accepted theories of community asset building.

John McKnight, of Northwestern University's Center for Urban Affairs and Policy Research, spent several decades as a community organizer in Chicago. His experience convinced him that by pulling ownership of services out of the community and into the hands of professionals and bureaucracies, we have actually weakened our communities and undermined our people. "There is a mistaken notion that our society has a problem in terms of effective human services," he says, "Our essential problem is weak communities." McKnight provides a list of eight assumptions behind his theories of why we should strengthen communities:

- Communities have more commitment to their members than service delivery systems have to their clients.
- Communities understand their problems better than service professionals do.
- Professionals and bureaucracies deliver services; communities solve problems.
- Institutions and professionals offer "services"; communities offer "care."
- Communities are more flexible and creative than large service bureaucracies.
- Communities are cheaper than service professionals are.
- Communities enforce standards of behavior more effectively than bureaucracies or service professionals.
- Communities focus on capacities; service systems focus on deficiencies.

## *What are the evaluation's general findings?*

Over the last eight years, the OFCY Evaluation Team has documented the following:

- √ OFCY Grantees have provided 143,779 children and youth customers with 27 million hours of love, care, and structure to teach youth new behaviors, attitudes, skills and knowledge. OFCY staff are not afraid to go out into the community; to offer programs in the neighborhoods; to go into children's homes; to reach out to parents; to offer love to a child; to build trusting and caring relationships with youth out of the educational mainstream; and to take youth on field trips, overnight retreats, conferences, and events. OFCY Grantee staffs have implemented the nationally recognized child and youth development best practices by raising our children's expectations, level of meaningful participation, and ability to interact with pro-social caring adults. These new relationships with caring adults are the key to learning new behaviors and attitudes that will allow a child to grow into a productive and healthy adult and to making Oakland a safer and more livable community.
- √ OFCY Grantees have served as adults who really listen to children and youth; adults who value our children and their ideas, opinions, and action plans; and adults who are not afraid to let children learn from what worked and did not work.
- √ OFCY Grantees have encouraged parents to engage as partners in OFCY services. Parents' opinions and involvement are valued.
- √ OFCY Grantees services have offered youth a safe haven by providing a safe and secure place to learn new knowledge, skills, attitudes and behaviors.
- √ Youth's expectations for their future, their ability to learn new things, and their ability to make the most out of their education have grown.
- √ Children and youth have maintained a high level of participation in OFCY-funded programs. The 27 million hours of child and youth services delivered over the eight years speaks to their level of participation. Almost all youth in OFCY funded programs are not required to participate; children, youth, and parents can vote with their feet when they do not see value in the services. This year OFCY services did 111% of planned activities. OFCY programs usually have more children and youth participating than planned.
- √ Youth have been given the power of making decisions, planning for action, implementing their ideas, and learning to think for themselves.
- √ Children and youth have learned how to make good decisions about their health and wellness. Youth learn about the dangers of drugs, depression, alcohol, sexually transmitted diseases, and other dangerous behaviors. Children and youth learn how to lead healthy lives.
- √ Children and youth learn to make accurate self-assessments of their skills. They are learning from their experiences. Children and youth have improved in their ability to communicate.
- √ Children and youth learn to become skilled at something – including sports, art, music, video production, photography, poetry writing, science projects, growing their own food, and building things. OFCY grantees utilize a wide range of activities designed to assist youth to develop the skills and joy in learning new things; these techniques reflect the diverse learning styles of youth.
- √ Youth have expressed and indicated hope for reducing violence and anti-social behavior in Oakland. Violence prevention is not an eight week program, but rather, it is a change in attitudes and behaviors that are rooted in the building of healthy relationships with adults and peers and in defined and acceptable standards of behavior. The numerous healthy relationships between adults and children and youth are the key to reducing Oakland's level of violence and anti-social behavior. OFCY is demonstrating how to build healthy, pro-social relationships that lead to productive and healthy futures for our youth.



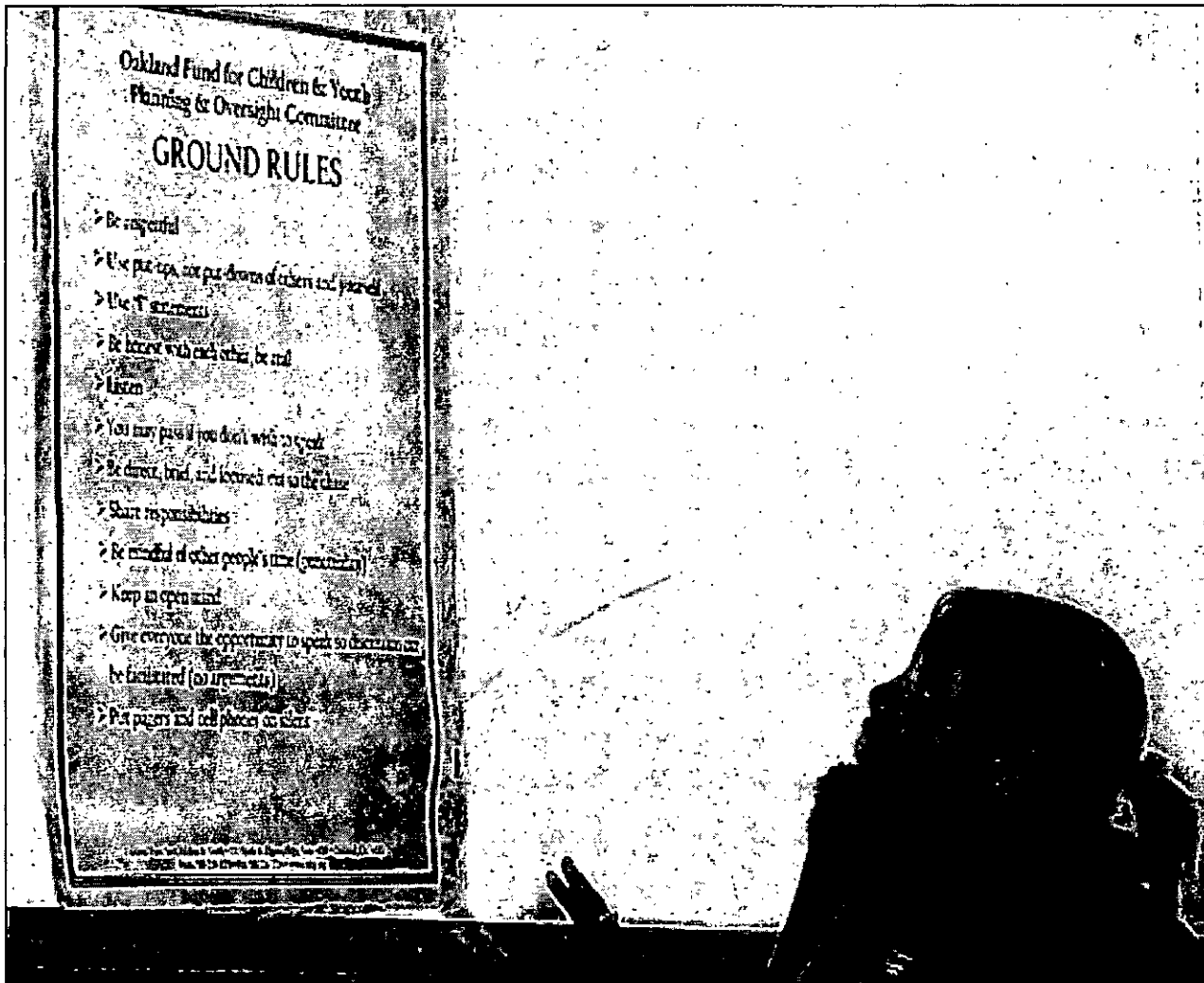
## What are OFCY Evaluators recommending?

The following summarizes the OFCY Evaluators' recommendations for continuous improvement:

1. The Mayor and City Council of Oakland should continue to make every effort to fill vacancies in the POC. The OFCY Administrative Processes begin with the leadership and oversight of the POC. The POC members also serve as a communication link to the Oakland City Council members that appoint them.
2. The City of Oakland should continue to build a model demonstrating how government can use a competitive process to get the most bang for their buck by steering the OFCY efforts and encouraging innovation and experimentation by the community to meet the needs of Oakland's children and youth. The growing leverage of OFCY funds with matching funds is a positive development. OFCY leveraged 160% of the OFCY funds. This year's leverage of matching funds was \$13 million more than it was eight years ago.
3. OFCY should continue the development and implementation of the OFCY Evaluation System to measure efficiency and effectiveness of their funded programs. A quality circle should be conducted with OFCY grantees to discuss improving evaluation workshops and the reporting system.
4. The OFCY Evaluation System should continue to collect intermediate result and outcome data on OFCY customers. The last five years' effort in collecting intermediate result and outcome data is a good beginning and should continue to improve next year.
5. The breadth of accomplishments by grantees over the years is not being adequately publicized; increasing the public's awareness of OFCY-funded achievements will promote and support the community-wide effort to improve the well-being of children and youth. The POC and Oakland City Council should formally acknowledge some of the significant work OFCY grantees perform for the children and youth of Oakland. Some of the OFCY Grantees are national leaders in child and youth development.
6. The proposal review process should continue to revise their scoring system to take into account all of the variables used by the Planning and Oversight Committee to determine the funding package that they send to the Oakland City Council.
7. The evaluation system provides grantees and decision-makers with a comprehensive picture about grantee strengths and weaknesses. Data should be better utilized to identify areas for improvement and to recognize the strengths of many grantees.
8. OFCY should continue to set aside a percentage of the yearly funds towards building the capacity in new or emerging community based services and organizations. As pointed out by John McKnight, "There is a mistaken notion that our society has a problem in terms of effective human services," he says, "Our essential problem is weak communities." OFCY should consider using the Request for Qualification (RFQ) process to work in areas of Oakland that need to build local capacity in their neighborhoods to solve their own problems.
9. OFCY should continue and expand their success in involving youth as integral members of our families, our community, deserving of love, respect, and health. OFCY has some of the most successful youth involvement and development programs in the nation. They have demonstrated that youth can be given power and responsibilities to design, implement and evaluate programs, services, and care.
10. OFCY should continue multi-year grants for grantees that demonstrate that they are efficient and effective in producing results with their services. Multi-year funding will provide some stability for well-performing grantees.
11. The POC has the opportunity to become an even stronger force for facilitating dialogue, problem solving, and action to help the citizens of Oakland meet the needs of our children and youth. Coordination with other public and private community agencies in Oakland to magnify the effect of OFCY's efforts should be expanded. The After School Oakland SUCCESS initiative with the Oakland Unified School District and OFCY is a step in this direction.
12. OFCY through the POC continues to be a forum to end institutional silence. Institutional silence is the silence that occurs when problems exceed the ability and resources of institutions to deal with the problem. Its existence does not mean that leaders are without compassion, but rather, that it is a function of a never-ending series of crises and problems that cannot be solved by the institution alone. Community silence – when community problems become too much to deal with and people retreat into self-imposed silence, locked doors, bars on the windows, and a sense of helplessness – is also a barrier to healthy and livable neighborhoods. OFCY can continue to play a role in addressing these issues and helping neighborhoods to build on their strengths and raise the expectations for all residents.

Summary of Evaluators' Recommendations (Continued)

- 13. Programs that serve students with disabilities should continue to be viewed as regional and they should get credit for youth served regionally. It is not cost effective to try to build programs just for Oakland youth when these youth have disabilities. Evaluators are encouraging the City of Oakland and OFCY to continue to work together with other cities in Alameda County to serve youth who are disabled.
- 14. A clear understanding needs to be developed between OFCY Measure K and City of Oakland's Measure Y as to who will serve programs that serve first time offenders in the Juvenile Justice System. Violence prevention as a goal cuts across everything Measure K and Measure Y fund.



**Appendix A**  
**OFCY Final Evaluation**  
**FY 2007-08**  
**Report Tables**  
**By**  
**OFCY Grantee by Strategic Plan Area**



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## ***How is this appendix organized?***

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This appendix is organized according to the Graphic 1 on the following page. Evaluators answer the questions indicated in the previous graphic and discuss the theory of change behind the Oakland OFCY effort. The evaluation report is organized around the Performance Logic Model components.

### **Performance Logic Model**

The OFCY Evaluation system is based on a performance logic model (PLM). Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that does not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The elements of the PLM are shown in Graphic 1. Performance accountability is divided into three areas: effort, effect, and results. The logic model variables are listed in the second column: inputs, customers, strategies, activities, outputs, performance measures, and performance indicators.

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more OFCY customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes for youth in Oakland.

### **Oakland OFCY Performance Logic Model Evaluation System**

The Oakland OFCY Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for OFCY funded services. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the logic model methods can be seen as complementary, not contradictory, approaches to evaluation."

## Results and Performance Accountability

Mark Friedman explains the principles of a results and performance accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

*"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement."*

## Theory of Change Logic Model

The OFCY Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All the OFCY Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their OFCY evaluations.

## Lisbeth Schorr's Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose -- Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome, and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed.

Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This usable knowledge will serve as critical information for the OFCY to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The OFCY Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability.

During the last five years, the Oakland OFCY Evaluation Team worked with OFCY staff and grantees to design and implement this integrated evaluation system. The components of the OFCY Evaluation System Performance Measures are divided into three categories: **Effort, Effect, Performance, and Results**.

**Evaluation Model  
Graphic 1 -Appendix**

<b>OFCY Performance Logic Model Evaluation System</b>				
<b>Performance Accountability Model</b>	<b>Logic Model</b>	<b>OFCY Evaluation Questions</b>	<b>Where We Get Data</b>	<b>Theory of Change</b>
<b>E F F O R T</b>	Inputs	What did OFCY Spend on Services?	OFCY Invoices and Staff Interviews	<b>T H E O R Y  O F  C H A N G E</b>  <b>Child and Youth Developmental Theory</b> as indicated in OFCY Strategic Plan.  Focus on Risk Avoidance, Protective, Resilience, and Social Attachment Assets betterment of children and youth.
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	
	Customers	Who are our children and youth customers?	OFCY Quarterly Report (Participant ID Report Form)	
	Strategies	What service strategies did we conduct?	OFCY Quarterly Reports, Interviews, and Site Visits	
	Activities	How much service did we provide?	OFCY Quarterly Reports, Interviews, and Site Visits	
	Performance Measure Outputs	How much did the service cost to deliver?	OFCY Quarterly Reports and Staff Interviews	
<b>E F F E C T</b>	Performance Measure: Customer Satisfaction	Were our youth and parent customers satisfied with our service?	Surveys of Children, Youth, and Parents	<b>Strengths-based</b> approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.
	Performance Measure Productivity Outcomes	Was our service effective in producing change for the better for our customers?	Surveys of Children, Youth, Parents, and Staff	
<b>R E S U L T S</b>	Result Indicators & Intermediate Outcomes	How are OFCY customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and OFCY Grantees	
	Population Long Term Outcomes	In general, how are the children and youth doing in Oakland over time? This is the result of everyone in our community working together.	Data collected by other agencies and OFCY Grantees	

# Table Organization

This year, with the funding of 105 grantees, the appendix contains data by OFCY strategic plan priority area:

- Early Childhood Grantees Total
- After School Enrichment Grantees Total
- *Comprehensive After School Program Grantees Total*
- Summer Enrichment Grantees Total
- Career/College Readiness & Youth Leadership Grantees Total
- Physical and Behavioral Health Grantees Total

This appendix is organized around the performance logic model evaluation design used to evaluate OFCY over the last eight years. The evaluation includes the following components:

**Effort** documents the funds spent, children served, staff hired, strategies conducted, amount of services provided, and the cost per hour for services delivered.

**Effect** documents youth customer and parent satisfaction with services delivered and the effectiveness of the services in producing the desired changes in OFCY customers because of funded services.

**Performance** measures how well each of the grantees fared in achieving OFCY performance goals for effort and effect.

# Effort

## Children Ages 0 to 5 – Early Childhood Programs

### OFCY Funds Allocated and Matched – Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
Bring Me A Book Foundation-Oakland's First Teachers	\$150,000	\$81,400	\$231,400	54%
Children's Hospital - Dev. Playgroups	\$225,000	\$75,000	\$300,000	33%
Center for the Education of the Infant Deaf (CEID)	\$50,000	\$110,705	\$160,705	221%
City of Oakland, DHS-Even Start	\$175,000	\$172,500	\$347,500	99%
Family Paths - Early Childhood Initiative	\$200,000	\$256,252	\$456,252	128%
La Clinica De La Raza-Teens and Tots	\$175,000	\$93,727	\$268,727	54%
Lao Family Community Dev.-Even Start	\$143,160	\$40,416	\$183,576	28%
MOCHA Little Studio Residency Program	\$150,000	\$50,000	\$200,000	33%
The Link to Children-Reduction of Violence	\$74,160	\$30,669	\$104,829	41%
EC Total	\$1,342,320	\$910,669	\$2,252,989	68%

### OFCY Funds and Matching Funds Spent this Year – Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
Bring Me A Book Foundation-Oakland's First Teachers	\$150,000	\$81,400	\$231,400	100%	100%
Children's Hospital - Dev. Playgroups	\$225,000	\$157,735	\$382,735	100%	210%
Center for the Education of the Infant Deaf (CEID)	\$42,385	\$110,705	\$153,090	85%	100%
City of Oakland, DHS-Even Start	\$175,000	\$167,353	\$342,353	100%	97%
Family Paths - Early Childhood Initiative	\$153,517	\$339,452	\$492,969	77%	132%
La Clinica De La Raza-Teens and Tots	\$175,000	\$93,728	\$268,728	100%	100%
Lao Family Community Dev.-Even Start	\$143,160	\$46,116	\$189,276	100%	114%
MOCHA Little Studio Residency Program	\$150,000	\$50,000	\$200,000	100%	100%
The Link to Children-Reduction of Violence	\$74,160	\$30,669	\$104,829	100%	100%
EC Total	\$1,288,222	\$1,077,158	\$2,365,380	96%	118%

### Gender of OFCY Customers Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
Bring Me A Book Foundation-Oakland's First Teachers	194	45%	54%	1%
Children's Hospital - Dev. Playgroups	761	31%	69%	0%
Center for the Education of the Infant Deaf (CEID)	107	32%	68%	0%
City of Oakland, DHS-Even Start	68	59%	41%	0%
Family Paths - Early Childhood Initiative	1,468	54%	47%	0%
La Clinica De La Raza-Teens and Tots	406	28%	72%	0%
Lao Family Community Dev.-Even Start	45	64%	36%	0%
MOCHA Little Studio Residency Program	293	49%	51%	0%
The Link to Children-Reduction of Violence	66	52%	49%	0%
EC Total	3,408	44.1%	55.8%	0.1%

### Age of OFCY Customers for Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
Bring Me A Book Foundation-Oakland's First Teachers	194	81%	18%	0%	0%	2%
Children's Hospital - Dev. Playgroups	761	36%	4%	2%	2%	56%
Center for the Education of the Infant Deaf (CEID)	107	48%	8%	1%	0%	44%
City of Oakland, DHS-Even Start	68	57%	41%	2%	0%	0%
Family Paths - Early Childhood Initiative	1,468	75%	21%	0%	3%	1%
La Clinica De La Raza-Teens and Tots	406	29%	1%	2%	45%	23%
Lao Family Community Dev.-Even Start	45	91%	9%	0%	0%	0%
MOCHA Little Studio Residency Program	293	87%	0%	0%	0%	13%
The Link to Children-Reduction of Violence	66	80%	20%	0%	0%	0%
EC Total	3,408	62%	13%	1%	7%	10%

### Ethnicity of OFCY Customers for Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	African American	Latino American	Asian/Pacific American	Native American	Caucasian American	Multi Racial	Unknown
Bring Me A Book Foundation-Oakland's First Teachers	194	25%	31%	38%	0%	1%	5%	0%
Children's Hospital - Dev. Playgroups	761	16%	59%	2%	1%	12%	9%	0%
Center for the Education of the Infant Deaf (CEID)	107	9%	30%	29%	0%	22%	10%	0%
City of Oakland, DHS-Even Start	68	9%	87%	3%	0%	0%	2%	0%
Family Paths - Early Childhood Initiative	1,468	29%	0%	7%	0%	1%	0%	63%
La Clinica De La Raza-Teens and Tots	406	3%	93%	1%	0%	0%	3%	0%
Lao Family Community Dev.-Even Start	45	0%	58%	42%	0%	0%	0%	0%
MOCHA Little Studio Residency Program	293	6%	9%	23%	0%	0%	63%	0%
The Link to Children-Reduction of Violence	66	49%	18%	15%	0%	8%	11%	0%
EC Total	3,408	20%	31%	10%	0%	4%	9%	27%

### Oakland Council Districts Where Youth Customers Live – Early Childhood Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
Bring Me A Book Foundation-Oakland's First Teachers	194	0.0%	46.9%	37.1%	0.5%	4.1%	5.2%	4.6%	1.5%	0.0%
Children's Hospital - Dev. Playgroups	761	8.1%	8.5%	31.1%	2.2%	31.5%	8.8%	9.2%	0.4%	0.0%
Center for the Education of the Infant Deaf (CEID)	107	3.7%	22.4%	1.9%	9.3%	28.0%	3.7%	27.1%	0.0%	0.0%
City of Oakland, DHS-Even Start	68	0.0%	41.2%	0.0%	1.5%	54.4%	0.0%	0.0%	1.5%	1.5%
Family Paths - Early Childhood Initiative	1,468	16.1%	18.0%	9.0%	1.7%	21.6%	16.1%	15.8%	0.7%	0.1%
La Clinica De La Raza-Teens and Tots	406	1.7%	4.4%	3.0%	1.5%	28.3%	13.3%	31.3%	16.5%	0.0%
Lao Family Community Dev.-Even Start	45	0.0%	42.2%	0.0%	0.0%	48.9%	0.0%	6.7%	2.2%	0.0%
MOCHA Little Studio Residency Program	293	27.6%	15.4%	42.7%	0.7%	4.1%	7.5%	0.3%	1.7%	0.0%
The Link to Children-Reduction of Violence	66	3.0%	6.1%	37.9%	7.6%	22.7%	8.1%	3.0%	1.5%	12.1%

## Hours of Service Delivered and Cost per Hour by Early Childhood Grantees

OFCY Funded Grantees, FY 2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
Bring Me A Book Foundation-Oakland's First Teachers	18,878	29,408	156%	152
Children's Hospital - Dev. Playgroups	9,070	13,535	149%	18
Center for the Education of the Infant Deaf (CEID)	2,655	3,722	140%	35
City of Oakland, DHS-Even Start	51,320	59,729	116%	878
Family Paths - Early Childhood Initiative	23,755	45,031	190%	31
La Clinica De La Raza-Teens and Tots	8,321	11,008	132%	27
Lao Family Community Dev.-Even Start	20,590	29,957	145%	666
MOCHA Little Studio Residency Program	24,666	33,654	136%	115
The Link to Children-Reduction of Violence	4,644	5,860	126%	89
EC Total	163,899	231,904	141%	68

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year
Bring Me A Book Foundation-Oakland's First Teachers	\$5.10	\$7.87	\$773	\$1,193
Children's Hospital - Dev. Playgroups	\$16.62	\$28.28	\$296	\$503
Center for the Education of the Infant Deaf (CEID)	\$11.39	\$41.13	\$396	\$1,431
City of Oakland, DHS-Even Start	\$2.93	\$5.73	\$2,574	\$5,035
Family Paths - Early Childhood Initiative	\$3.41	\$10.95	\$105	\$336
La Clinica De La Raza-Teens and Tots	\$15.90	\$24.41	\$431	\$662
Lao Family Community Dev.-Even Start	\$4.78	\$6.32	\$3,181	\$4,206
MOCHA Little Studio Residency Program	\$4.46	\$5.94	\$512	\$683
The Link to Children-Reduction of Violence	\$12.66	\$17.89	\$1,124	\$1,588
EC Total	\$5.55	\$10.20	\$378	\$694



# Effect

## Customer Satisfaction of Children, Youth, and Parents – Early Childhood Grantees

NAME	Youth Satisfaction Rate				Parent Satisfaction Rate			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Bring Me A Book Foundation					93%	95%	93%	94%
Children's Hospital - Dev. Playgroups					88%	90%	92%	90%
Center for Early Intervention a Deafness					100%	98%	93%	98%
City of Oakland, DHS-Even Start	94%		98%		91%	89%	85%	91%
Family Paths - PSS					89%	91%	90%	87%
La Clinica De La Raza-Teens and Tots	89%	96%	91%	91%				
Lao Family Community Dev.-Even Start					89%	91%	84%	85%
MOCHA Little Studio Residency Program					88%	88%	87%	92%
The Link to Children-Reduction of Violence					91%	90%	92%	95%
EC Total	90%	96%	93%	91%	91%	91%	90%	91%

## Children and Youth Asset Development Service Productivity – Early Childhood Grantees

NAME	CHILD-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Bring Me A Book Foundation					87%	98%	88%	92%
Children's Hospital - Dev. Playgroups					82%	83%	92%	84%
Center for Early Intervention a Deafness					96%	90%	93%	95%
City of Oakland, DHS-Even Start	100%		100%		95%	94%	92%	97%
Family Paths - PSS					86%	83%	92%	77%
La Clinica De La Raza-Teens and Tots	77%	78%	79%	86%				
Lao Family Community Dev.-Even Start					97%	94%	80%	81%
MOCHA Little Studio Residency Program					85%	79%	81%	86%
The Link to Children-Reduction of Violence					82%	81%	69%	78%
EC Total	83%	78%	85%	86%	87%	87%	87%	86%

## Grantee-Specific Service Productivity – Early Childhood Grantees

NAME	Child-rated Agency Service Productivity				Parent-rated Agency Service Productivity				Staff-rated Agency Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Bring Me A Book Foundation					93%	98%	87%	94%	95%		92%	
Children's Hospital - Dev. Playgroups					80%	86%	86%	86%	68%	83%	54%	62%
Center for Early Intervention a Deafness					98%	85%	89%	84%	99%	82%	93%	81%
City of Oakland, DHS-Even Start	100%		100%		91%	85%	95%	90%	99%	86%	93%	87%
Family Paths - PSS					82%	85%	88%	79%	70%	80%	79%	76%
La Clinica De La Raza-Teens and Tots	79%	73%	70%	81%					81%	100%	65%	94%
Lao Family Community Dev.-Even Start					90%	95%	74%	78%	95%	88%	92%	80%
MOCHA Little Studio Residency Program					92%	82%	76%	82%	77%	58%	55%	8%
The Link to Children-Reduction of Violence					85%	90%	73%	70%	46%	67%	45%	69%
EC Total	84%	73%	80%	81%	89%	87%	84%	84%	79%	77%	63%	64%

Goal for Child and Youth Grantee Specified Service Productivity is 60%

## Staff Assessment of Resiliency Variables in Child/Youth Customers

NAME	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Bring Me A Book Foundation	4.74		5.00		2.36		2.53	
Children's Hospital - Dev. Playgroups	4.04	4.34	4.05	4.05	1.89	2.27	2.00	0.84
Center for Early Intervention a Deafness	4.17		3.61	4.28	3.33	2.88	2.61	1.94
City of Oakland, DHS-Even Start	4.34	4.51	4.51	4.06	2.56	3.49	3.71	3.00
Family Paths - PSS	4.23	4.30	3.43	3.93	4.23	1.41	2.00	1.65
La Clinica De La Raza-Teens and Tots	4.34	4.00	4.17	4.00	5.52	4.57	3.31	4.20
Lao Family Community Dev.-Even Start	4.26	3.97	4.68	3.57	4.67	4.19	5.31	4.36
MOCHA Little Studio Residency Program	4.47	4.44	4.12	3.56	1.78	0.93	2.46	1.38
The Link to Children-Reduction of Violence	4.45	3.94		4.19	3.48	1.59	3.03	1.85
EC Total	4.38	4.29	4.16	3.90	2.58	2.35	2.69	2.25

NAME	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation-Home, School, Community			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Bring Me A Book Foundation	92%		92%		89%		89%	
Children's Hospital - Dev. Playgroups	61%	69%	91%	39%	61%	73%	85%	46%
Center for Early Intervention a Deafness	84%	98%	70%	82%	82%	87%	74%	76%
City of Oakland, DHS-Even Start	88%	90%	94%	79%	85%	87%	93%	80%
Family Paths - PSS	69%	51%	63%	56%	72%	72%	71%	60%
La Clinica De La Raza-Teens and Tots	59%	71%	51%	67%	86%	86%	67%	74%
Lao Family Community Dev.-Even Start	88%	80%	93%	72%	86%	77%	88%	76%
MOCHA Little Studio Residency Program	75%	89%	60%	51%	76%	88%	59%	50%
The Link to Children-Reduction of Violence	70%	69%	55%	71%	70%	71%	61%	75%
EC Total	75%	78%	68%	64%	77%	81%	67%	67%

## Number of Surveys Collected by Early Childhood Grantees

NAME	Surveys Collected Fall 2007 and Spr. 2008				
	RPRA	Youth	Parent	Staff	Total
Bring Me A Book Foundation			117	78	195
Children's Hospital - Dev. Playgroups			150	159	309
Center for Early Intervention a Deafness			36	36	72
City of Oakland, DHS-Even Start		20	67	80	167
Family Paths - PSS			58	95	153
La Clinica De La Raza-Teens and Tots	58	58		57	173
Lao Family Community Dev.-Even Start			48	53	101
MOCHA Little Studio Residency Program			96	538	634
The Link to Children-Reduction of Violence			36	56	92
EC Total	58	78	608	1,152	1,896

## Service Quality and Reliability Scores for Early Childhood Grantees

NAME	Agency Specified Service Quality				Reliability
	Spr.-08	Spr.-07	Fall-07	Fall-06	Fall-07
Bring Me A Book Foundation	4.5	13.6	5.5	6.5	0.92
Children's Hospital - Dev. Playgroups	2.6	3.1	3.4	3.1	0.75
Center for Early Intervention a Deafness	18.2	3.8	5.5	4.0	
City of Oakland, DHS-Even Start	4.4	2.7		4.0	0.67
Family Paths - PSS	3.4	3.3	4.1	2.5	0.23
La Clinica De La Raza-Teens and Tots	2.3	2.1	2.2	3.3	0.86
Lao Family Community Dev.-Even Start	7.6	7.7	2.1	2.5	0.27
MOCHA Little Studio Residency Program	4.4	2.6	2.4	3.9	0.75
The Link to Children-Reduction of Violence	3.0	3.3	2.3	1.8	0.68
EC Total	2.7	2.1	2.7	3.3	

# Effort

## Children and Youth Ages 6-14 – Comprehensive After School Programs

### After School Enrichment Programs

#### OFCY Funds Allocated and Matched – After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
BACR - Melrose Bridges ASP	\$50,000	\$158,028	\$208,028	316%
BACR - Glenview ASP	\$50,000	\$131,465	\$181,465	263%
BACR - Jefferson ASP	\$50,000	\$161,374	\$211,374	323%
OUSD/BACR - Lafayette ASP	\$50,000	\$138,337	\$188,337	277%
BACR - Markham ASP	\$50,000	\$228,554	\$276,515	457%
BACR - Whittier ASP	\$50,000	\$272,433	\$322,433	545%
East Bay Asian Youth Center - Bella Vista/La Escuelita	\$100,000	\$319,456	\$419,456	319%
Girls Inc. - Parker ASP	\$50,000	\$323,882	\$373,882	648%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	\$200,000	\$450,000	\$650,000	225%
Lao Family Community Dev. - International Comm. School ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- Metrose Leadership Acad. ASP	\$50,000	\$235,399	\$285,399	471%
M.B.H. AspiraNet- Piedmont Ave. ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- RISE Community ASP	\$50,000	\$112,500	\$162,500	225%
M.B.H. AspiraNet- Webster Academy ASP	\$50,000	\$112,500	\$162,500	225%
OASES Safe Harbor - Lighthouse ASP	\$50,000	\$182,570	\$232,570	365%
OASES - Quest Cleveland Elementary ASP	\$50,000	\$187,474	\$237,474	375%
OUSD - Edna Brewer Pride ASP	\$50,000	\$197,733	\$247,733	395%
OUSD - Howard Elementary ASP	\$50,000	\$112,500	\$162,500	225%
OUSD Lakeview Elementary Ujima ASP	\$50,000	\$98,188	\$148,188	196%
OUSD - Laurel Elementary Academy ASP	\$50,000	\$184,997	\$234,997	370%
OUSD - Maxwell Park ASP	\$50,000	\$92,400	\$142,400	185%
OUSD Reach Academy ASP	\$50,000	\$112,500	\$162,500	225%
OUSD - Horace Mann Resolve ASP	\$50,000	\$155,000	\$205,000	310%
OUSD - Think College Now ASP	\$50,000	\$195,311	\$245,311	391%
OUSD T. Marshall Elementary - Inspire ASP	\$50,000	\$100,000	\$150,000	200%
Safe Passages Frick Middle School ASP	\$50,000	\$159,486	\$209,486	319%
SSCF - Lazear School -Pathways ASP	\$50,000	\$138,612	\$188,612	277%
ASEP Total	\$1,550,000	\$4,785,699	\$6,333,660	309%

**OFCY Funds and Matching Funds Spent this Year – After School  
Enrichment Program Grantees**

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
BACR - Melrose Bridges ASP	\$50,000	\$156,165	\$206,165	100%	99%
BACR - Glenview ASP	\$50,000	\$131,465	\$181,465	100%	100%
BACR - Jefferson ASP	\$50,000	\$161,374	\$211,374	100%	100%
OUSD/BACR - Lafayette ASP	\$50,000	\$112,500	\$162,500	100%	81%
BACR - Markham ASP	\$50,000	\$228,554	\$278,554	100%	100%
BACR - Whittier ASP	\$50,000	\$272,433	\$322,433	100%	100%
East Bay Asian Youth Center - Bella Vista/La Escuelita	\$100,000	\$319,456	\$419,456	100%	100%
Girls Inc. - Parker ASP	\$50,000	\$323,882	\$373,882	100%	100%
Higher Ground- Sobrante, Alendale Brookfield, & Highland ASP	\$200,000	\$444,284	\$644,284	100%	99%
Lao Family Community Dev. - International Comm. School ASP	\$50,000	\$82,690	\$132,690	100%	74%
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	\$50,000	\$235,399	\$285,399	100%	100%
M.B.H. AspiraNet- Piedmont Ave. ASP	\$34,572	\$112,500	\$147,072	69%	100%
M.B.H. AspiraNet- RISE Community ASP	\$50,000	\$112,500	\$162,500	100%	100%
M.B.H. AspiraNet- Webster Academy ASP	\$50,000	\$112,500	\$162,500	100%	100%
OASES Safe Harbor - Lighthouse ASP	\$50,000	\$183,793	\$233,793	100%	101%
OASES - Quest Cleveland Elementary ASP	\$50,000	\$187,474	\$237,474	100%	100%
OUSD - Edna Brewer Pride ASP	\$50,000	\$50,000	\$100,000	100%	25%
OUSD - Howard Elementary ASP	\$12,500	\$112,500	\$125,000	25%	100%
OUSD Lakeview Elementary Ujima ASP	\$34,941	\$91,315	\$126,256	70%	93%
OUSD - Laurel Elementary Academy ASP	\$50,000	\$102,428	\$152,428	100%	55%
OUSD - Maxwell Park ASP	\$50,000	\$92,400	\$142,400	100%	100%
OUSD Reach Academy ASP	\$12,500	\$112,500	\$125,000	25%	100%
OUSD - Horace Mann Resolve ASP	\$50,000	\$150,251	\$200,251	100%	97%
OUSD - Think College Now ASP	\$50,000	\$146,481	\$196,481	100%	75%
OUSD T. Marshall Elementary - Inspire ASP	\$12,500	\$100,000	\$112,500	25%	100%
Safe Passages Frick Middle School ASP	\$50,000	\$159,486	\$209,486	100%	100%
SSCF - Lazear School -Pathways ASP	\$50,000	\$138,612	\$188,612	100%	100%
<b>ASEP Total</b>	<b>\$1,407,013</b>	<b>\$4,432,942</b>	<b>\$5,839,955</b>	<b>91%</b>	<b>93%</b>

## Gender of OFCY Customers After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
BACR - Melrose Bridges ASP	116	55%	45%	0%
BACR - Glenview ASP	116	56%	43%	1%
BACR - Jefferson ASP	229	53%	47%	0%
OUSD/BACR - Lafayette ASP	136	52%	48%	0%
BACR - Markham ASP	143	50%	50%	0%
BACR - Whittier ASP	162	49%	51%	1%
East Bay Asian Youth Center - Bella Vista/La Escuelita	315	57%	43%	0%
Girls Inc. - Parker ASP	151	41%	59%	0%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	664	50%	49%	1%
Lao Family Community Dev. - International Comm. School ASP	156	58%	42%	0%
M.B.H. AspiraNet- Metrose Leadership Acad. ASP	196	54%	45%	1%
M.B.H. AspiraNet- Piedmont Ave. ASP	106	51%	47%	2%
M.B.H. AspiraNet- RISE Community ASP	121	42%	58%	0%
M.B.H. AspiraNet- Webster Academy ASP	153	56%	43%	1%
OASES Safe Harbor - Lighthouse ASP	102	54%	45%	1%
OASES - Quest Cleveland Elementary ASP	100	60%	39%	1%
OUSD - Edna Brewer Pride ASP	416	53%	46%	1%
OUSD - Howard Elementary ASP	129	51%	47%	2%
OUSD Lakeview Elementary Ujima ASP	139	55%	42%	3%
OUSD - Laurel Elementary Academy ASP	154	49%	50%	1%
OUSD - Maxwell Park ASP	157	48%	50%	1%
OUSD Reach Academy ASP	306	50%	37%	13%
OUSD - Horace Mann Resolve ASP	273	51%	48%	1%
OUSD - Think College Now ASP	165	49%	51%	1%
OUSD T. Marshall Elementary - Inspire ASP	111	46%	51%	4%
Safe Passages Frick Middle School ASP	263	49%	49%	2%
SSCF - Lazear School -Pathways ASP	165	49%	49%	2%
<b>ASEP Total</b>	<b>5,244</b>	<b>51%</b>	<b>47.0%</b>	<b>1.6%</b>

## Age of OFCY Customers for After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
BACR - Melrose Bridges ASP	116	0%	79%	21%	0%	0%
BACR - Glenview ASP	116	0%	78%	22%	0%	0%
BACR - Jefferson ASP	229	0%	74%	26%	0%	0%
OUSD/BACR - Lafayette ASP	136	0%	77%	22%	1%	0%
BACR - Markham ASP	143	0%	69%	31%	0%	0%
BACR - Whittier ASP	162	0%	82%	18%	0%	0%
East Bay Asian Youth Center - Bella Vista/La Escuelita	315	1%	79%	20%	0%	0%
Girls Inc. - Parker ASP	151	6%	83%	11%	0%	0%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	664	0%	79%	21%	0%	0%
Lao Family Community Dev. - International Comm. School ASP	156	0%	81%	19%	0%	0%
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	196	0%	1%	87%	12%	0%
M.B.H. AspiraNet- Piedmont Ave. ASP	106	0%	73%	27%	0%	0%
M.B.H. AspiraNet- RISE Community ASP	121	0%	85%	15%	0%	0%
M.B.H. AspiraNet- Webster Academy ASP	153	0%	73%	27%	0%	0%
OASES Safe Harbor - Lighthouse ASP	102	1%	66%	33%	0%	0%
OASES - Quest Cleveland Elementary ASP	100	0%	87%	13%	0%	0%
OUSD - Edna Brewer Pride ASP	416	0%	0%	89%	12%	0%
OUSD - Howard Elementary ASP	129	0%	78%	23%	0%	0%
OUSD Lakeview Elementary Ujima ASP	139	0%	78%	22%	0%	0%
OUSD - Laurel Elementary Academy ASP	154	0%	60%	40%	0%	0%
OUSD - Maxwell Park ASP	157	5%	88%	7%	0%	0%
OUSD Reach Academy ASP	306	0%	97%	2%	0%	0%
OUSD - Horace Mann Resolve ASP	273	0%	81%	19%	0%	0%
OUSD - Think College Now ASP	165	0%	76%	24%	0%	0%
OUSD T. Marshall Elementary - Inspire ASP	111	0%	81%	19%	0%	0%
Safe Passages Frick Middle School ASP	263	0%	0%	89%	11%	0%
SSCF - Lazear School -Pathways ASP	165	0%	78%	22%	0%	0%
ASEP Total	5,244	0.4%	66.0%	31.6%	2.0%	0.0%

## Ethnicity of OFCY Customers for After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	African American	Latino American	Asian/Pi American	Native American	Caucasian American	Multi Racial	Unknown
BACR - Melrose Bndges ASP	116	3%	92%	3%	0%	1%	0%	0%
BACR - Glenview ASP	116	58%	10%	23%	2%	1%	5%	1%
BACR - Jefferson ASP	229	6%	81%	8%	0%	0%	4%	0%
OUSD/BACR - Lafayette ASP	136	73%	13%	2%	2%	4%	7%	0%
BACR - Markham ASP	143	31%	61%	3%	0%	0%	6%	0%
BACR - Whittier ASP	162	28%	67%	0%	0%	0%	5%	1%
East Bay Asian Youth Center - Bella Vista/La Escuelita	315	21%	28%	47%	0%	1%	3%	0%
Girls Inc. - Parker ASP	151	62%	27%	3%	0%	0%	8%	0%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	664	39%	48%	8%	0%	1%	4%	1%
Lao Family Community Dev. - International Comm. School ASP	156	5%	77%	10%	0%	1%	8%	0%
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	196	9%	84%	4%	0%	1%	2%	1%
M.B.H. AspiraNet- Piedmont Ave. ASP	106	76%	8%	9%	0%	1%	4%	2%
M.B.H. AspiraNet- RISE Community ASP	121	30%	58%	2%	1%	1%	9%	0%
M.B.H. AspiraNet- Webster Academy ASP	153	35%	61%	2%	0%	1%	0%	1%
OASES Safe Harbor - Lighthouse ASP	102	18%	45%	15%	0%	4%	6%	13%
OASES - Quest Cleveland Elementary ASP	100	18%	5%	60%	0%	8%	7%	1%
OUSD - Edna Brewer Pride ASP	416	37%	17%	31%	0%	12%	2%	1%
OUSD - Howard Elementary ASP	129	86%	5%	2%	0%	5%	0%	2%
OUSD Lakeview Elementary Ujima ASP	139	72%	9%	5%	0%	2%	9%	3%
OUSD - Laurel Elementary Academy ASP	154	40%	14%	40%	1%	3%	1%	1%
OUSD - Maxwell Park ASP	157	68%	17%	10%	0%	0%	3%	1%
OUSD Reach Academy ASP	306	49%	31%	3%	0%	1%	4%	13%
OUSD - Horace Mann Resolve ASP	273	39%	51%	9%	0%	0%	1%	1%
OUSD - Think College Now ASP	165	19%	62%	7%	0%	1%	10%	1%
OUSD T. Marshall Elementary - Inspire ASP	111	72%	12%	5%	0%	3%	5%	4%
Safe Passages Frick Middle School ASP	263	59%	36%	4%	0%	0%	0%	2%
SSCF - Lazear School -Pathways ASP	165	4%	86%	0%	3%	2%	2%	2%
ASEP Total	5,244	38%	42%	12%	0%	2%	4%	2%

## Oakland Council Districts Where Youth Customers Live – After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
BACR - Melrose Bridges ASP	116	0.9%	0.9%	0.0%	0.0%	69.0%	13.6%	15.5%	0.0%	0.0%
BACR - Glenview ASP	116	3.4%	16.4%	7.8%	32.8%	13.8%	6.6%	13.8%	3.4%	0.0%
BACR - Jefferson ASP	229	0.0%	1.7%	0.4%	0.9%	85.6%	6.1%	4.8%	0.4%	0.0%
OUSD/BACR - Lafayette ASP	136	6.6%	3.7%	84.6%	0.0%	0.7%	0.0%	3.7%	0.7%	0.0%
BACR - Markham ASP	143	0.7%	1.4%	0.0%	0.0%	2.1%	53.6%	42.0%	0.0%	0.0%
BACR - Whittier ASP	162	0.6%	0.0%	2.5%	0.0%	6.2%	44.4%	46.3%	0.0%	0.0%
East Bay Asian Youth Center - Bella Vista/La Escuelita	315	0.3%	70.2%	5.4%	3.8%	11.1%	3.2%	2.9%	3.2%	0.0%
Girls Inc. - Parker ASP	151	0.0%	0.0%	0.0%	0.0%	5.3%	47.7%	45.7%	1.3%	0.0%
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	664	0.5%	0.6%	0.9%	2.0%	7.1%	17.6%	70.5%	0.8%	0.0%
Lao Family Community Dev. - International Comm. School ASP	156	0.0%	7.7%	0.6%	2.6%	73.1%	5.8%	10.3%	0.0%	0.0%
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	196	0.0%	0.5%	0.5%	1.5%	55.1%	21.4%	20.9%	0.0%	0.0%
M.B.H. AspiraNet- Piedmont Ave. ASP	106	11.3%	21.7%	10.4%	37.7%	6.6%	6.6%	3.8%	1.8%	0.0%
M.B.H. AspiraNet- RISE Community ASP	121	0.0%	0.0%	0.8%	0.8%	2.5%	25.6%	69.4%	0.8%	0.0%
M.B.H. AspiraNet- Webster Academy ASP	153	0.7%	0.0%	0.0%	0.0%	1.3%	35.3%	62.7%	0.0%	0.0%
OASES Safe Harbor - Lighthouse ASP	102	7.8%	12.7%	13.7%	2.9%	25.5%	12.7%	11.8%	7.8%	4.9%
OASES - Quest Cleveland Elementary ASP	100	3.0%	71.0%	8.0%	8.0%	3.0%	4.0%	2.0%	1.0%	0.0%
OUSD - Edna Brewer Pride ASP	416	3.6%	48.3%	4.6%	16.1%	9.4%	9.9%	6.5%	1.7%	0.0%
OUSD - Howard Elementary ASP	129	2.3%	1.6%	3.1%	0.0%	3.9%	41.1%	44.2%	3.9%	0.0%
OUSD Lakeview Elementary Ujima ASP	139	10.1%	43.2%	18.7%	8.5%	5.0%	5.8%	7.9%	2.9%	0.0%
OUSD - Laurel Elementary Academy ASP	154	0.0%	6.5%	0.0%	26.0%	10.4%	46.8%	5.8%	4.5%	0.0%
OUSD - Maxwell Park ASP	157	1.3%	1.9%	0.6%	1.9%	31.8%	51.0%	7.6%	2.5%	1.3%
OUSD Reach Academy ASP	306	1.0%	2.6%	2.0%	0.0%	1.3%	10.8%	81.4%	0.0%	1.0%
OUSD - Horace Mann Resolve ASP	273	0.0%	1.1%	1.1%	0.7%	71.8%	12.8%	12.1%	0.4%	0.0%
OUSD - Think College Now ASP	165	0.6%	7.9%	3.6%	2.4%	55.2%	9.7%	11.5%	9.1%	0.0%
OUSD T. Marshall Elementary - Inspire ASP	111	0.0%	3.6%	4.5%	2.7%	4.5%	27.0%	56.0%	2.7%	0.0%
Safe Passages Frick Middle School ASP	263	0.8%	3.4%	1.1%	0.0%	13.3%	33.8%	45.6%	1.9%	0.0%
SSCF - Lazear School -Pathways ASP	165	0.0%	2.4%	0.0%	1.8%	84.2%	4.2%	5.5%	1.8%	0.0%

## RPR Assets by After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Asset Level
BACR - Melrose Bridges ASP	116	LOW
BACR - Glenview ASP	116	MEDIUM
BACR - Jefferson ASP	229	
OUSD/BACR - Lafayette ASP	136	MEDIUM
BACR - Markham ASP	143	MEDIUM
BACR - Whittier ASP	162	LOW
East Bay Asian Youth Center - Bella Vista/La Escuelita	315	MEDIUM
Girls Inc. - Parker ASP	151	MEDIUM
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	664	MEDIUM
Lao Family Community Dev. - International Comm. School ASP	156	
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	196	MEDIUM
M.B.H. AspiraNet- Piedmont Ave. ASP	106	MEDIUM
M.B.H. AspiraNet- RISE Community ASP	121	LOW
M.B.H. AspiraNet- Webster Academy ASP	153	
OASES Safe Harbor - Lighthouse ASP	102	MEDIUM
OASES - Quest Cleveland Elementary ASP	100	
OUSD - Edna Brewer Pride ASP	416	MEDIUM
OUSD - Howard Elementary ASP	129	MEDIUM
OUSD Lakeview Elementary Ujima ASP	139	
OUSD - Laurel Elementary Academy ASP	154	MEDIUM
OUSD - Maxwell Park ASP	157	LOW
OUSD Reach Academy ASP	306	MEDIUM
OUSD - Horace Mann Resolve ASP	273	
OUSD - Think College Now ASP	165	LOW
OUSD T. Marshall Elementary - Inspire ASP	111	MEDIUM
Safe Passages Frick Middle School ASP	263	
SSCF - Lazear School -Pathways ASP	165	MEDIUM
ASEP Total	5,244	MEDIUM



## Hours of Service Delivered After School Enrichment Program Grantees

OFCY Funded Grantees FY-2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
BACR - Melrose Bridges ASP	59,963	64,769	108%	558
BACR - Glenview ASP	34,517	47,581	138%	410
BACR - Jefferson ASP	36,148	57,902	160%	253
OUSD/BACR - Lafayette ASP	44,317	88,956	201%	654
BACR - Markham ASP	31,752	35,369	111%	247
BACR - Whittier ASP	61,299	49,768	81%	307
East Bay Asian Youth Center - Bella Vista/La Escuelita	84,600	139,482	165%	443
Girls Inc. - Parker ASP	38,873	43,892	113%	291
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	234,630	212,834	91%	321
Lao Family Community Dev. - International Comm. School ASP	56,653	56,860	100%	364
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	64,168	73,523	115%	375
M.B.H. AspiraNet- Piedmont Ave. ASP	46,090	40,733	88%	384
M.B.H. AspiraNet- RISE Community ASP	71,164	39,528	56%	327
M.B.H. AspiraNet- Webster Academy ASP	46,033	84,674	184%	553
OASES Safe Harbor - Lighthouse ASP	23,255	33,135	142%	325
OASES - Quest Cleveland Elementary ASP	36,370	38,490	106%	385
OUSD - Edna Brewer Pride ASP	29,979	35,008	117%	84
OUSD - Howard Elementary ASP	38,250	60,053	157%	466
OUSD Lakeview Elementary Ujima ASP	53,037	78,495	148%	565
OUSD - Laurel Elementary Academy ASP	49,294	51,966	105%	337
OUSD - Maxwell Park ASP	42,404	77,002	182%	490
OUSD Reach Academy ASP	38,250	95,243	249%	311
OUSD - Horace Mann Resolve ASP	54,393	51,447	95%	188
OUSD - Think College Now ASP	49,912	53,303	107%	323
OUSD T. Marshall Elementary - Inspire ASP	38,250	34,808	91%	314
Safe Passages Frick Middle School ASP	39,218	45,101	115%	171
SSCF - Lazear School -Pathways ASP	16,972	35,850	211%	217
<b>ASEP Total</b>	<b>1,419,791</b>	<b>1,725,770</b>	<b>122%</b>	<b>329</b>

## Cost per Hour by After School Enrichment Program Grantees

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year
BACR - Melrose Bridges ASP	\$0.77	\$3.18	\$431	\$1,777
BACR - Glenview ASP	\$1.05	\$3.81	\$431	\$1,564
BACR - Jefferson ASP	\$0.86	\$3.65	\$218	\$923
OUSD/BACR - Lafayette ASP	\$0.56	\$1.83	\$368	\$1,195
BACR - Markham ASP	\$1.41	\$7.88	\$350	\$1,948
BACR - Whittier ASP	\$1.00	\$6.48	\$309	\$1,990
East Bay Asian Youth Center - Bella Vista/La Escuelita	\$0.72	\$3.01	\$317	\$1,332
Girls Inc. - Parker ASP	\$1.14	\$8.52	\$331	\$2,476
Higher Ground- Sobrante, Allendale Brookfield, & Highland ASP	\$0.94	\$3.03	\$301	\$970
Lao Family Community Dev. - International Comm. School ASP	\$0.88	\$2.33	\$321	\$851
M.B.H. AspiraNet- Melrose Leadership Acad. ASP	\$0.68	\$3.88	\$255	\$1,456
M.B.H. AspiraNet- Piedmont Ave. ASP	\$0.85	\$3.61	\$326	\$1,387
M.B.H. AspiraNet- RISE Community ASP	\$1.26	\$4.11	\$413	\$1,343
M.B.H. AspiraNet- Webster Academy ASP	\$0.59	\$1.92	\$327	\$1,062
OASES Safe Harbor - Lighthouse ASP	\$1.51	\$7.06	\$490	\$2,292
OASES - Quest Cleveland Elementary ASP	\$1.30	\$6.17	\$500	\$2,375
OUSD - Edna Brewer Pride ASP	\$1.43	\$2.86	\$120	\$240
OUSD - Howard Elementary ASP	\$0.21	\$2.08	\$97	\$969
OUSD Lakeview Elementary Ujima ASP	\$0.45	\$1.61	\$251	\$908
OUSD - Laurel Elementary Academy ASP	\$0.96	\$2.93	\$325	\$990
OUSD - Maxwell Park ASP	\$0.65	\$1.85	\$318	\$907
OUSD Reach Academy ASP	\$0.13	\$1.31	\$41	\$408
OUSD - Horace Mann Resolve ASP	\$0.97	\$3.89	\$183	\$734
OUSD - Think College Now ASP	\$0.94	\$3.69	\$303	\$1,191
OUSD T. Marshall Elementary - Inspire ASP	\$0.36	\$3.23	\$113	\$1,014
Safe Passages Frick Middle School ASP	\$1.11	\$4.64	\$190	\$797
SSCF - Lazear School -Pathways ASP	\$1.39	\$5.26	\$303	\$1,143
ASEP Total	\$0.82	\$3.38	\$268	\$1,114

# Effect

## Customer Satisfaction of Children, Youth, and Parents – After School Enrichment Program Grantees

OFCY Grantee	Youth Satisfaction Rate				Parent Satisfaction Rate			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
BACR - Bridges ASP	84%		79%		90%		85%	
BACR - Glenview ASP	98%		92%		92%		88%	
BACR - Jefferson ASP	85%		88%		90%		92%	
BACR - Lafayette ASP	87%		86%		91%		88%	
BACR - Markham ASP	84%		85%		87%		88%	
BACR - Whittier ASP	87%		88%		81%		80%	
East Bay Asian Youth Center - Bella Vista/La Escuelita	86%		88%		87%		82%	
Girls, Inc. - Parker ASP	79%	82%	86%	85%	88%	92%	92%	91%
Higher Ground Neighborhood Development	86%		88%		85%		90%	
Lao Family Community Dev.-Asipre/ICS	79%		82%		79%		88%	
Moss Beach - Melrose Leadership Academy ASP	62%		69%		82%		75%	
Moss Beach - Piedmont Avenue ASP	75%		85%		90%		93%	
Moss Beach - RISE Community ASP	80%		87%		93%		91%	
Moss Beach - Webster Academy ASP	75%		90%		59%		80%	
OASES - Safe Harbor ASP	74%		81%		84%		86%	
OASES - Quest Cleveland Elementary ASP	79%		82%		88%		77%	
OUSD - Edna Brewer Pride Program	71%		71%		92%		84%	
OUSD - Howard Elementary ASP	84%		94%		88%		83%	
OUSD - Ujima @ Lakeview ASP	83%		81%		93%		91%	
OUSD - Laurel Community Partnership ASP	76%		81%		84%		87%	
OUSD - Maxwell Park ASP	76%		86%		85%		85%	
OUSD - Reach Academy ASP	84%		81%		76%		85%	
OUSD - Resolve @ Horace Mann ASP	80%		82%		89%		91%	
OUSD - Think College Now ASP	82%		81%		89%		81%	
OUSD - Thurgood Marshall Program Inspire	80%		84%		95%		97%	
Safe Passages - Frick Middle School	83%		91%		88%		84%	
SSCF - Pathways ASP @ Lazear	89%		89%		87%		90%	
ASEP Total	81%		84%		86%		87%	

## Children and Youth Asset Development Service Productivity – After School Enrichment Program Grantees

OFCY Grantee	Youth-rated Asset Development Service Productivity			Parent-rated Asset Development Service Productivity			Staff-rated Asset Development Service Productivity		
	Spr-08	Spr-07	Fall-07	Spr-08	Spr-07	Fall-07	Spr-08	Spr-07	Fall-07
BACR - Bridges ASP	69%		54%	87%		82%	62%		82%
BACR - Glenview ASP	99%		84%	64%		70%	92%		81%
BACR - Jefferson ASP	74%		73%	90%		90%	95%		75%
BACR - Lafayette ASP	81%		70%	83%		66%	87%		78%
BACR - Markham ASP	66%		68%	88%		73%	73%		69%
BACR - Whittier ASP	69%		70%	83%		77%	78%		41%
East Bay Asian Youth Center - Bella Vista/La Escuelita	77%		77%	84%		84%	77%		74%
Girls, Inc. - Parker ASP	70%	74%	74%	72%	81%	87%	81%	83%	81%
Higher Ground Neighborhood Development	69%		77%	80%		78%	78%		83%
Leo Family Community Dev.-Asipre/ICS	70%		63%	69%		94%	78%		71%
Moss Beach - Melrose Leadership Academy ASP	49%		60%	78%		74%	92%		77%
Moss Beach - Piedmont Avenue ASP	54%		64%	76%		75%	80%		94%
Moss Beach - RISE Community ASP	59%		67%	63%		77%	78%		68%
Moss Beach - Webster Academy ASP	55%		73%	35%		88%	32%		66%
OASES - Safe Harbor ASP	57%		66%	75%		67%	74%		70%
OASES - Quest Cleveland Elementary ASP	61%		69%	80%		86%	87%		93%
OUSD - Edna Brewer Pride Program	36%		35%	66%		57%	75%		79%
OUSD - Howard Elementary ASP	63%		85%	78%		78%	78%		84%
OUSD - Ujima @ Lakeview ASP	75%		65%	84%		75%	85%		91%
OUSD - Laurel Community Partnership ASP	58%		62%	73%		79%	90%		82%
OUSD - Maxwell Park ASP	53%		67%	70%		73%	88%		83%
OUSD - Reach Academy ASP	70%		63%	63%		77%	55%		70%
OUSD - Resolve @ Horace Mann ASP	55%		68%	86%		87%	78%		68%
OUSD - Think College Now ASP	61%		63%	82%		73%	74%		78%
OUSD - Thurgood Marshall Program Inspira	69%		68%	84%		78%	67%		73%
Safe Passages - Frick Middle School	63%		66%	75%		67%	83%		64%
SSCF - Pathways ASP @ Lazear	76%		78%	78%		81%	85%		92%
ASEP Total	65%		69%	78%		78%	79%		78%

## Grantee-Specific Service Productivity – After School Enrichment Program Grantees

OFCY Grantee	Youth-rated Agency Service Productivity			Parent-rated Agency Service Productivity			Staff-rated Agency Service Productivity		
	Spr-08	Spr-07	Fall-07	Spr-08	Spr-07	Fall-07	Spr-08	Spr-07	Fall-07
BACR - Bridges ASP	72%		56%	85%		77%	65%		86%
BACR - Glenview ASP	99%		80%	64%		62%	74%		78%
BACR - Jefferson ASP	73%		70%	83%		83%	94%		72%
BACR - Lafayette ASP	85%		68%	78%		69%	94%		78%
BACR - Markham ASP	67%		74%	84%		75%	71%		78%
BACR - Whittier ASP	77%		70%	88%		78%	70%		27%
East Bay Asian Youth Center - Bella Vista/La Escuelita	80%		80%	85%		78%	73%		74%
Girls, Inc. - Parker ASP	76%	73%	75%	55%	82%	76%	84%	79%	82%
Higher Ground Neighborhood Development	69%		77%	82%		77%	76%		79%
Leo Family Community Dev.-Asipre/ICS	73%		57%	71%		72%	77%		64%
Moss Beach - Melrose Leadership Academy ASP	48%		62%	74%		73%	98%		90%
Moss Beach - Piedmont Avenue ASP	56%		61%	72%		63%	81%		76%
Moss Beach - RISE Community ASP	56%			50%		69%	53%		48%
Moss Beach - Webster Academy ASP	47%		72%	37%		83%	38%		34%
OASES - Safe Harbor ASP	65%		76%	64%		67%	59%		63%
OASES - Quest Cleveland Elementary ASP	61%		68%	81%		89%	86%		86%
OUSD - Edna Brewer Pride Program	25%		29%	65%		51%	67%		43%
OUSD - Howard Elementary ASP	60%		82%	86%		82%	61%		89%
OUSD - Ujima @ Lakeview ASP	78%		73%	84%		68%	86%		90%
OUSD - Laurel Community Partnership ASP	60%		61%	71%		77%	89%		89%
OUSD - Maxwell Park ASP	65%		73%	71%		64%	91%		89%
OUSD - Reach Academy ASP	67%		62%	66%		71%	57%		77%
OUSD - Resolve @ Horace Mann ASP	64%		73%	82%		77%	76%		65%
OUSD - Think College Now ASP	70%		65%	81%		80%	73%		75%
OUSD - Thurgood Marshall Program Inspira	63%		64%	77%		79%	47%		45%
Safe Passages - Frick Middle School	62%		65%	67%		63%	59%		71%
SSCF - Pathways ASP @ Lazear	84%		86%	80%		93%	90%		96%
ASEP Total	67%		70%	76%		75%	76%		76%

## Academic Service Productivity – Oakland SUCCESS Grantees

OFCY Grantee	Youth-rated Academic Service Productivity			Parent-rated Academic Service Productivity			Staff-rated Academic Service Productivity				
	Spr-08	Spr-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
BACR - Bridges ASP	62%		58%	86%		78%		73%		77%	
BACR - Glenview ASP	95%		78%	53%		57%		93%		80%	
BACR - Jefferson ASP	72%		78%	85%		82%		93%		71%	
BACR - Lafayette ASP	80%		71%	83%		59%		82%		73%	
BACR - Markham ASP	66%		76%	85%		59%		57%		58%	
BACR - Whittier ASP	71%		62%	67%		69%		80%		38%	
East Bay Asian Youth Center - Bella Vista/La Escuelita	76%		78%	82%		79%		77%		73%	
Girls, Inc. - Parker ASP	65%		77%	82%		78%		74%		83%	
Higher Ground Neighborhood Development	69%		76%	75%		78%		74%		82%	
Lao Family Community Dev.-Asipre/ICS	75%		61%	74%		93%		85%		83%	
Moss Beach - Melrose Leadership Academy ASP	39%		49%	74%		69%		87%		67%	
Moss Beach - Piedmont Avenue ASP	55%		60%	75%		60%		84%		78%	
Moss Beach - RISE Community ASP	55%		100%	67%		84%		62%		52%	
Moss Beach - Webster Academy ASP	51%		70%	41%		80%		33%		45%	
OASES - Safe Harbor ASP	52%		62%	71%		67%		82%		70%	
OASES - Quest Cleveland Elementary ASP	60%		63%	77%		83%		91%		80%	
OUSD - Edna Brewer Pride Program	25%		22%	43%		44%		15%		43%	
OUSD - Howard Elementary ASP	70%		86%	86%		83%		76%		88%	
OUSD - Ujima @ Lakeview ASP	74%		71%	73%		71%		88%		97%	
OUSD - Laurel Community Partnership ASP	60%		54%	67%		83%		63%		73%	
OUSD - Maxwell Park ASP	52%		72%	61%		63%		63%		55%	
OUSD - Reach Academy ASP	76%		69%	60%		74%		64%		77%	
OUSD - Resolve @ Horace Mann ASP	56%		69%	78%		81%		60%		55%	
OUSD - Think College Now ASP	65%		57%	79%		66%		66%		61%	
OUSD - Thurgood Marshall Program Inspire	49%		63%	54%		66%		33%		48%	
Safe Passages - Frick Middle School	65%		46%	75%		51%		64%		38%	
SSCF - Pathways ASP @ Lazear	81%		78%	65%		77%		87%		96%	
ASEP Total	64%		67%	72%		73%		71%		70%	

## Staff Assessment of Resiliency Variables in Child/Youth Customers

OFCY Grantee	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
BACR - Bridges ASP	4.04		3.88		1.40		1.97	
BACR - Glenview ASP	4.81		3.84		7.54		7.79	
BACR - Jefferson ASP	4.51		4.17		14.11		11.31	
BACR - Lafayette ASP	4.14		3.89		3.88		1.91	
BACR - Markham ASP	4.18		4.20		4.13		5.41	
BACR - Whittier ASP	3.68				3.01		3.14	
East Bay Asian Youth Center - Bella Vista/La Escuelita	4.10		4.03		6.66		5.03	
Girls, Inc. - Parker ASP	3.89	3.72	3.90	4.45	7.88	4.31	5.91	2.40
Higher Ground Neighborhood Development	4.35		4.03		2.87		1.44	
Lao Family Community Dev.-Asipre/ICS	3.86		4.00		9.64		9.40	
Moss Beach - Melrose Leadership Academy ASP	4.41		4.44		2.28		3.33	
Moss Beach - Piedmont Avenue ASP	4.55		4.57		5.05		5.22	
Moss Beach - RISE Community ASP	4.02		3.68		1.78		3.14	
Moss Beach - Webster Academy ASP	3.63		3.25		7.80		4.20	
OASES - Safe Harbor ASP	3.72		4.23		6.14		5.95	
OASES - Quest Cleveland Elementary ASP	4.16				6.13		7.55	
OUSD - Edna Brewer Pride Program	4.15		3.60		0.79		2.05	
OUSD - Howard Elementary ASP	4.67		3.85		4.55		4.00	
OUSD - Ujima @ Lakeview ASP	4.08		4.31		5.34		5.84	
OUSD - Laurel Community Partnership ASP	4.25		4.27		5.16		2.97	
OUSD - Maxwell Park ASP	3.96		4.67		2.58		2.77	
OUSD - Reach Academy ASP	4.14		4.06		0.16		1.29	
OUSD - Resolve @ Horace Mann ASP	3.51		4.08		4.04		2.94	
OUSD - Think College Now ASP	4.13		4.12		9.81		3.42	
OUSD - Thurgood Marshall Program Inspire	3.83				9.30		3.68	
Safe Passages - Frick Middle School	4.41		4.29		6.19		2.39	
SSCF - Pathways ASP @ Lazear	3.92		4.67		5.53		4.16	
ASEP Total	4.13		4.16		5.29		3.88	

OFCY Grantee	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation--Home, School, Community			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
BACR - Bridges ASP	61%		60%		61%		59%	
BACR - Glenview ASP	75%		82%		78%		80%	
BACR - Jefferson ASP	89%		67%		94%		73%	
BACR - Lafayette ASP	81%		69%		77%		68%	
BACR - Markham ASP	66%		76%		58%		71%	
BACR - Whittier ASP	62%		46%		67%		51%	
East Bay Asian Youth Center - Bella Vista/La Escuelita	76%		75%		75%		77%	
Girls, Inc. - Parker ASP	70%	66%	81%	79%	70%	68%	77%	81%
Higher Ground Neighborhood Development	77%		79%		78%		80%	
Lao Family Community Dev.-Asipre/ICS	55%		60%		59%		60%	
Moss Beach - Melrose Leadership Academy ASP	83%		35%		82%		45%	
Moss Beach - Piedmont Avenue ASP	82%		61%		83%		63%	
Moss Beach - RISE Community ASP	47%		58%		49%		58%	
Moss Beach - Webster Academy ASP	54%		64%		60%		71%	
OASES - Safe Harbor ASP	72%		87%		70%		79%	
OASES - Quest Cleveland Elementary ASP	88%		84%		90%		84%	
OUSD - Edna Brewer Pride Program	57%		64%		59%		67%	
OUSD - Howard Elementary ASP	88%		93%		86%		89%	
OUSD - Ujima @ Lakeview ASP	83%		88%		81%		89%	
OUSD - Laurel Community Partnership ASP	80%		83%		81%		85%	
OUSD - Maxwell Park ASP	88%		76%		81%		76%	
OUSD - Reach Academy ASP	69%		90%		70%		73%	
OUSD - Resolve @ Horace Mann ASP	64%		63%		65%		67%	
OUSD - Think College Now ASP	61%		56%		62%		56%	
OUSD - Thurgood Marshall Program Inspire	60%		67%		57%		67%	
Safe Passages - Frick Middle School	83%		64%		81%		68%	
SSCF - Pathways ASP @ Lazear	59%		73%		61%		70%	
ASEP Total	73%		72%		73%		72%	

## Number of Surveys Collected by After School Enrichment Program Grantees

OFCY Grantee	Surveys Collected Fall 2007 and Spr. 2008				
	RPRA	Youth	Parent	Staff	Total
BACR - Bridges ASP	86	124	101	185	496
BACR - Glenview ASP	76	83	97	161	417
BACR - Jefferson ASP		241	215	246	702
BACR - Lafayette ASP	27	150	94	150	421
BACR - Markham ASP	163	164	145	168	640
BACR - Whittier ASP	121	116	57	145	439
East Bay Asian Youth Center - Bella Vista/La Escuelita	134	410	194	458	1,196
Girls, Inc. - Parker ASP	189	233	185	252	859
Higher Ground Neighborhood Development	488	578	447	820	2,333
Lao Family Community Dev.-Asipre/ICS		172	82	128	382
Moss Beach - Melrose Leadership Academy ASP	296	271	100	275	942
Moss Beach - Piedmont Avenue ASP	93	136	94	186	509
Moss Beach - RISE Community ASP	79	79	19	136	313
Moss Beach - Webster Academy ASP		130	86	113	329
OASES - Safe Harbor ASP	139	143	100	157	539
OASES - Quest Cleveland Elementary ASP		164	120	160	444
OUSD - Edna Brewer Pride Program	91	149	60	138	438
OUSD - Howard Elementary ASP	180	204	86	151	621
OUSD - Ujima @ Lakeview ASP		105	100	132	337
OUSD - Laurel Community Partnership ASP	35	223	185	436	879
OUSD - Maxwell Park ASP	75	186	152	335	748
OUSD - Reach Academy ASP	219	187	142	275	823
OUSD - Resolve @ Horace Mann ASP		178	103	203	484
OUSD - Think College Now ASP	179	180	121	198	678
OUSD - Thurgood Marshall Program Inspire	61	114	126	146	447
Safe Passages - Frick Middle School		188	25	132	345
SSCF - Pathways ASP @ Lazear	69	130	90	150	439
<b>ASEP Total</b>	<b>2,800</b>	<b>5,038</b>	<b>3,326</b>	<b>6,036</b>	<b>17,200</b>

**Service Quality and Reliability Scores for After School Enrichment Program Grantees**

OFCY Grantee	Spr.-08	Spr.-07	Fall-07	Fall-06	Reliability
BACR - Bridges ASP	1.8		1.0		0.73
BACR - Glenview ASP	19.8		2.5		
BACR - Jefferson ASP	1.9		1.7		0.63
BACR - Lafayette ASP	2.5		1.3		0.79
BACR - Markham ASP	1.5		1.8		0.75
BACR - Whittier ASP	1.9		1.6		0.80
East Bay Asian Youth Center - Bella Vista/La Escuelita	2.5		2.7		0.58
Girls, Inc. - Parker ASP	2.3	1.9	2.1	1.7	0.33
Higher Ground Neighborhood Development	1.9		2.2		0.71
Lao Family Community Dev.-Asipre/ICS	1.9		1.0		0.66
Moss Beach - Melrose Leadership Academy ASP	1.0		1.4		0.80
Moss Beach - Piedmont Avenue ASP	1.4		1.5		0.72
Moss Beach - RISE Community ASP	1.2		1.7		0.57
Moss Beach - Webster Academy ASP	0.9		1.9		0.86
OASES - Safe Harbor ASP	1.5		2.0		0.70
OASES - Quest Cleveland Elementary ASP	1.6		1.6		0.42
OUSD - Edna Brewer Pride Program	0.7		0.7		0.71
OUSD - Howard Elementary ASP	1.2		2.3		0.80
OUSD - Ujima @ Lakeview ASP	2.2		2.0		0.57
OUSD - Laurel Community Partnership ASP	1.4		1.6		0.78
OUSD - Maxwell Park ASP	1.5		2.1		0.75
OUSD - Reach Academy ASP	1.6		1.4		0.67
OUSD - Resolve @ Horace Mann ASP	1.2		1.9		0.84
OUSD - Think College Now ASP	2.0		1.4		0.58
OUSD - Thurgood Marshall Program Inspire	1.4		1.4		0.77
Safe Passages - Frick Middle School	1.6		1.8		0.63
SSCF - Pathways ASP @ Lazear	2.3		2.8		0.77
ASEP Total	1.6		1.7		



# Effort

## Children and Youth Ages 6-14 – Comprehensive After School Programs

### OFCY Funds Allocated and Matched – Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
American Indian Child Resource Center	\$151,010	\$105,817	\$256,827	70%
Ala Costa Center After School	\$100,000	\$1,274,840	\$1,374,840	1275%
BACR - Bret Harte ASP	\$200,000	\$200,650	\$400,650	100%
BACR - Emerson/Peralta ASP	\$200,000	\$343,247	\$543,247	172%
BACR - Hoover ASP Kids Rock	\$150,000	\$478,410	\$628,410	319%
BACR - Madison ASP	\$120,000	\$261,039	\$381,039	218%
BACR - Martin Luther King ASP- Unity of Dreams	\$119,858	\$110,544	\$230,402	92%
BACR - Sankofa Academy ASP	\$172,125	\$182,851	\$354,976	106%
BACR - Prescott ASP	\$127,500	\$227,964	\$355,464	179%
BACR - Claremont ASP	\$100,000	\$126,464	\$226,464	126%
BACR - Santa Fe Shooting Stars	\$123,750	\$226,367	\$350,117	183%
BACR - Stonehurst High Hopes ASP	\$150,000	\$221,640	\$371,640	148%
Bay Area Video Coalition - Cole School	\$72,266	\$72,266	\$144,532	100%
Dimensions Dance Theater - Rites of Passage	\$48,500	\$80,088	\$128,588	165%
East Bay Agency for Children - Hawthorne ASP	\$175,000	\$97,384	\$272,384	56%
East Bay Agency for Children-Sequoia ASP	\$100,000	\$125,929	\$225,929	126%
East Bay Asian Youth Center- Franklin ASP	\$127,322	\$245,806	\$373,128	193%
East Bay Asian Youth Center-Garfield ASP	\$140,637	\$200,408	\$341,045	143%
East Bay Asian Youth Center-Manzanita ASP	\$163,508	\$123,244	\$286,752	75%
East Bay Asian Youth Center-Roosevelt ASP	\$200,000	\$344,912	\$544,912	172%
East Bay Conservation Corps-Charter ASP	\$150,000	\$140,625	\$290,625	94%
East Oakland Boxing Assoc. Smart Moves	\$80,000	\$229,400	\$309,400	287%
Girls Inc. - Lockwood ASP	\$94,236	\$174,688	\$268,924	185%
OASES Lincoln ASP/LEAP	\$200,000	\$270,829	\$470,829	135%
OASES-Westlake ASP	\$200,000	\$133,511	\$333,511	67%
Oakland Leaf- Ascend Sunset Warriors ASP	\$200,000	\$126,450	\$326,450	63%
Oakland Leaf -UPA Urban Arts ASP	\$200,000	\$150,000	\$350,000	75%
OPR - Oakland Discovery Centers	\$150,000	\$113,379	\$263,379	76%
Oakland Parks and Recreation-Inclusion Center	\$105,000	\$81,700	\$186,700	78%
CRECE Elmhurst ASP	\$199,778	\$262,786	\$462,564	132%
OYC - Acorn-Woodland - Awesome ASP	\$150,000	\$179,646	\$329,646	120%
OYC - Encompass Academy ASP	\$100,000	\$109,064	\$209,064	109%
OYC - Fruitvale ASP	\$200,000	\$112,500	\$312,500	56%
SFSU - Havenscourt ASP	\$150,000	\$80,180	\$230,180	53%
SSCF - Peralta Creek -UFSA - ASP	\$200,000	\$283,369	\$483,369	142%
YMCA of the East Bay - Explore ASP	\$200,000	\$135,175	\$335,175	68%
CASP Total	\$5,320,490	\$7,633,172	\$12,953,662	143%

## OFCY Funds and Matching Funds Spent this Year – Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
American Indian Child Resource Center	\$151,010	\$90,905	\$241,915	100%	86%
Ala Costa Center After School	\$100,000	\$1,274,840	\$1,374,840	100%	100%
BACR - Bret Harte ASP	\$200,000	\$200,650	\$400,650	100%	100%
BACR - Emerson/Peralta ASP	\$200,000	\$343,247	\$543,247	100%	100%
BACR - Hoover ASP Kids Rock	\$150,000	\$478,412	\$628,412	100%	100%
BACR - Madison ASP	\$120,000	\$261,039	\$381,039	100%	100%
BACR - Martin Luther King ASP- Unity of Dreams	\$119,858	\$110,544	\$230,402	100%	100%
BACR - Sankofa Academy ASP	\$172,125	\$182,851	\$354,976	100%	100%
BACR - Prescott ASP	\$127,500	\$227,964	\$355,464	100%	100%
BACR - Claremont ASP	\$100,000	\$126,464	\$226,464	100%	100%
BACR - Santa Fe Shooting Stars	\$123,750	\$225,367	\$349,117	100%	100%
BACR - Stonehurst High Hopes ASP	\$150,000	\$221,640	\$371,640	100%	100%
Bay Area Video Coalition - Cole School	\$62,000	\$72,266	\$134,266	86%	100%
Dimensions Dance Theater - Rites of Passage	\$48,500	\$80,088	\$128,588	100%	100%
East Bay Agency for Children - Hawthorne ASP	\$175,000	\$97,384	\$272,384	100%	100%
East Bay Agency for Children-Sequoia ASP	\$100,000	\$125,929	\$225,929	100%	100%
East Bay Asian Youth Center- Franklin ASP	\$127,322	\$245,806	\$373,128	100%	100%
East Bay Asian Youth Center-Garfield ASP	\$140,637	\$200,408	\$341,045	100%	100%
East Bay Asian Youth Center-Manzanita ASP	\$163,508	\$123,244	\$286,752	100%	100%
East Bay Asian Youth Center-Roosevelt ASP	\$200,000	\$344,912	\$544,912	100%	100%
East Bay Conservation Corps-Charter ASP	\$150,000	\$258,564	\$408,564	100%	184%
East Oakland Boxing Assoc. Smart Moves	\$80,000	\$242,750	\$322,750	100%	106%
Girls Inc. - Lockwood ASP	\$94,236	\$174,688	\$268,924	100%	100%
OASES Lincoln ASP/LEAP	\$200,000	\$270,829	\$470,829	100%	100%
OASES-Westlake ASP	\$200,000	\$150,000	\$350,000	100%	112%
Oakland Leaf- Ascend Sunset Warriors ASP	\$200,000	\$183,388	\$383,388	100%	145%
Oakland Leaf -UPA Urban Arts ASP	\$200,000	\$188,725	\$388,725	100%	126%
OPR - Oakland Discovery Centers	\$149,980	\$96,402	\$246,382	100%	85%
Oakland Parks and Recreation-Inclusion Center	\$105,000	\$48,000	\$153,000	100%	59%
CRECE Elmhurst ASP	\$199,778	\$199,778	\$399,556	100%	76%
OYC - Acorn-Woodland - Awesome ASP	\$150,000	\$223,149	\$373,149	100%	124%
OYC - Encompass Academy ASP	\$100,000	\$112,500	\$212,500	100%	103%
OYC - Fruitvale ASP	\$200,000	\$206,500	\$406,500	100%	184%
SFSU - Havenscourt ASP	\$150,000	\$80,180	\$230,180	100%	100%
SSCF - Peralta Creek -UFSA - ASP	\$200,000	\$283,369	\$483,369	100%	100%
YMCA of the East Bay - Explore ASP	\$200,000	\$151,073	\$351,073	100%	112%
CASP Total	\$5,310,204	\$7,903,855	\$13,214,059	100%	104%

## Gender of OFCY Customers Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
American Indian Child Resource Center	112	35%	65%	0%
Ala Costa Center After School	106	60%	40%	0%
BACR - Bret Harte ASP	283	60%	39%	0%
BACR - Emerson/Peralta ASP	307	48%	49%	3%
BACR - Hoover ASP Kids Rock	149	50%	50%	0%
BACR - Madison ASP	605	28%	31%	41%
BACR - Martin Luther King ASP- Unity of Dreams	144	56%	42%	2%
BACR - Sankofa Academy ASP	124	49%	49%	2%
BACR - Prescott ASP	177	50%	48%	3%
BACR - Claremont ASP	197	46%	52%	2%
BACR - Santa Fe Shooting Stars	134	49%	49%	2%
BACR - Stonehurst High Hopes ASP	257	48%	52%	0%
Bay Area Video Coalition - Cole School	18	50%	50%	
Dimensions Dance Theater - Rites of Passage	153	12%	88%	0%
East Bay Agency for Children - Hawthorne ASP	185	50%	50%	0%
East Bay Agency for Children-Sequoia ASP	102	39%	61%	0%
East Bay Asian Youth Center- Franklin ASP	274	53%	47%	0%
East Bay Asian Youth Center-Garfield ASP	246	48%	52%	0%
East Bay Asian Youth Center-Manzanita ASP	166	49%	51%	0%
East Bay Asian Youth Center-Roosevelt ASP	373	53%	48%	0%
East Bay Conservation Corps-Charter ASP	93	51%	44%	5%
East Oakland Boxing Assoc. Smart Moves	403	69%	31%	0%
Girls Inc. - Lockwood ASP	106	31%	69%	0%
OASES Lincoln ASP/LEAP	178	49%	51%	1%
OASES-Westlake ASP	342	52%	47%	2%
Oakland Leaf- Ascend Sunset Warriors ASP	223	45%	55%	0%
Oakland Leaf -UPA Urban Arts ASP	397	37%	34%	29%
OPR - Oakland Discovery Centers	159	53%	47%	0%
Oakland Parks and Recreation-Inclusion Center	122	66%	34%	0%
CRECE Elmhurst ASP	350	51%	49%	0%
OYC - Acorn-Woodland - Awesome ASP	218	56%	45%	0%
OYC - Encompass Academy ASP	124	52%	48%	0%
OYC - Fruitvale ASP	380	38%	46%	16%
SFSU - Havenscourt ASP	224	56%	44%	0%
SSCF - Peralta Creek -UFSA - ASP	388	51%	49%	0%
YMCA of the East Bay - Explore ASP	272	50%	50%	0%
CASP Total	8,073	47.9%	46.4%	5.7%

## Age of OFCY Customers for Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
American Indian Child Resource Center	112	0%	5%	33%	63%	0%
Ala Costa Center After School	106	0%	5%	27%	45%	23%
BACR - Bret Harte ASP	283	0%	0%	88%	12%	0%
BACR - Emerson/Peralta ASP	307	0%	82%	18%	0%	0%
BACR - Hoover ASP Kids Rock	149	0%	87%	13%	0%	0%
BACR - Madison ASP	605	0%	0%	66%	34%	0%
BACR - Martin Luther King ASP- Unity of Dreams	144	0%	77%	23%	0%	0%
BACR - Sankofa Academy ASP	124	0%	80%	20%	0%	0%
BACR - Prescott ASP	177	0%	69%	31%	0%	0%
BACR - Claremont ASP	197	0%	0%	89%	11%	0%
BACR - Santa Fe Shooting Stars	134	0%	71%	29%	0%	0%
BACR - Stonehurst High Hopes ASP	257	0%	72%	28%	0%	0%
Bay Area Video Coalition - Cole School	18			100%		
Dimensions Dance Theater - Rites of Passage	153	0%	37%	33%	30%	0%
East Bay Agency for Children - Hawthorne ASP	185	1%	84%	15%	0%	0%
East Bay Agency for Children-Sequoia ASP	102	0%	84%	16%	0%	0%
East Bay Asian Youth Center- Franklin ASP	274	0%	77%	22%	0%	0%
East Bay Asian Youth Center-Garfield ASP	246	0%	79%	19%	2%	0%
East Bay Asian Youth Center-Manzanita ASP	166	1%	78%	21%	0%	1%
East Bay Asian Youth Center-Roosevelt ASP	373	0%	1%	94%	5%	0%
East Bay Conservation Corps-Charter ASP	93	4%	84%	5%	0%	7%
East Oakland Boxing Assoc. Smart Moves	403	4%	45%	28%	21%	3%
Girls Inc. - Lockwood ASP	106	18%	58%	25%	0%	0%
OASES Lincoln ASP/LEAP	178	0%	74%	26%	0%	0%
OASES-Westlake ASP	342	0%	0%	87%	13%	0%
Oakland Leaf- Ascend Sunset Warriors ASP	223	0%	50%	48%	3%	0%
Oakland Leaf -UPA Urban Arts ASP	397	0%	0%	88%	12%	0%
OPR - Oakland Discovery Centers	159	0%	29%	50%	21%	0%
Oakland Parks and Recreation-Inclusion Center	122	3%	27%	40%	24%	6%
CRECE Elmhurst ASP	350	0%	0%	93%	7%	0%
OYC - Acorn-Woodland - Awesome ASP	218	0%	77%	23%	0%	0%
OYC - Encompass Academy ASP	124	0%	76%	24%	0%	0%
OYC - Fruitvale ASP	380	0%	52%	47%	1%	0%
SFSU - Havenscourt ASP	224	0%	0%	92%	8%	0%
SSCF - Peralta Creek -UFSA - ASP	388	0%	0%	87%	13%	0%
YMCA of the East Bay - Explore ASP	272	0%	0%	70%	30%	0%
CASP Total	8,073	0.6%	36.5%	51.5%	10.8%	0.5%

## Ethnicity of OFCY Customers for Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	African American	Latino American	Asian/Pi American	Native American	Caucasian American	Multi Racial	Unknown
American Indian Child Resource Center	112	0%	0%	0%	96%	0%	4%	1%
Ala Costa Center After School	106	44%	9%	20%	0%	26%	0%	0%
BACR - Bret Harto ASP	283	47%	16%	24%	0%	9%	3%	0%
BACR - Emerson/Peralta ASP	307	54%	9%	3%	0%	13%	17%	3%
BACR - Hoover ASP Kids Rock	149	53%	32%	1%	1%	1%	13%	0%
BACR - Madison ASP	605	23%	34%	2%	0%	0%	0%	41%
BACR - Martin Luther King ASP- Unity of Dreams	144	82%	8%	2%	0%	0%	6%	2%
BACR - Sankofa Academy ASP	124	85%	8%	2%	0%	0%	4%	2%
BACR - Prescott ASP	177	70%	18%	3%	0%	1%	6%	3%
BACR - Claremont ASP	197	80%	7%	2%	0%	7%	3%	2%
BACR - Santa Fe Shooting Stars	134	80%	4%	2%	2%	2%	8%	2%
BACR - Stonehurst High Hopes ASP	257	25%	66%	2%	0%	0%	7%	0%
Bay Area Video Coalition - Cole School	18							100%
Dimensions Dance Theater - Rites of Passage	153	95%	3%	1%	0%	1%	0%	0%
East Bay Agency for Children - Hawthorne ASP	185	3%	90%	3%	1%	0%	4%	0%
East Bay Agency for Children-Sequoia ASP	102	38%	10%	31%	0%	8%	13%	0%
East Bay Asian Youth Center- Franklin ASP	274	14%	21%	62%	0%	0%	3%	0%
East Bay Asian Youth Center-Garfield ASP	246	17%	4%	79%	0%	0%	1%	0%
East Bay Asian Youth Center-Manzanita ASP	166	75%	0%	18%	0%	1%	5%	0%
East Bay Asian Youth Center-Roosevelt ASP	373	19%	0%	78%	0%	1%	3%	0%
East Bay Conservation Corps-Charter ASP	93	65%	8%	2%	0%	17%	3%	5%
East Oakland Boxing Assoc. Smart Moves	403	56%	40%	1%	0%	0%	3%	0%
Girls Inc. - Lockwood ASP	106	43%	54%	4%	0%	0%	0%	0%
OASES Lincoln ASP/LEAP	178	1%	1%	97%	0%	1%	0%	1%
OASES-Westlake ASP	342	46%	18%	29%	1%	2%	2%	2%
Oakland Leaf- Ascend Sunset Warriors ASP	223	12%	73%	12%	0%	0%	3%	0%
Oakland Leaf -UPA Urban Arts ASP	397	6%	58%	5%	0%	2%	0%	29%
OPR - Oakland Discovery Centers	159	77%	8%	6%	0%	3%	6%	0%
Oakland Parks and Recreation-Inclusion Center	122	57%	16%	2%	0%	21%	5%	0%
CRECE Elmhurst ASP	350	0%	1%	2%	0%	64%	33%	0%
OYC - Acorn-Woodland - Awesome ASP	218	19%	78%	1%	0%	0%	2%	0%
OYC - Encompass Academy ASP	124	36%	61%	2%	0%	1%	0%	0%
OYC - Fruitvale ASP	380	35%	28%	16%	1%	3%	2%	16%
SFSU - Havenscourt ASP	224	22%	71%	5%	0%	0%	1%	0%
SSCF - Peralta Creek -UFSA - ASP	388	24%	64%	10%	1%	1%	1%	0%
YMCA of the East Bay - Explore ASP	272	73%	19%	5%	0%	1%	2%	0%
CASP Total	8,073	37%	29%	17%	2%	5%	5%	6%

## Oakland Council Districts Where Youth Customers Live – Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
American Indian Child Resource Center	112	3.6%	11.6%	0.0%	6.3%	35.7%	22.3%	8.0%	12.5%	0.0%
Ala Costa Center After School	106	12.3%	5.7%	7.5%	7.5%	4.7%	14.2%	9.4%	38.7%	0.0%
BACR - Bret Harte ASP	283	1.8%	5.3%	2.8%	35.3%	14.8%	28.6%	9.5%	1.8%	0.0%
BACR - Emerson/Peralta ASP	307	66.1%	3.9%	10.1%	6.2%	2.3%	4.6%	2.3%	0.0%	0.0%
BACR - Hoover ASP Kids Rock	149	49.0%	3.4%	41.6%	0.7%	0.7%	2.0%	2.7%	0.0%	0.0%
BACR - Madison ASP	605	0.8%	1.2%	0.8%	0.3%	1.8%	8.4%	85.8%	0.5%	0.3%
BACR - Martin Luther King ASP- Unity of Dreams	144	2.1%	1.4%	84.0%	1.4%	1.4%	1.4%	6.3%	2.1%	0.0%
BACR - Sankofa Academy ASP	124	62.1%	5.6%	18.5%	0.8%	4.8%	1.6%	2.4%	4.0%	0.0%
BACR - Prescott ASP	177	4.0%	2.3%	83.1%	1.7%	1.1%	1.7%	3.4%	2.3%	0.6%
BACR - Claremont ASP	197	43.1%	5.6%	26.4%	5.1%	4.1%	6.6%	4.6%	4.6%	0.0%
BACR - Santa Fe Shooting Stars	134	51.5%	1.5%	38.8%	0.0%	3.0%	0.7%	3.0%	1.5%	0.0%
BACR - Stonehurst High Hopes ASP	257	0.4%	1.2%	0.8%	0.0%	1.2%	6.2%	88.7%	1.6%	0.0%
Bay Area Video Coalition - Cole School	18			100.0%						
Dimensions Dance Theater - Rites of Passage	153	15.0%	6.5%	13.7%	12.4%	13.1%	19.0%	12.4%	5.9%	0.0%
East Bay Agency for Children - Hawthorne ASP	185	0.5%	2.2%	0.0%	0.5%	88.1%	2.7%	4.9%	1.1%	0.0%
East Bay Agency for Children-Sequoia ASP	102	0.0%	4.9%	1.0%	58.8%	13.7%	5.9%	9.8%	5.9%	0.0%
East Bay Asian Youth Center- Franklin ASP	274	0.0%	86.5%	3.6%	0.4%	5.5%	1.1%	1.5%	1.5%	0.0%
East Bay Asian Youth Center-Garfield ASP	246	0.4%	65.0%	1.6%	0.4%	26.0%	0.4%	1.2%	4.9%	0.0%
East Bay Asian Youth Center-Manzanita ASP	166	0.0%	31.9%	1.2%	3.6%	60.2%	1.2%	1.2%	0.6%	0.0%
East Bay Asian Youth Center-Roosevelt ASP	373	0.5%	82.8%	0.3%	0.8%	11.3%	2.4%	1.6%	0.3%	0.0%
East Bay Conservation Corps-Charter ASP	93	24.7%	6.5%	20.4%	3.2%	2.2%	1.1%	3.2%	32.3%	6.5%
East Oakland Boxing Assoc. Smart Moves	403	1.7%	0.7%	2.0%	2.5%	9.4%	14.6%	64.5%	4.5%	0.0%
Girls Inc. - Lockwood ASP	106	0.0%	0.0%	0.0%	0.0%	2.8%	45.3%	49.1%	2.8%	0.0%
QASES Lincoln ASP/LEAP	178	1.1%	5.1%	88.8%	0.0%	1.1%	1.7%	0.6%	1.1%	0.6%
QASES-Westlake ASP	342	16.4%	20.2%	32.5%	8.2%	6.1%	6.7%	6.1%	3.8%	0.0%
Oakland Leaf- Ascend Sunset Warriors ASP	223	1.3%	6.7%	1.8%	3.1%	68.2%	8.1%	9.9%	0.9%	0.0%
Oakland Leaf -UPA Urban Arts ASP	397	1.3%	3.5%	1.5%	3.0%	78.1%	5.3%	6.8%	0.5%	0.0%
OPR - Oakland Discovery Centers	159	0.0%	1.9%	37.7%	1.3%	32.7%	17.0%	6.9%	2.5%	0.0%
Oakland Parks and Recreation-Inclusion Center	122	4.9%	3.3%	7.4%	9.8%	5.7%	19.7%	28.7%	18.0%	2.5%
CRECE Elmhurst ASP	350	0.6%	0.6%	0.3%	0.6%	1.1%	12.6%	84.0%	0.3%	0.0%
OYC - Acorn-Woodland - Awesome ASP	218	0.5%	1.4%	1.8%	0.9%	2.8%	41.3%	49.5%	1.8%	0.0%
OYC - Encompass Academy ASP	124	0.0%	1.6%	2.4%	0.8%	4.8%	39.5%	46.8%	4.0%	0.0%
OYC - Fruitvale ASP	380	1.8%	3.9%	2.9%	52.4%	25.3%	5.8%	6.6%	1.3%	0.0%
SFSU - Havenscourt ASP	224	0.0%	0.0%	0.4%	0.4%	8.9%	45.1%	44.6%	0.4%	0.0%
SSCF - Peralta Creek -UFSA - ASP	388	1.3%	3.9%	0.8%	3.6%	76.8%	7.7%	5.2%	0.5%	0.3%
YMCA of the East Bay - Explore ASP	272	0.7%	0.7%	1.5%	0.0%	2.9%	38.6%	54.8%	0.4%	0.4%

## RPRA Assets by Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Asset Level
American Indian Child Resource Center	112	LOW
Ala Costa Center After School	106	MEDIUM
BACR - Bret Harte ASP	283	MEDIUM
BACR - Emerson/Peralta ASP	307	MEDIUM
BACR - Hoover ASP Kids Rock	149	
BACR - Madison ASP	605	LOW
BACR - Martin Luther King ASP- Unity of Dreams	144	MEDIUM
BACR - Sankofa Academy ASP	124	LOW
BACR - Prescott ASP	177	HIGH
BACR - Claremont ASP	197	MEDIUM
BACR - Santa Fe Shooting Stars	134	MEDIUM
BACR - Stonehurst High Hopes ASP	257	MEDIUM
Bay Area Video Coalition - Cole School	18	
Dimensions Dance Theater - Rites of Passage	153	HIGH
East Bay Agency for Children - Hawthorne ASP	185	MEDIUM
East Bay Agency for Children-Sequoia ASP	102	
East Bay Asian Youth Center- Franklin ASP	274	
East Bay Asian Youth Center-Garfield ASP	246	MEDIUM
East Bay Asian Youth Center-Manzanita ASP	166	
East Bay Asian Youth Center-Roosevelt ASP	373	MEDIUM
East Bay Conservation Corps-Charter ASP	93	HIGH
East Oakland Boxing Assoc. Smart Moves	403	HIGH
Girls Inc. - Lockwood ASP	106	LOW
OASES Lincoln ASP/LEAP	178	
OASES-Westlake ASP	342	
Oakland Leaf- Ascend Sunset Warriors ASP	223	MEDIUM
Oakland Leaf -UPA Urban Arts ASP	397	MEDIUM
OPR - Oakland Discovery Centers	159	MEDIUM
Oakland Parks and Recreation-Inclusion Center	122	HIGH
CRECE Elmhurst ASP	350	MEDIUM
OYC - Acorn-Woodland - Awesome ASP	218	
OYC - Encompass Academy ASP	124	
OYC - Fruitvale ASP	380	
SFSU - Havenscourt ASP	224	MEDIUM
SSCF - Peralta Creek -UFSA - ASP	388	MEDIUM
YMCA of the East Bay - Explore ASP	272	MEDIUM
CASP Total	8,073	MEDIUM

## Hours of Service Delivered and Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
American Indian Child Resource Center	59,677	68,432	115%	611
Ala Costa Center After School	125,140	125,350	100%	1,183
BACR - Bret Harte ASP	77,778	95,595	123%	338
BACR - Emerson/Peralta ASP	108,876	134,132	123%	437
BACR - Hoover ASP Kids Rock	66,745	66,853	100%	449
BACR - Madison ASP	58,945	84,595	144%	140
BACR - Martin Luther King ASP- Unity of Dreams	47,923	57,915	121%	402
BACR - Sankofa Academy ASP	67,255	72,819	108%	587
BACR - Prescott ASP	47,578	60,183	126%	340
BACR - Claremont ASP	65,128	65,134	100%	331
BACR - Santa Fe Shooting Stars	58,854	64,741	110%	483
BACR - Stonehurst High Hopes ASP	84,769	101,796	120%	396
Bay Area Video Coalition - Cole School	4,350	2,184	50%	121
Dimensions Dance Theater - Rites of Passage	25,975	36,662	141%	240
East Bay Agency for Children - Hawthorne ASP	54,840	58,172	106%	314
East Bay Agency for Children-Sequoia ASP	44,291	53,166	120%	521
East Bay Asian Youth Center- Franklin ASP	80,720	120,150	149%	439
East Bay Asian Youth Center-Garfield ASP	87,230	123,076	141%	500
East Bay Asian Youth Center-Manzanita ASP	54,980	81,503	148%	491
East Bay Asian Youth Center-Roosevelt ASP	78,113	83,943	107%	225
East Bay Conservation Corps-Charter ASP	43,054	47,806	111%	514
East Oakland Boxing Assoc. Smart Moves	102,147	123,307	121%	306
Girls Inc. - Lockwood ASP	18,743	22,370	119%	211
OASES Lincoln ASP/LEAP	74,912	85,422	114%	480
OASES-Westlake ASP	59,320	72,232	122%	211
Oakland Leaf- Ascend Sunset Warriors ASP	95,222	105,100	110%	471
Oakland Leaf -UPA Urban Arts ASP	70,716	81,818	116%	206
OPR - Oakland Discovery Centers	49,865	53,283	107%	335
Oakland Parks and Recreation-Inclusion Center	25,788	30,607	119%	251
CRECE Elmhurst ASP	130,125	164,175	126%	469
OYC - Acorn-Woodland - Awesome ASP	50,085	71,833	143%	330
OYC - Encompass Academy ASP	41,142	43,150	105%	348
OYC - Fruitvale ASP	71,122	65,556	92%	173
SFSU - Havenscourt ASP	22,857	28,493	125%	127
SSCF - Peralta Creek -UFSA - ASP	39,658	40,385	102%	104
YMCA of the East Bay - Explore ASP	73,206	72,175	99%	265
CASP Total	2,267,129	2,664,113	118%	329



## Cost per Hour by Comprehensive After School Programs

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year
American Indian Child Resource Center	\$2.21	\$3.54	\$1,348	\$2,160
Ala Costa Center After School	\$0.80	\$10.97	\$943	\$12,970
BACR - Bret Harte ASP	\$2.09	\$4.19	\$707	\$1,416
BACR - Emerson/Peralta ASP	\$1.49	\$4.05	\$651	\$1,770
BACR - Hoover ASP Kids Rock	\$2.24	\$9.40	\$1,007	\$4,218
BACR - Madison ASP	\$1.42	\$4.50	\$198	\$630
BACR - Martin Luther King ASP- Unity of Dreams	\$2.07	\$3.98	\$832	\$1,600
BACR - Sankofa Academy ASP	\$2.36	\$4.87	\$1,388	\$2,863
BACR - Prescott ASP	\$2.12	\$5.91	\$720	\$2,008
BACR - Claremont ASP	\$1.54	\$3.48	\$508	\$1,150
BACR - Santa Fe Shooting Stars	\$1.91	\$5.39	\$924	\$2,605
BACR - Stonehurst High Hopes ASP	\$1.47	\$3.65	\$584	\$1,446
Bay Area Video Coalition - Cole School	\$28.39	\$61.48	\$3,444	\$7,459
Dimensions Dance Theater - Rites of Passage	\$1.32	\$3.51	\$317	\$840
East Bay Agency for Children - Hawthorne ASP	\$3.01	\$4.68	\$946	\$1,472
East Bay Agency for Children-Sequoia ASP	\$1.88	\$4.25	\$980	\$2,215
East Bay Asian Youth Center- Franklin ASP	\$1.06	\$3.11	\$465	\$1,362
East Bay Asian Youth Center-Garfield ASP	\$1.14	\$2.77	\$572	\$1,386
East Bay Asian Youth Center-Manzanita ASP	\$2.01	\$3.52	\$985	\$1,727
East Bay Asian Youth Center-Roosevelt ASP	\$2.38	\$6.49	\$536	\$1,461
East Bay Conservation Corps-Charter ASP	\$3.14	\$8.55	\$1,613	\$4,393
East Oakland Boxing Assoc. Smart Moves	\$0.65	\$2.62	\$199	\$801
Girls Inc. - Lockwood ASP	\$4.21	\$12.02	\$889	\$2,537
OASES Lincoln ASP/LEAP	\$2.34	\$5.51	\$1,124	\$2,645
OASES-Westlake ASP	\$2.77	\$4.85	\$585	\$1,023
Oakland Leaf- Ascend Sunset Warriors ASP	\$1.90	\$3.65	\$897	\$1,719
Oakland Leaf -UPA Urban Arts ASP	\$2.44	\$4.75	\$504	\$979
OPR - Oakland Discovery Centers	\$2.81	\$4.62	\$943	\$1,550
Oakland Parks and Recreation-Inclusion Center	\$3.43	\$5.00	\$861	\$1,254
CRECE Elmhurst ASP	\$1.22	\$2.43	\$571	\$1,142
OYC - Acorn-Woodland - Awesome ASP	\$2.09	\$5.19	\$688	\$1,712
OYC - Encompass Academy ASP	\$2.32	\$4.92	\$806	\$1,714
OYC - Fruitvale ASP	\$3.05	\$6.20	\$526	\$1,070
SFSU - Havenscourt ASP	\$5.26	\$8.08	\$670	\$1,028
SSCF - Peralta Creek -UFSA - ASP	\$4.95	\$11.97	\$515	\$1,246
YMCA of the East Bay - Explore ASP	\$2.77	\$4.86	\$735	\$1,291
CASP Total	\$1.99	\$4.96	\$656	\$1,633

# Effect

## Customer Satisfaction of Children, Youth, and Parents – Comprehensive After School Programs

OFCY Grantee	Youth Satisfaction Rate				Parent Satisfaction Rate			
	Spr-06	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
American Indian Child Resource Center	90%	80%	88%	81%	95%	88%	93%	94%
Ala Costa Center After School	88%	96%	96%	91%	85%	94%	94%	91%
BACR of the East Bay - Bret Harte ASP	85%	94%	88%	88%	84%	95%	94%	90%
BACR - Emerson/Peralta ASP	85%	82%	81%	91%	90%	92%	88%	93%
BACR - Hoover YAH Village ASP	88%	81%	84%	77%	92%	93%	89%	89%
BACR - James Madison ASP	76%	91%	71%	76%	86%	81%	68%	83%
BACR - Martin Luther King ASP	83%	79%	86%	88%	88%	88%	82%	92%
OP - Sankofa Academy ASP	78%	87%	92%	75%	70%	80%	76%	86%
BACR - Prescott ASP	87%	88%	91%	78%	95%	93%	89%	83%
BACR - Claremont ASP	67%	74%	71%	82%	67%	82%	82%	79%
BACR - Santa Fe Shooting Stars	88%	80%	90%	80%	91%	89%	92%	91%
BACR - Stonehurst High Hopes ASP	90%	86%	86%	88%	89%	86%	81%	87%
Dimensions Dance Theater - Rites of Passage	90%	89%	89%	92%	98%	96%	96%	95%
East Bay Agency for Children - Hawthorne ASP	83%	81%	85%	85%	87%	83%	79%	85%
East Bay Agency for Children-Sequoia ASP	80%	85%	90%	85%	94%	91%	91%	93%
East Bay Asian Youth Center- Franklin ASP	83%	89%	88%	88%	90%	92%	91%	90%
East Bay Asian Youth Center-Garfield ASP	86%	87%	88%	82%	83%	84%	81%	82%
East Bay Asian Youth Center-Manzanita ASP	79%	80%	90%	78%	84%	86%	90%	86%
East Bay Asian Youth Center-Roosevelt ASP	70%	68%	72%	68%	78%	79%	82%	76%
East Bay Conservation Corps-Charter ASP	82%	82%	83%	89%	91%	92%	92%	91%
East Oakland Boxing Assoc. Smart Moves	94%	98%	91%	95%	86%	95%	90%	99%
Girls Inc. - Lockwood ASP	86%	82%	91%	85%	90%	92%	89%	91%
OASES Lincoln ASP/LEAP	93%	84%	92%	90%	91%	89%	93%	92%
OASES-Westlake ASP	89%	89%	85%	81%	93%	85%	84%	87%
Oakland Leaf- Ascend ASP	80%	86%	83%	86%	89%	86%	87%	86%
Oakland Leaf -UPA Urban Arts ASP	90%	85%	88%	73%	88%	95%	93%	75%
OPR - Oakland Discovery Centers	88%	87%	87%	91%	95%	96%	95%	95%
Oakland Parks and Recreation-Inclusion Center	89%	84%	89%	85%	96%	93%	83%	90%
CRECE Elmhurst ASP	69%	77%	72%	67%	80%	81%	70%	73%
OYC - Awesome Extended Learning Program	82%	79%	83%	82%	88%	90%	91%	91%
OYC - Encompass Academy ASP	77%	83%	82%	80%	89%	86%	88%	87%
OYC - Fruitvale ASP	80%	79%	82%	84%	88%	96%	93%	97%
SFSU - Havenscourt ASP	57%	68%	66%	86%	74%	74%	76%	78%
SSCF - Urban Arts ASP @ Calvin Simmons	78%	86%	74%	86%	83%	88%	80%	78%
YMCA of the East Bay - Explore ASP	62%	55%	73%	70%	78%	80%	79%	79%
CASP Total	81%	82%	83%	80%	87%	87%	86%	86%

## Children and Youth Asset Development Service Productivity – Comprehensive After School Programs

OFCY Grantee	Youth-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity				Staff-rated Asset Development Service Productivity			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
American Indian Child Resource Center	80%	46%	86%	49%	95%	92%	86%	86%	89%	93%	97%	66%
Ala Costa Center After School	71%	78%	84%	78%	66%	89%	87%	83%	77%	70%	71%	71%
BACR of the East Bay - Bret Harte ASP	71%	74%	58%	63%	73%	71%	84%	80%	90%	61%	92%	63%
BACR - Emerson/Paralta ASP	63%	58%	52%	75%	70%	72%	68%	66%	89%	85%	81%	79%
BACR - Hoover YAH Village ASP	74%	66%	66%	50%	89%	82%	78%	80%	95%	89%	94%	83%
BACR - James Madison ASP	46%	76%	46%	46%	58%	68%	45%	79%	73%	82%	62%	65%
BACR - Martin Luther King ASP	63%	49%	69%	81%	82%	80%	78%	79%	68%	81%	66%	83%
OP - Sankofa Academy ASP	56%	80%	85%	43%	87%	72%	92%	34%	63%	94%	67%	22%
BACR - Prescott ASP	90%	83%	85%	53%	88%	91%	74%	88%	87%	92%	82%	67%
BACR - Claremont ASP	49%	48%	49%	46%	53%	76%	65%	54%	84%	54%	81%	68%
BACR - Santa Fe Shooting Stars	72%	69%	72%	63%	80%	79%	81%	75%	87%	66%	67%	67%
BACR - Stonehurst High Hopes ASP	76%	72%	70%	75%	82%	79%	78%	85%	82%	68%	79%	66%
Dimensions Dance Theater - Rites of Passage	67%	60%	68%	60%	84%	72%	78%	80%	80%	81%	91%	84%
East Bay Agency for Children - Hawthorne ASP	69%	67%	68%	73%	81%	83%	74%	82%	96%	78%	68%	86%
East Bay Agency for Children-Sequoia ASP	56%	62%	75%	74%	76%	77%	74%	71%	98%	96%	99%	89%
East Bay Asian Youth Center- Franklin ASP	68%	77%	77%	75%	91%	91%	86%	91%	68%	83%	70%	71%
East Bay Asian Youth Center-Garfield ASP	75%	77%	77%	75%	85%	83%	77%	79%	78%	75%	78%	67%
East Bay Asian Youth Center-Manzanita ASP	65%	68%	77%	70%	70%	83%	83%	85%	72%	77%	67%	69%
East Bay Asian Youth Center-Roosevelt ASP	54%	46%	56%	45%	67%	72%	75%	78%	65%	62%	70%	63%
East Bay Conservation Corps-Charter ASP	55%	66%	61%	78%	75%	85%	75%	68%	100%	94%	91%	89%
East Oakland Boxing Assoc. Smart Moves	83%	86%	75%	85%	86%	83%	73%	94%	86%	81%	76%	87%
Girls Inc. - Lockwood ASP	76%	74%	79%	72%	86%	87%	82%	83%	83%	81%	83%	82%
OASES Lincoln ASP/LEAP	92%	71%	87%	78%	96%	88%	95%	92%	98%	67%	92%	78%
OASES-Westlake ASP	79%	80%	72%	70%	86%	82%	72%	91%	94%	87%	89%	81%
Oakland Leaf- Ascend ASP	58%	67%	71%	72%	81%	81%	78%	83%	71%	90%	95%	80%
Oakland Leaf -UPA Urban Arts ASP	81%	75%	86%	56%	80%	90%	93%	75%	86%	93%	85%	88%
OPR - Oakland Discovery Centers	77%	76%	78%	78%	80%	92%	87%	93%	86%	82%	93%	84%
Oakland Parks and Recreation-Inclusion Center	73%	68%	74%	65%	87%	71%	75%	85%	90%	84%	90%	82%
CRECE Elmhurst ASP	51%	56%	53%	47%	68%	63%	60%	62%	82%	73%	73%	73%
OYC - Awesome Extended Learning Program	73%	80%	71%	62%	85%	81%	90%	75%	86%	77%	83%	67%
OYC - Encompass Academy ASP	62%	67%	68%	68%	94%	82%	81%	78%	87%	94%	74%	94%
OYC - Fruitvale ASP	83%	68%	70%	71%	76%	79%	65%	80%	85%	75%	91%	65%
SFSU - Havenscourt ASP	35%	50%	51%	61%	64%	56%	77%	70%	75%	79%	75%	98%
SSCF - Urban Arts ASP @ Calvin Simmons	66%	55%	59%	58%	77%	79%	72%	76%	85%	87%	85%	60%
YMCA of the East Bay - Explore ASP	43%	68%	44%	46%	70%	76%	68%	46%	75%	83%	73%	71%
CASP Total	66%	66%	68%	62%	78%	77%	77%	77%	82%	80%	80%	74%

## Grantee-Specific Service Productivity – Comprehensive After School Programs

OFCY Grantee	Youth-rated Agency Service Productivity				Parent-rated Agency Service Productivity				Staff-rated Agency Service Productivity			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
American Indian Child Resource Center	89%	46%	79%	53%	83%	73%	83%	74%	98%	86%	94%	75%
Ala Costa Center After School	52%	58%	71%	67%	72%	70%	69%	63%	53%	57%	53%	53%
BACR of the East Bay - Bret Harte ASP	83%	74%	71%	68%	65%	65%	75%	94%	72%	91%	69%	69%
BACR - Emerson/Paralta ASP	60%	61%	63%	78%	69%	70%	68%	55%	91%	87%	83%	72%
BACR - Hoover YAH Village ASP	75%	70%	63%	59%	87%	85%	77%	79%	97%	74%	95%	67%
BACR - James Madison ASP	54%	83%	43%	49%	46%	59%	43%	82%	71%	77%	49%	63%
BACR - Martin Luther King ASP	56%	53%	66%	70%	74%	76%	77%	74%	64%	70%	51%	66%
OP - Sankofa Academy ASP	51%	73%	82%	40%	68%	75%	85%	35%	57%	95%	71%	12%
BACR - Prescott ASP	88%	62%	85%	64%	85%	93%	72%	93%	88%	88%	82%	54%
BACR - Claremont ASP	52%	48%	51%	43%	37%	86%	58%	46%	50%	50%	65%	59%
BACR - Santa Fe Shooting Stars	67%	66%	72%	61%	81%	73%	81%	74%	86%	82%	57%	62%
BACR - Stonehurst High Hopes ASP	76%	68%	72%	75%	80%	75%	75%	76%	75%	59%	73%	62%
Dimensions Dance Theater - Rites of Passage	74%	69%	73%	68%	94%	87%	90%	85%	86%	89%	91%	92%
East Bay Agency for Children - Hawthorne ASP	65%	60%	56%	60%	71%	81%	71%	74%	86%	75%	58%	84%
East Bay Agency for Children-Sequoia ASP	63%	55%	76%	67%	80%	78%	65%	65%	87%	89%	95%	90%
East Bay Asian Youth Center- Franklin ASP	76%	83%	80%	74%	92%	94%	81%	82%	80%	67%	65%	65%
East Bay Asian Youth Center-Garfield ASP	78%	77%	81%	78%	83%	81%	76%	79%	74%	76%	73%	66%
East Bay Asian Youth Center-Manzanita ASP	65%	78%	79%	72%	76%	83%	78%	84%	74%	83%	67%	73%
East Bay Asian Youth Center-Roosevelt ASP	62%	51%	52%	45%	66%	65%	76%	75%	60%	57%	61%	53%
East Bay Conservation Corps-Charter ASP	55%	55%	65%	70%	62%	55%	72%	58%	96%	78%	91%	65%
East Oakland Boxing Assoc. Smart Moves	79%	82%	78%	83%	97%	85%	75%	92%	96%	81%	73%	89%
Girls Inc. - Lockwood ASP	79%	73%	81%	55%	81%	82%	73%	84%	86%	82%	85%	79%
OASES Lincoln ASP/LEAP	94%	73%	87%	83%	89%	79%	91%	79%	83%	46%	62%	54%
OASES-Westlake ASP	74%	71%	70%	55%	77%	73%	65%	86%	93%	76%	91%	70%
Oakland Leaf- Ascend ASP	58%	67%	72%	68%	79%	75%	78%	84%	53%	91%	98%	78%
Oakland Leaf -UPA Urban Arts ASP	75%	79%	79%	78%	85%	85%	82%	82%	82%	82%	84%	84%
OPR - Oakland Discovery Centers	76%	79%	80%	78%	83%	86%	97%	94%	94%	93%	97%	91%
Oakland Parks and Recreation-Inclusion Center	68%	52%	69%	66%	80%	58%	69%	76%	86%	81%	82%	90%
CRECE Elmhurst ASP	69%	68%	69%	58%	86%	86%	82%	86%	86%	86%	84%	84%
OYC - Awesome Extended Learning Program	72%	71%	73%	65%	87%	88%	84%	82%	89%	80%	87%	69%
OYC - Encompass Academy ASP	58%	62%	67%	69%	97%	89%	82%	81%	82%	85%	69%	91%
OYC - Fruitvale ASP	66%	77%	74%	72%	83%	91%	88%	95%	91%	98%	83%	83%
SFSU - Havenscourt ASP	43%	48%	51%	58%	68%	61%	80%	73%	75%	62%	70%	64%
SSCF - Urban Arts ASP @ Calvin Simmons	69%	53%	60%	58%	74%	77%	72%	73%	82%	76%	76%	78%
YMCA of the East Bay - Explore ASP	43%	75%	45%	46%	69%	75%	70%	37%	65%	68%	63%	58%
CASP Total	68%	67%	69%	64%	78%	75%	75%	77%	81%	78%	78%	69%

# Academic Service Productivity – Oakland SUCCESS Grantees

OFCY Grantee	Youth-rated Academic Service Productivity				Parent-rated Academic Service Productivity				Staff-rated Academic Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
American Indian Child Resource Center												
Ala Costa Center After School												
BACR - of the East Bay - Bret Harte ASP	61%	68%	49%	53%	72%	67%	76%	70%	60%	27%	65%	40%
BACR - Emerson/Perilla ASP	55%	46%	54%	66%	56%	54%	48%	48%	77%	89%	89%	63%
BACR - Hoover YAH Village ASP	71%	58%	69%	61%	84%	75%	66%	76%	86%	60%	88%	49%
BACR - James Madison ASP	40%	78%	45%	49%	42%	89%	55%	83%	49%	75%	40%	71%
BACR - Martin Luther King ASP	63%	62%	70%	76%	76%	77%	82%	79%	79%	78%	86%	86%
OP - Sankofa Academy ASP	61%	80%	85%	49%	77%	71%	94%	31%	73%	96%	73%	18%
BACR - Prescott ASP	92%	75%	86%	70%	82%	77%	69%	89%	91%	82%	58%	60%
BACR - Claremont ASP	47%	45%	39%	41%	36%	75%	49%	48%	37%	42%	36%	47%
BACR - Santa Fe Shooting Stars	73%	70%	74%	63%	68%	69%	75%	70%	87%	58%	66%	63%
BACR - Stonemurst High Hopes ASP	80%	73%	77%	81%	82%	76%	66%	72%	83%	83%	73%	62%
Dimensions Dance Theater - Rites of Passage												
East Bay Agency for Children - Hawthorne ASP												
East Bay Agency for Children-Sequoia ASP	58%	61%	65%	74%	71%	75%	64%	71%	93%	81%	87%	81%
East Bay Asian Youth Center-Franklin ASP	74%	81%	80%	77%	95%	92%	84%	88%	68%	87%	69%	64%
East Bay Asian Youth Center-Garfield ASP	79%	80%	81%	83%	83%	84%	81%	76%	77%	71%	72%	70%
East Bay Asian Youth Center-Manzanita ASP	67%	65%	78%	72%	82%	81%	91%	78%	74%	75%	67%	58%
East Bay Asian Youth Center-Roosevelt ASP	55%	46%	50%	38%	60%	69%	70%	78%	65%	62%	68%	65%
East Bay Conservation Corps-Charter ASP												
East Oakland Boxing Assoc. Smart Moves												
Girls Inc. - Lockwood ASP	69%		79%	82%	73%		73%	83%	61%		83%	90%
OASES Lincoln ASP/LEAP	93%	69%	88%	79%	94%	82%	93%	85%	97%	73%	83%	84%
OASES-Westlake ASP	65%	70%	62%	59%	75%	77%	62%	83%	86%	73%	79%	55%
Oakland Leaf- Ascend ASP	58%	64%	67%	82%	79%	71%	65%	74%	80%	78%	70%	72%
Oakland Leaf -UPA Urban Arts ASP	74%	60%	74%	43%	76%	81%	88%	59%	55%	60%	74%	61%
DPR - Oakland Discovery Centers												
Oakland Parks and Recreation-Inclusion Center												
CRECE Elmhurst ASP	40%	49%	39%	40%	82%	71%	47%	59%	62%	53%	60%	71%
OYC - Awesome Extended Learning Program	71%	64%	62%	64%	85%	76%	73%	63%	85%	60%	71%	77%
OYC - Encompass Academy ASP	59%	61%	68%	68%	91%	84%	72%	62%	90%	98%	65%	87%
OYC - Fruitvale ASP	64%	71%	64%	70%	59%	55%	42%	54%	64%	47%	39%	22%
SFSU - Havenscourt ASP	28%	40%	38%	41%	55%	50%	74%	50%	65%	56%	58%	71%
SSCF - Urban Arts ASP @ Calvin Simmons	56%	44%	49%	44%	70%	75%	64%	62%	70%	61%	64%	57%
YMCA of the East Bay - Explore ASP	40%	65%	38%	38%	55%	87%	63%	58%	73%	68%	75%	60%
CASP Total	61%	62%	63%	57%	72%	71%	70%	68%	75%	69%	68%	62%

## Staff Assessment of Resiliency Variables in Child/Youth Customers

OFCY Grantee	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
American Indian Child Resource Center	3.43	4.49	3.57	3.93	7.48	3.14	6.15	2.23
Ala Costa Center After School	4.02	3.48	4.02	3.95	4.96	2.25	8.00	3.14
BACR of the East Bay - Bret Harte ASP	4.31	3.97	4.79	3.87	4.11	1.59	3.50	2.83
BACR - Emerson/Peralta ASP	4.89	4.30	4.39	4.08	6.51	4.86	6.45	5.77
BACR - Hoover YAH Village ASP	4.61	3.92	4.40	4.08	5.89	19.30	0.07	7.74
BACR - James Madison ASP	4.00	4.25	2.93	3.84	5.36	2.04	1.48	3.15
BACR - Martin Luther King ASP	3.77	4.26	4.03	4.24	3.56	1.00	3.51	1.67
OP - Sankofa Academy ASP	3.72	4.06	4.26	3.00	3.02	4.51	6.14	1.34
BACR - Prescott ASP	4.26	3.57	4.64	3.60	2.98	9.59	9.58	4.25
BACR - Claremont ASP		3.70	3.80	4.02	2.54	3.00	2.61	1.75
BACR - Santa Fe Shooting Stars	4.02		4.13		16.09	20.00	20.00	20.00
BACR - Stonehurst High Hopes ASP	4.13	4.32	4.18	4.01	3.34	3.86	2.73	3.98
Dimensions Dance Theater - Rites of Passage	4.26	4.51	4.29	4.72	8.93	8.48	8.79	10.38
East Bay Agency for Children - Hawthorne ASP	4.04		3.85	4.33	3.14	3.75	2.93	3.04
East Bay Agency for Children-Sequoia ASP	4.39	4.68	4.68	4.27	8.81	8.70	10.45	9.00
East Bay Asian Youth Center- Franklin ASP		4.22	3.74	4.40	0.01	0.07	50.00	19.73
East Bay Asian Youth Center-Garfield ASP	3.83	4.06	3.98	3.73	1.45	1.37	3.11	8.98
East Bay Asian Youth Center-Manzanita ASP	3.85	3.96	4.08	3.97	1.52	1.02	1.06	0.90
East Bay Asian Youth Center-Roosevelt ASP	3.71	3.65	3.90	3.92	0.08	0.71	0.87	5.43
East Bay Conservation Corps-Charter ASP	5.00		3.95	4.88	7.57	7.59	10.84	7.18
East Oakland Boxing Assoc. Smart Moves	3.61		3.92	4.40	3.92	6.27	4.88	9.31
Girls Inc. - Lockwood ASP	4.26	3.72		4.45	4.35	4.31	3.45	2.40
OASES Lincoln ASP/LEAP	4.68	4.14	4.44	4.07	7.90	5.51	8.16	7.22
OASES-Westlake ASP	4.51	4.06	3.92	4.15	4.92	2.34	2.48	1.98
Oakland Leaf- Ascend ASP	4.06	4.65	4.45	4.55	9.77	5.10	6.03	1.68
Oakland Leaf -UPA Urban Arts ASP	3.76	3.61	4.43	4.49	3.28	2.83	3.13	3.23
OPR - Oakland Discovery Centers	3.53	3.36	3.85	3.27	3.78	4.29	3.92	3.35
Oakland Parks and Recreation-Inclusion Center	4.12	4.07	4.72	4.02	7.70	8.88	7.04	7.05
CRECE Elmhurst ASP	4.06	4.19	4.27	4.18	4.66	1.69	3.76	2.34
OYC - Awesome Extended Learning Program	3.82	3.88	4.14	3.74	2.70	3.07	4.59	0.01
OYC - Encompass Academy ASP	4.16	4.00	3.88	3.65	0.11	2.79	2.11	3.82
OYC - Fruitvale ASP	4.66	4.41	4.71	4.33	0.04	3.67	0.59	0.96
SFSU - Havenscourt ASP	4.47	4.30	4.27	4.75	2.52	2.44	0.99	
SSCF - Urban Arts ASP @ Calvin Simmons	4.35	4.21	3.85	3.39	3.48	3.78	2.93	2.97
YMCA of the East Bay - Explore ASP	3.35	3.97	3.37	3.43	5.66	1.42	2.47	3.94
CASP Total	4.11	4.07	4.09	4.07	4.23	4.26	6.65	5.31

OFCY Grantee	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation--Home, School, Community			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
American Indian Child Resource Center	81%	81%	88%	63%	83%	76%	84%	62%
Ala Costa Center After School	62%	73%	79%	75%	61%	73%	80%	76%
BACR of the East Bay - Bret Harte ASP	76%	42%	89%	48%	77%	44%	88%	47%
BACR - Emerson/Peralta ASP	88%	80%	81%	76%	89%	82%	78%	82%
BACR - Hoover YAH Village ASP	90%	64%	80%	61%	92%	68%	83%	64%
BACR - James Madison ASP	74%	75%	53%	69%	72%	75%	53%	65%
BACR - Martin Luther King ASP	68%	78%	63%	63%	66%	78%	62%	72%
OP - Sankofa Academy ASP	62%		80%	30%	57%		77%	37%
BACR - Prescott ASP	90%	95%	80%	75%	89%	96%	82%	75%
BACR - Claremont ASP	77%	63%	74%	59%	77%	62%	82%	61%
BACR - Santa Fe Shooting Stars	84%	74%	65%	68%	85%	74%	67%	65%
BACR - Stonehurst High Hopes ASP	82%	71%	75%	75%	81%	70%	76%	71%
Dimensions Dance Theater - Rites of Passage	91%	94%	87%	98%	88%	96%	90%	97%
East Bay Agency for Children - Hawthorne ASP	81%	62%	58%	73%	82%	62%	61%	73%
East Bay Agency for Children-Sequoia ASP	92%	72%	81%	76%	91%	73%	79%	77%
East Bay Asian Youth Center- Franklin ASP	66%	80%	73%	69%	68%	79%	74%	72%
East Bay Asian Youth Center-Garfield ASP	78%	68%	70%	65%	80%	73%	69%	65%
East Bay Asian Youth Center-Manzanita ASP	58%	73%	59%	56%	60%	79%	60%	61%
East Bay Asian Youth Center-Roosevelt ASP	67%	66%	60%	65%	64%	61%	61%	64%
East Bay Conservation Corps-Charter ASP	89%	91%	68%	84%	87%	90%	72%	82%
East Oakland Boxing Assoc. Smart Moves	87%	79%	81%	90%	88%	81%	81%	91%
Girls Inc. - Lockwood ASP	66%	66%	70%	79%	66%	68%	71%	81%
OASES Lincoln ASP/LEAP	74%	56%	70%	61%	71%	59%	80%	63%
OASES-Westlake ASP	81%	72%	73%	57%	82%	72%	73%	57%
Oakland Leaf- Ascend ASP	69%	90%	84%	83%	63%	87%	92%	85%
Oakland Leaf -UPA Urban Arts ASP	64%	79%	85%	90%	66%	69%	83%	90%
OPR - Oakland Discovery Centers	79%	72%	84%	65%	78%	73%	84%	66%
Oakland Parks and Recreation-Inclusion Center	78%	79%	95%	80%	79%	81%	94%	77%
CRECE Elmhurst ASP	65%	69%	79%	68%	67%	70%	80%	64%
OYC - Awesome Extended Learning Program	82%	58%	84%	68%	80%	42%	64%	60%
OYC - Encompass Academy ASP	83%	100%	81%	89%	81%	100%	73%	89%
OYC - Fruitvale ASP	89%	85%	98%	89%	85%	86%	98%	88%
SFSU - Havenscourt ASP	63%	62%	45%	89%	58%	62%	46%	92%
SSCF - Urban Arts ASP @ Calvin Simmons	83%	83%	68%	73%	82%	77%	69%	71%
YMCA of the East Bay - Explore ASP	73%	77%	61%	53%	72%	76%	59%	53%
CASP Total	77%	73%	73%	68%	76%	72%	74%	68%

## Number of Surveys Collected by Comprehensive After School Programs

OFCY Grantee	Surveys Collected Fall 2007 and Spr. 2008				
	RPRA	Youth	Parent	Staff	Total
American Indian Child Resource Center	59	125	126	130	440
Ala Costa Center After School	152	129	57	120	458
BACR of the East Bay - Bret Harte ASP	105	220	197	344	866
BACR - Emerson/Peralta ASP	138	324	175	358	995
BACR - Hoover YAH Village ASP		224	138	263	625
BACR - James Madison ASP	95	181	151	170	597
BACR - Martin Luther King ASP	79	130	111	138	458
OP - Sankofa Academy ASP	189	190	136	209	724
BACR - Prescott ASP	45	181	104	217	547
BACR - Claremont ASP	60	101	106	64	331
BACR - Santa Fe Shooting Stars	76	166	100	164	506
BACR - Stonehurst High Hopes ASP	158	283	201	306	948
Dimensions Dance Theater - Rites of Passage	56	122	66	119	363
East Bay Agency for Children - Hawthorne ASP	91	298	243	293	925
East Bay Agency for Children-Sequoia ASP		150	95	160	405
East Bay Asian Youth Center- Franklin ASP		432	196	450	1,078
East Bay Asian Youth Center-Garfield ASP	108	267	180	244	799
East Bay Asian Youth Center-Manzanita ASP		226	86	250	562
East Bay Asian Youth Center-Roosevelt ASP	330	325	196	387	1,238
East Bay Conservation Corps-Charter ASP	86	80	83	89	338
East Oakland Boxing Assoc. Smart Moves	43	139	155	149	486
Girls Inc. - Lockwood ASP	83	127	90	118	418
OASES Lincoln ASP/LEAP		176	144	147	467
OASES-Westlake ASP		269	208	380	857
Oakland Leaf- Ascend ASP	92	247	110	258	707
Oakland Leaf -UPA Urban Arts ASP	72	158	146	130	506
OPR - Oakland Discovery Centers	32	126	61	128	347
Oakland Parks and Recreation-Inclusion Center	28	73	32	57	190
CRECE Elmhurst ASP	162	606	267	285	1,320
OYC - Awesome Extended Learning Program		192	90	204	486
OYC - Encompass Academy ASP		175	175	189	539
OYC - Fruitvale ASP		206	147	167	520
SFSU - Havenscourt ASP	139	136	39	143	457
SSCF - Urban Arts ASP @ Calvin Simmons	137	296	170	332	935
YMCA of the East Bay - Explore ASP	155	193	44	268	660
CASP Total	2,770	7,273	4,625	7,430	22,098

## Service Quality and Reliability Scores for Comprehensive After School Programs

OFCY Grantee	Agency Specified Service Quality				Reliability
	Spr.-08	Spr.-07	Fall-07	Fall-06	Fall-07
American Indian Child Resource Center	3.7	1.4	3.3	1.7	0.90
Ala Costa Center After School	2.3	1.8	2.5	2.2	0.40
BACR of the East Bay - Bret Harte ASP	2.5	3.1	2.0	2.1	0.84
BACR - Emerson/Peralta ASP	1.6	1.4	1.5	2.5	0.62
BACR - Hoover YAH Village ASP	2.1	1.9	1.3	1.3	0.56
BACR - James Madison ASP	1.5	2.5	1.1	0.9	0.76
BACR - Martin Luther King ASP	1.1	1.2	1.6	1.8	0.64
OP - Sankofa Academy ASP	1.2	3.6	3.3	1.0	0.58
BACR - Prescott ASP	3.6	1.7	2.8	1.4	0.61
BACR - Claremont ASP	1.2	1.2	1.4	1.0	0.90
BACR - Santa Fe Shooting Stars	1.7	1.6	1.8	1.2	0.69
BACR - Stonehurst High Hopes ASP	2.1	1.6	1.8	2.4	0.71
Dimensions Dance Theater - Rites of Passage	2.8	2.5	2.4	2.6	0.84
East Bay Agency for Children - Hawthorne ASP	1.3	1.4	1.2	1.4	0.72
East Bay Agency for Children-Sequoia ASP	1.5	1.1	2.1	1.4	0.62
East Bay Asian Youth Center- Franklin ASP	2.0	2.7	2.5	1.9	0.65
East Bay Asian Youth Center-Garfield ASP	2.2	2.4	2.4	2.4	0.66
East Bay Asian Youth Center-Manzanita ASP	1.6	2.7	2.5	1.8	0.56
East Bay Asian Youth Center-Roosevelt ASP	1.6	1.2	1.3	1.1	0.74
East Bay Conservation Corps-Charter ASP	1.2	1.4	1.6	2.2	0.79
East Oakland Boxing Assoc. Smart Moves	2.4	2.9	2.3	2.7	0.66
Girls Inc. - Lockwood ASP	2.4	1.9	2.7	1.7	0.66
OASES Lincoln ASP/LEAP	7.1	2.2	3.8	3.2	0.17
OASES-Westlake ASP	2.5	2.1	1.9	1.6	0.35
Oakland Leaf- Ascend ASP	1.7	1.7	1.7	1.7	0.52
Oakland Leaf -UPA Urban Arts ASP	2.4		2.5		0.60
OPR - Oakland Discovery Centers	2.6	2.7	2.5	3.0	0.68
Oakland Parks and Recreation-Inclusion Center	1.9	1.3	2.0	1.4	0.55
CRECE Elmhurst ASP	1.7	1.6	1.9	1.3	0.81
OYC - Awesome Extended Learning Program	2.0	1.9	1.9	1.4	0.66
OYC - Encompass Academy ASP	1.2	1.5	1.9	1.5	0.68
OYC - Fruitvale ASP	1.7	2.1	2.1	1.9	0.59
SFSU - Havenscourt ASP	1.0	1.1	1.1	1.4	0.56
SSCF - Urban Arts ASP @ Calvin Simmons	1.9	1.1	1.4	1.5	0.76
YMCA of the East Bay - Explore ASP	0.9	1.7	1.0	1.1	0.80
CASP Total	1.8	1.7	1.8	1.6	

# Effort

## Children and Youth All Ages – Comprehensive After School Programs

### Summer Enrichment Grantees

#### OFCY Funds Allocated and Matched – Summer Enrichment

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
Family Support Services- Youth Kinship Program	\$200,000	\$87,782	\$287,782	44%
Girls Inc. - Eureka Teen Achievement	\$42,780	\$16,061	\$58,841	38%
Leadership Excellence-Freedom School	\$127,300	\$50,650	\$177,950	40%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	\$21,000	\$7,000	\$28,000	33%
OPR -Oakland Discovery Centers Summer Program	\$33,605	\$19,603	\$53,208	58%
SE Total	\$424,685	\$181,096	\$605,781	43%

#### OFCY Funds and Matching Funds Spent this Year – Summer Enrichment

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
Family Support Services- Youth Kinship Program	\$197,367	\$101,667	\$299,034	99%	116%
Girls Inc. - Eureka Teen Achievement	\$42,422	\$16,419	\$58,841	99%	102%
Leadership Excellence-Freedom School	\$127,300	\$50,650	\$177,950	100%	100%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	\$21,000	\$7,000	\$28,000	100%	100%
OPR -Oakland Discovery Centers Summer Program	\$33,600	\$17,710	\$51,310	100%	90%
SE Total	\$421,689	\$193,446	\$615,135	99%	107%



### Gender of OFCY Customers – Summer Enrichment

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
Family Support Services- Youth Kinship Program	81	51%	49%	0%
Girls Inc. - Eureka Teen Achievement	60	0%	100%	0%
Leadership Excellence-Freedom School	128	55%	45%	0%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	31	45%	55%	0%
OPR -Oakland Discovery Centers Summer Program	142	51%	49%	0%
SE Total	442	44.8%	55.2%	0.0%

### Age of OFCY Customers – Summer Enrichment

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
Family Support Services- Youth Kinship Program	81	0%	32%	59%	9%	0%
Girls Inc. - Eureka Teen Achievement	60	0%	0%	43%	57%	0%
Leadership Excellence-Freedom School	128	5%	71%	23%	1%	0%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	31	0%	48%	39%	13%	0%
OPR -Oakland Discovery Centers Summer Program	142	0%	37%	47%	17%	0%
SE Total	442	1.4%	41.6%	41.2%	15.8%	0.0%

### Ethnicity of OFCY Customers – Summer Enrichment

Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
81	9.9%	6.2%	24.7%	11.1%	6.2%	17.3%	23.5%	1.2%	0.0%
60	1.7%	5.0%	3.3%	6.7%	20.0%	18.3%	33.3%	11.7%	0.0%
128	12.5%	7.8%	45.3%	0.8%	6.3%	10.2%	15.6%	1.6%	0.0%
31	0.0%	3.2%	83.9%	0.0%	0.0%	0.0%	3.2%	6.5%	3.2%
142	0.0%	1.4%	40.8%	1.4%	29.6%	21.8%	2.1%	2.8%	0.0%
442	6.4%	13.2%	13.2%	5.2%	20.3%	13.6%	22.5%	4.3%	1.4%

## Oakland Council Districts Where Youth Customers Live –

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
Family Support Services- Youth Kinship Program	81	9.9%	6.2%	24.7%	11.1%	6.2%	17.3%	23.6%	1.2%	0.0%
Girls Inc. - Eureka Teen Achievement	60	1.7%	5.0%	3.3%	6.7%	20.0%	18.3%	33.3%	11.7%	0.0%
Leadership Excellence-Freedom School	128	12.5%	7.8%	45.3%	0.6%	6.3%	10.2%	15.6%	1.6%	0.0%
Marcus A. Foster Ed. In.-Prescott Circus Theatre	31	0.0%	3.2%	83.8%	0.0%	0.0%	0.0%	3.2%	6.8%	3.2%
OPR -Oakland Discovery Centers Summer Program	142	0.0%	1.4%	40.8%	1.4%	29.6%	21.8%	2.1%	2.8%	0.0%
SE Total	442	6.4%	13.2%	13.2%	5.2%	20.3%	13.6%	22.5%	4.3%	1.4%

## RPR Assets

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Asset Level
Family Support Services- Youth Kinship Program	81	MEDIUM
Girls Inc. - Eureka Teen Achievement	60	MEDIUM
Leadership Excellence-Freedom School	128	LOW
Marcus A. Foster Ed. In.-Prescott Circus Theatre	31	
OPR -Oakland Discovery Centers Summer Program	142	MEDIUM
SE Total	442	MEDIUM

## Hours of Service Delivered and Cost per Hour by Summer Enrichment

OFCY Funded Grantees FY 2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
Family Support Services- Youth Kinship Program	20,475	19,110	93%	236
Girls Inc. - Eureka Teen Achievement	4,627	7,720	167%	129
Leadership Excellence-Freedom School	21,000	22,225	106%	174
Marcus A. Foster Ed. In.-Prescott Circus Theatre	3,481	4,219	121%	136
OPR -Oakland Discovery Centers Summer Program	11,172	12,249	110%	86
SE Total	60,755	65,523	108%	86

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year
Family Support Services- Youth Kinship Program	\$10.33	\$15.65	\$2,437	\$3,692
Girls Inc. - Eureka Teen Achievement	\$5.50	\$7.62	\$707	\$981
Leadership Excellence-Freedom School	\$5.73	\$8.01	\$995	\$1,390
Marcus A. Foster Ed. In.-Prescott Circus Theatre	\$4.98	\$6.64	\$677	\$903
OPR -Oakland Discovery Centers Summer Program	\$2.74	\$4.19	\$237	\$361
SE Total	\$6.44	\$9.39	\$237	\$361

# Effect

## Customer Satisfaction of Children, Youth, and Parents – Summer Enrichment

OFCY Grantee	Youth-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity				Staff-rated Asset Development Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
FSS - Kinship Summer Youth Program			56%	66%			78%	69%			74%	56%
Girls Inc. Eureka Summer Program			61%	66%			75%	77%			88%	75%
Leadership Excellence-Freedom Summer School			61%	61%			65%	75%			78%	80%
MAF - Prescott Theatre Summer Program			79%	84%			87%	91%			83%	
OPR - Discovery Centers Summer Program			78%	78%			93%	87%			89%	91%
SE Total			65%	67%			77%	78%			81%	75%

## Children and Youth Asset Development Service Productivity – Summer Enrichment

OFCY Grantee	Staff-rated Asset Development Service Productivity				Youth-rated Agency Service Productivity				Parent-rated Agency Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
FSS - Kinship Summer Youth Program			74%	56%			62%	70%			78%	71%
Girls Inc. Eureka Summer Program			88%	75%			63%	69%			70%	76%
Leadership Excellence-Freedom Summer School			78%	80%			64%	66%			74%	75%
MAF - Prescott Theatre Summer Program			83%				87%	83%			83%	87%
OPR - Discovery Centers Summer Program			89%	91%			75%	80%			96%	91%
SE Total			81%	75%			68%	70%			77%	78%

## Grantee-Specific Service Productivity – Summer Enrichment

OFCY Grantee	Youth-rated Agency Service Productivity				Parent-rated Agency Service Productivity				Staff-rated Agency Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
FSS - Kinship Summer Youth Program			62%	70%			78%	71%			59%	40%
Girls Inc. Eureka Summer Program			63%	69%			70%	76%			73%	69%
Leadership Excellence-Freedom Summer School			64%	66%			74%	75%			81%	67%
MAF - Prescott Theatre Summer Program			87%	83%			83%	87%			92%	
OPR - Discovery Centers Summer Program			75%	80%			96%	91%			91%	94%
SE Total			68%	70%			77%	78%			78%	66%

## Staff Assessment of Resiliency Variables in Child/Youth Customers

OFCY Grantee	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
FSS - Kinship Summer Youth Program			4.12	3.96			8.76	6.61
Girls Inc. Eureka Summer Program			4.11	4.06			6.76	4.71
Leadership Excellence-Freedom Summer School			4.39	4.11			3.97	5.91
MAF - Prescott Theatre Summer Program			4.80				5.37	
OPR - Discovery Centers Summer Program			4.07	3.82			3.46	4.15
SE Total			4.28	4.00			5.44	5.43

OFCY Grantee	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation--Home, School, Community			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
FSS - Kinship Summer Youth Program			59%	55%			61%	50%
Girls Inc. Eureka Summer Program			67%	58%			66%	62%
Leadership Excellence-Freedom Summer School			80%	73%			79%	72%
MAF - Prescott Theatre Summer Program			70%				68%	
OPR - Discovery Centers Summer Program			87%	78%			88%	78%
SE Total			74%	65%			74%	64%

## Number of Surveys Collected by Comprehensive After School Programs

OFCY Grantee	Surveys Collected Fall 2007 and Spr. 2008				
	RPRA	Youth	Parent	Staff	Total
FSS - Kinship Summer Youth Program	58	55	44	67	224
Girls Inc. Eureka Summer Program	58	57	57	59	231
Leadership Excellence-Freedom Summer School	93	101	48	124	366
MAF - Prescott Theatre Summer Program		27	24	30	81
OPR - Discovery Centers Summer Program	31	56	24	59	170
SE Total	240	296	197	339	1,072

## Service Quality and Reliability Scores for Comprehensive After School Programs

OFCY Grantee	Agency Specified Service Quality				Reliability
	Spr.-08	Spr.-07	Fall-07	Fall-06	Fall-07
FSS - Kinship Summer Youth Program			1.7	2.3	0.68
Girls Inc. Eureka Summer Program			1.9	2.3	0.77
Leadership Excellence-Freedom Summer School			1.5	2.3	0.94
MAF - Prescott Theatre Summer Program			4.5	4.6	0.75
OPR - Discovery Centers Summer Program			2.5	2.9	0.79
SE Total			1.9	2.5	

# Effort

## Children and Youth Ages 15-20 – Career and College Readiness and Youth Leadership Programs

### OFCY Funds Allocated and Matched – Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
Alameda County Health Care Foundation	\$100,000	\$100,000	\$200,000	100%
Asian Community Mental Health Services-AYPAL	\$200,000	\$335,500	\$535,500	168%
BEST/EXCEL HS - Youth Leadership	\$200,000	\$348,933	\$548,933	174%
Youth UpRising - Corners Café	\$41,500	\$82,000	\$123,500	198%
Dimensions Dance Theater - Intern Program	\$35,800	\$34,960	\$70,760	98%
Eastside Arts Alliance Youth Center	\$100,000	\$100,160	\$200,160	100%
East Bay Asian Youth Center -RISE	\$132,409	\$78,179	\$210,588	59%
Global Education Partnership-EETP	\$108,500	\$66,083	\$174,583	61%
Oakland Kids First-Real Hard	\$136,000	\$107,048	\$243,048	79%
Next Step Learning Center-Success at 17	\$51,859	\$71,834	\$123,693	139%
OASES SOAR Career & College Readiness	\$55,000	\$104,210	\$159,210	189%
Opera Piccola -ArtGate Advance	\$102,387	\$57,550	\$159,937	56%
Spanish Speaking Citizen's Foundation-Youth Leadership	\$150,000	\$139,247	\$289,247	93%
Youth ALIVE !- Teens on Target	\$150,000	\$49,488	\$199,488	33%
Youth Employment Partnership-Career Try Out	\$174,919	\$114,597	\$289,516	66%
Youth Together- Youth Leadership	\$200,000	\$558,828	\$758,828	279%
Youth UpRising - Youth Grants	\$175,000	\$44,738	\$219,738	26%
CCRYL Total	\$2,113,374	\$2,393,355	\$4,506,729	113%

## OFCY Funds and Matching Funds Spent this Year – Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
Alameda County Health Care Foundation	\$100,000	\$79,625	\$179,625	100%	80%
Asian Community Mental Health Services-AYPAL	\$200,000	\$451,950	\$651,950	100%	135%
BEST/EXCEL HS - Youth Leadership	\$200,000	\$135,483	\$335,483	100%	39%
Youth UpRising - Corners Café	\$41,500	\$82,000	\$123,500	100%	100%
Dimensions Dance Theater - Intern Program	\$35,800	\$34,960	\$70,760	100%	100%
Eastside Arts Alliance Youth Center	\$100,000	\$90,000	\$190,000	100%	90%
East Bay Asian Youth Center -RISE	\$132,409	\$78,179	\$210,588	100%	100%
Global Education Partnership-EETP	\$108,500	\$52,363	\$160,863	100%	79%
Oakland Kids First-Real Hard	\$136,000	\$116,484	\$252,484	100%	109%
Next Step Learning Center-Success at 17	\$51,859	\$71,834	\$123,693	100%	100%
OASES SOAR Career & College Readiness	\$55,000	\$104,210	\$159,210	100%	100%
Opera Piccola -ArtGate Advance	\$100,000	\$43,125	\$143,125	98%	75%
Spanish Speaking Citizen's Foundation-Youth Leadership	\$150,000	\$113,500	\$263,500	100%	82%
Youth ALIVE !- Teens on Target	\$150,000	\$96,526	\$246,526	100%	195%
Youth Employment Partnership-Career Try Out	\$174,919	\$114,597	\$289,516	100%	100%
Youth Together- Youth Leadership	\$200,000	\$558,828	\$758,828	100%	100%
Youth UpRising - Youth Grants	\$175,000	\$44,755	\$219,755	100%	100%
CCRYL Total	\$2,110,987	\$2,268,419	\$4,379,406	100%	95%

## Gender of OFCY Customers Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
Alameda County Health Care Foundation	748	49%	51%	0%
Asian Community Mental Health Services-AYPAL	268	45%	50%	5%
BEST/EXCEL HS - Youth Leadership	210	57%	43%	0%
Youth UpRising - Corners Café	15	53%	47%	0%
Dimensions Dance Theater - Intern Program	10	20%	80%	0%
Eastside Arts Alliance Youth Center	184	48%	52%	0%
East Bay Asian Youth Center -RISE	254	37%	63%	0%
Global Education Partnership-EETP	162	50%	50%	0%
Oakland Kids First-Real Hard	451	42%	58%	0%
Next Step Learning Center-Success at 17	174	58%	42%	0%
OASES SOAR Career & College Readiness	42	52%	48%	0%
Opera Piccola -ArtGate Advance	176	34%	66%	0%
Spanish Speaking Citizen's Foundation-Youth Leadership	75	44%	56%	0%
Youth ALIVE !- Teens on Target	45	36%	62%	2%
Youth Employment Partnership-Career Try Out	156	37%	64%	0%
Youth Together- Youth Leadership	772	51%	49%	0%
Youth UpRising - Youth Grants	284	42%	58%	0%
CCRYL Total	4,466	46.7%	52.5%	0.8%

## Age of OFCY Customers for Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
Alameda County Health Care Foundation	748	0%	10%	70%	20%	0%
Asian Community Mental Health Services-AYPAL	268	1%	1%	9%	78%	12%
BEST/EXCEL HS - Youth Leadership	210	0%	0%	13%	87%	0%
Youth UpRising - Corners Café	15	0%	0%	0%	47%	53%
Dimensions Dance Theater - Intern Program	10	0%	0%	10%	80%	10%
Eastside Arts Alliance Youth Center	184	0%	0%	20%	78%	3%
East Bay Asian Youth Center -RISE	254	0%	0%	7%	93%	0%
Global Education Partnership-EETP	162	0%	0%	8%	90%	2%
Oakland Kids First-Real Hard	451	0%	0%	8%	92%	0%
Next Step Learning Center-Success at 17	174	0%	0%	0%	96%	4%
OASES SOAR Career & College Readiness	42	0%	0%	2%	98%	0%
Opera Piccola -ArtGate Advance	176	0%	0%	5%	93%	2%
Spanish Speaking Citizen's Foundation-Youth Leadership	75	0%	1%	4%	88%	7%
Youth ALIVE I- Teens on Target	45	0%	0%	7%	91%	2%
Youth Employment Partnership-Career Try Out	156	0%	0%	0%	89%	11%
Youth Together- Youth Leadership	772	0%	0%	6%	94%	0%
Youth UpRising - Youth Grants	284	0%	0%	14%	82%	4%
CCRYL Total	4,466	0.1%	1.8%	18.0%	77.5%	1.8%

## Ethnicity of OFCY Customers for Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	African American	Latino American	Asian/PI American	Native American	Caucasian American	Multi Racial	Unknown
Alameda County Health Care Foundation	748	30%	31%	17%	0%	3%	19%	0%
Asian Community Mental Health Services-AYPAL	268	2%	1%	90%	0%	0%	1%	6%
BEST/EXCEL HS - Youth Leadership	210	89%	6%	5%	0%	0%	1%	0%
Youth UpRising - Corners Café	15	67%	27%	0%	0%	0%	7%	0%
Dimensions Dance Theater - Intern Program	10	100%	0%	0%	0%	0%	0%	0%
Eastside Arts Alliance Youth Center	184	42%	45%	13%	0%	0%	0%	0%
East Bay Asian Youth Center -RISE	254	16%	16%	64%	0%	0%	3%	0%
Global Education Partnership-EETP	162	47%	51%	1%	0%	0%	2%	0%
Oakland Kids First-Real Hard	451	49%	9%	21%	0%	3%	19%	0%
Next Step Learning Center-Success at 17	174	76%	18%	4%	1%	2%	0%	0%
OASES SOAR Career & College Readiness	42	0%	0%	100%	0%	0%	0%	0%
Opera Piccola -ArtGate Advance	176	58%	15%	5%	2%	2%	18%	0%
Spanish Speaking Citizen's Foundation-Youth Leadership	75	0%	93%	1%	0%	0%	3%	3%
Youth ALIVE I- Teens on Target	45	18%	56%	11%	0%	2%	11%	2%
Youth Employment Partnership-Career Try Out	156	88%	6%	6%	0%	0%	0%	0%
Youth Together- Youth Leadership	772	38%	36%	15%	2%	2%	6%	0%
Youth UpRising - Youth Grants	284	35%	18%	34%	2%	2%	5%	5%
CCRYL Total	4,466	43%	23%	22%	1%	2%	9%	2%

## Oakland Council Districts Where Youth Customers Live – Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
Alameda County Health Care Foundation	748	10.2%	21.5%	9.2%	4.8%	29.3%	8.7%	13.8%	2.5%	0.0%
Asian Community Mental Health Services-AYPAL	268	0.7%	29.1%	2.8%	7.8%	24.3%	8.6%	3.7%	8.2%	14.9%
BEST/EXCEL HS - Youth Leadership	210	11.9%	3.3%	72.4%	1.4%	2.9%	2.9%	3.3%	1.9%	0.0%
Youth UpRising - Corners Café	15	0.0%	0.0%	6.7%	6.7%	0.0%	33.3%	26.7%	26.7%	0.0%
Dimensions Dance Theater - Intern Program	10	20.0%	0.0%	30.0%	0.0%	0.0%	30.0%	10.0%	10.0%	0.0%
Eastside Arts Alliance Youth Center	184	2.7%	21.7%	4.9%	5.4%	17.4%	10.3%	33.2%	4.3%	0.0%
East Bay Asian Youth Center -RISE	254	0.8%	57.1%	3.5%	3.1%	18.9%	5.1%	8.3%	3.1%	0.0%
Global Education Partnership-EETP	162	1.2%	1.9%	1.9%	3.1%	9.3%	24.7%	54.3%	3.7%	0.0%
Oakland Kids First-Real Hard	451	8.6%	15.7%	28.8%	13.1%	4.9%	11.1%	14.2%	3.5%	0.0%
Next Step Learning Center-Success at 17	174	8.0%	14.4%	33.3%	2.3%	9.8%	16.7%	14.9%	0.6%	0.0%
OASES SOAR Career & College Readiness	42	2.4%	40.5%	38.1%	4.8%	2.4%	0.0%	2.4%	7.1%	2.4%
Opera Piccola -ArtGate Advance	176	18.8%	10.8%	18.2%	5.7%	8.7%	13.6%	18.2%	5.1%	0.0%
Spanish Speaking Citizen's Foundation-Youth Leadership	75	1.3%	0.0%	0.0%	8.0%	48.0%	12.0%	14.7%	2.7%	13.3%
Youth ALIVE I- Teens on Target	45	0.0%	13.3%	0.0%	4.4%	17.8%	11.1%	51.1%	0.0%	2.2%
Youth Employment Partnership-Career Try Out	156	6.4%	9.6%	19.9%	6.4%	12.8%	18.6%	21.8%	0.8%	3.8%
Youth Together- Youth Leadership	772	1.4%	4.9%	2.7%	12.3%	25.9%	25.6%	26.4%	0.5%	0.1%
Youth UpRising - Youth Grants	284	2.8%	23.9%	8.7%	5.3%	14.4%	13.4%	19.7%	7.7%	8.0%

## RPR Assets by Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Asset Level
Alameda County Health Care Foundation	748	MEDIUM
Asian Community Mental Health Services-AYPAL	268	MEDIUM
BEST/EXCEL HS - Youth Leadership	210	MEDIUM
Youth UpRising - Corners Café	15	HIGH
Dimensions Dance Theater - Intern Program	10	LOW
Eastside Arts Alliance Youth Center	184	MEDIUM
East Bay Asian Youth Center -RISE	254	LOW
Global Education Partnership-EETP	162	LOW
Oakland Kids First-Real Hard	451	MEDIUM
Next Step Learning Center-Success at 17	174	MEDIUM
OASES SOAR Career & College Readiness	42	LOW
Opera Piccola -ArtGate Advance	176	MEDIUM
Spanish Speaking Citizen's Foundation-Youth Leadership	75	LOW
Youth ALIVE I- Teens on Target	45	MEDIUM
Youth Employment Partnership-Career Try Out	156	MEDIUM
Youth Together- Youth Leadership	772	MEDIUM
Youth UpRising - Youth Grants	284	MEDIUM
CCRYL Total	4,466	MEDIUM



## Hours of Service Delivered and Cost per Hour by Career and College Readiness and Youth Leadership Programs

OFCY Funded Grantees FY 2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
Alameda County Health Care Foundation	13,734	15,648	114%	21
Asian Community Mental Health Services-AYPAL	38,907	57,589	148%	215
BEST/EXCEL HS - Youth Leadership	69,330	45,309	65%	216
Youth UpRising - Corners Café	18,636	17,000	91%	1,133
Dimensions Dance Theater - Intern Program	15,720	16,588	106%	1,659
Eastside Arts Alliance Youth Center	55,365	57,097	103%	310
East Bay Asian Youth Center -RISE	25,090	25,198	100%	99
Global Education Partnership-EETP	25,700	35,535	138%	219
Oakland Kids First-Real Hard	25,868	24,446	95%	54
Next Step Learning Center-Success at 17	22,736	29,695	131%	171
OASES SOAR Career & College Readiness	7,739	8,217	106%	196
Opera Piccola -ArtGate Advance	13,556	14,861	110%	84
Spanish Speaking Citizen's Foundation-Youth Leadership	16,972	17,406	103%	232
Youth ALIVE !- Teens on Target	14,679	15,034	102%	334
Youth Employment Partnership-Career Try Out	26,671	22,359	84%	143
Youth Together- Youth Leadership	94,194	115,605	123%	150
Youth UpRising - Youth Grants	87,938	121,167	138%	427
CCRYL Total	572,835	638,754	112%	159

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year	Youth Stipes & Grants
Alameda County Health Care Foundation	\$6.39	\$11.48	\$134	\$240	\$25,500
Asian Community Mental Health Services-AYPAL	\$3.47	\$11.32	\$746	\$2,433	\$0
BEST/EXCEL HS - Youth Leadership	\$4.41	\$7.40	\$952	\$1,598	\$16,740
Youth UpRising - Corners Café	\$2.44	\$7.26	\$2,767	\$8,233	\$20,000
Dimensions Dance Theater - Intern Program	\$2.16	\$4.27	\$3,580	\$7,076	\$24,000
Eastside Arts Alliance Youth Center	\$1.75	\$3.33	\$543	\$1,033	\$5,000
East Bay Asian Youth Center -RISE	\$5.25	\$8.36	\$521	\$829	\$0
Global Education Partnership-EETP	\$3.05	\$4.53	\$670	\$993	\$17,950
Oakland Kids First-Real Hard	\$5.56	\$10.33	\$302	\$560	\$13,500
Next Step Learning Center-Success at 17	\$1.75	\$4.17	\$298	\$711	\$0
OASES SOAR Career & College Readiness	\$6.69	\$19.38	\$1,310	\$3,791	\$0
Opera Piccola -ArtGate Advance	\$6.73	\$9.63	\$568	\$813	\$18,040
Spanish Speaking Citizen's Foundation-Youth Leadership	\$8.62	\$15.14	\$2,000	\$3,513	\$26,100
Youth ALIVE !- Teens on Target	\$9.98	\$16.40	\$3,333	\$5,478	\$40,000
Youth Employment Partnership-Career Try Out	\$7.82	\$12.95	\$1,121	\$1,856	\$143,202
Youth Together- Youth Leadership	\$1.73	\$6.56	\$259	\$983	\$46,300
Youth UpRising - Youth Grants	\$1.44	\$1.81	\$616	\$774	\$105,000
CCRYL Total	\$3.30	\$6.86	\$524	\$1,088	

# Effect

## Customer Satisfaction of Children, Youth, and Parents – Career and College Readiness and Youth Leadership Programs

OFCY Grantee	Youth Satisfaction Rate				Parent Satisfaction Rate			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda County Health Care Foundation	76%	83%	86%	78%	80%	81%	92%	93%
Asian Community Mental Health Services-AYPAL	94%	87%	90%	92%	89%	83%	93%	86%
BEST/EXCEL HS - Youth Leadership	88%	92%	82%	84%	92%	64%	56%	93%
Corners Café - Youth Grants	83%				76%			
Eastside Arts Alliance Youth Center	89%	85%	83%	88%	89%	86%	80%	91%
East Bay Asian Youth Center -RISE	81%	85%	84%	84%	81%	88%	81%	81%
Global Education Partnership-EETP	74%	78%	69%	84%	75%	83%	73%	67%
Oakland Kids First-Real Hard	83%	88%	82%	89%	91%	66%	69%	90%
Next Step Learning Center-Success at 17	92%	97%	89%	94%	88%	91%	81%	90%
OASES SOAR Career & College Readiness	90%	94%	93%	87%	88%	93%	96%	92%
Opera Piccola -ArtGate Advance	85%	96%	88%	89%	93%	94%	88%	89%
Spanish Speaking Citizen's Foundation-Youth ASP	85%	93%	84%	86%	82%	86%	91%	84%
Youth ALIVE I- Teens on Target	90%	92%	91%	91%	86%	88%	84%	88%
Youth Employment Partnership-Career Try Out	77%	80%	87%	86%				85%
Youth Together-OLOP Youth Leadership	87%	89%	85%	89%	85%	79%	81%	88%
Youth UpRising - Youth Grants	89%	89%	91%	90%	82%	89%	89%	94%
CCRYL Total	85%	87%	86%	88%	84%	84%	75%	87%

## Children and Youth Asset Development Service Productivity – Career and College Readiness and Youth Leadership Programs

OFCY Grantee	Youth-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity				Staff-rated Asset Development Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda County Health Care Foundation	58%	70%	75%	54%	61%	75%	81%	74%	69%	99%	95%	98%
Asian Community Mental Health Services-AYPAL	87%	74%	77%	71%	88%	65%	85%	81%	84%	83%	89%	90%
BEST/EXCEL HS - Youth Leadership	63%	70%	66%	67%	87%	42%	33%	72%	75%	81%	81%	86%
Corners Café - Youth Grants	75%				66%				98%			
Eastside Arts Alliance Youth Center	80%	74%	68%	63%	87%	74%	72%	84%	92%	87%	78%	89%
East Bay Asian Youth Center -RISE	64%	64%	61%	58%	66%	65%	63%	56%	82%	58%	44%	66%
Global Education Partnership-EETP	68%	61%	66%	67%	64%	84%	63%	76%	88%	87%	66%	86%
Oakland Kids First-Real Hard	60%	67%	63%	76%	89%	41%	33%	73%	84%	70%	61%	62%
Next Step Learning Center-Success at 17	83%	88%	79%	83%	91%	86%	87%	89%	85%	91%	93%	90%
OASES SOAR Career & College Readiness	83%	82%	81%	67%	85%	93%	89%	85%	84%	87%	89%	74%
Opera Piccola -ArtGate Advance	57%	74%	56%	57%	65%	76%	62%	57%	72%	88%	71%	66%
Spanish Speaking Citizen's Foundation-Youth ASP	77%	80%	72%	65%	72%	84%	78%	73%	91%	90%	74%	71%
Youth ALIVE I- Teens on Target	73%	68%	78%	68%	71%	68%	70%	73%	68%	68%	70%	68%
Youth Employment Partnership-Career Try Out	53%	54%	61%	69%				73%	86%	86%	86%	77%
Youth Together-OLOP Youth Leadership	73%	75%	66%	66%	68%	74%	67%	74%	82%	86%	73%	85%
Youth UpRising - Youth Grants	74%	74%	77%	78%	75%	73%	83%	81%	89%	83%	83%	79%
CCRYL Total	69%	72%	69%	67%	73%	72%	57%	75%	84%	85%	74%	81%

## Grantee-Specific Service Productivity – Career and College Readiness and Youth Leadership Programs

OFCY Grantee	Youth-rated Agency Service Productivity				Parent-rated Agency Service Productivity				Staff-rated Agency Service Productivity			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
Alameda County Health Care Foundation	67%	70%	87%	72%	67%	76%	78%	91%	92%	99%	95%	100%
Asian Community Mental Health Services-AYPAL	90%	80%	82%	80%	93%	74%	85%	87%	97%	93%	91%	95%
BEST/EXCEL HS - Youth Leadership	31%		60%	75%	69%		17%	77%			48%	80%
Corners Café - Youth Grants	76%				87%					96%		
Eastside Arts Alliance Youth Center	80%	64%	63%	56%	81%	71%	71%	82%	97%	83%	86%	87%
East Bay Asian Youth Center -RISE	58%	72%	58%	66%	81%	72%	69%	65%	87%	56%	49%	46%
Global Education Partnership-EETP	86%	64%	69%	64%	85%	80%	83%	80%	92%	88%	86%	82%
Oakland Kids First-Real Hard	66%	70%	63%	81%	88%	34%	47%	78%	85%	70%	61%	75%
Next Step Learning Center-Success at 17	90%	93%	91%	98%	86%	89%	86%	90%	77%	80%	86%	85%
OASES SOAR Career & College Readiness	77%	82%	79%	74%	82%	94%	84%	80%	86%	87%	65%	67%
Opera Piccola -ArtGate Advance	65%	81%	64%	68%	65%	78%	67%	72%	78%	82%	75%	83%
Spanish Speaking Citizen's Foundation-Youth ASP	74%	83%	63%	65%	76%	86%	80%	73%	93%	94%	94%	79%
Youth ALIVE !- Teens on Target	79%	76%	87%	76%	83%	72%	76%	74%	94%	85%	87%	88%
Youth Employment Partnership-Career Try Out	82%	85%	83%	84%					77%	96%	92%	83%
Youth Together-OLOP Youth Leadership	71%	73%	63%	64%	71%	72%	64%	78%	83%	91%	72%	84%
Youth UpRising - Youth Grants	77%	77%	78%	81%	74%	79%	74%	87%	93%	87%	84%	85%
CCRYL Total	72%	74%	70%	72%	74%	75%	53%	79%	88%	87%	75%	83%

## Staff Assessment of Resiliency Variables in Child/Youth Customers

OFCY Grantee	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
Alameda County Health Care Foundation	2.71	2.54	3.16	4.86	4.97	5.43	6.29	7.31
Asian Community Mental Health Services-AYPAL	4.39	4.14	3.72	3.96	5.49	4.24	4.35	4.71
BEST/EXCEL HS - Youth Leadership	4.06	3.94	4.03	4.38	3.34	3.43	2.58	3.28
Corners Café - Youth Grants	3.78				0.22			
Eastside Arts Alliance Youth Center	4.31	3.87	3.79	4.02	2.90	3.58	3.19	4.26
East Bay Asian Youth Center -RISE		3.29		3.33	2.72	3.67	1.09	2.79
Global Education Partnership-EETP	4.41	3.97	3.38	3.91	5.43	2.78	3.31	3.08
Oakland Kids First-Real Hard	4.33	3.74	3.71	3.36	2.36	5.00	2.29	2.65
Next Step Learning Center-Success at 17	3.36	3.18	3.54	3.41	5.32	5.73	5.32	5.28
OASES SOAR Career & College Readiness	3.94	4.24	3.93	3.95	17.29	14.44	11.64	20.00
Opera Piccola -ArtGate Advance	3.19	3.75	3.86	3.30	2.40	2.79	1.93	1.98
Spanish Speaking Citizen's Foundation-Youth ASP	4.31	3.83	4.25	3.92	4.68	9.12	4.87	5.26
Youth ALIVE !- Teens on Target	4.21	4.24	4.18	4.51	2.11	1.94	2.08	1.95
Youth Employment Partnership-Career Try Out	4.67	4.50	4.60	3.89	1.50	3.00	2.00	2.17
Youth Together-OLOP Youth Leadership	3.78	4.12	3.67	3.96	3.46	2.60	2.46	3.59
Youth UpRising - Youth Grants	4.37	4.09	4.30	4.19	3.25	2.58	2.47	2.29
CCRYL Total	3.94	3.66	3.78	3.86	4.07	4.45	3.20	4.02

OFCY Grantee	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation--Home, School, Community			
	Spr-08	Spr-07	Fall-07	Fall-06	Spr-08	Spr-07	Fall-07	Fall-06
Alameda County Health Care Foundation	51%	53%	49%	71%	52%	54%	56%	70%
Asian Community Mental Health Services-AYPAL	80%	65%	70%	71%	79%	65%	70%	71%
BEST/EXCEL HS - Youth Leadership	65%	61%	62%	67%	65%	60%	63%	66%
Corners Café - Youth Grants	83%				71%			
Eastside Arts Alliance Youth Center	85%	85%	79%	88%	87%	81%	87%	
East Bay Asian Youth Center -RISE	62%	41%	31%	41%	61%	46%	31%	48%
Global Education Partnership-EETP	100%	78%	48%	69%	99%	84%	49%	72%
Oakland Kids First-Real Hard	87%	85%	71%	60%	82%	79%	72%	59%
Next Step Learning Center-Success at 17	62%	50%	61%	56%	62%	51%	63%	57%
OASES SOAR Career & College Readiness	82%	79%	64%	52%	79%	86%	67%	60%
Opera Piccola -ArtGate Advance	59%	73%	66%	61%	66%	78%	66%	66%
Spanish Speaking Citizen's Foundation-Youth ASP	80%	90%	76%	72%	77%	89%	72%	69%
Youth ALIVE !- Teens on Target	84%	76%	74%	84%	80%	76%	83%	85%
Youth Employment Partnership-Career Try Out	71%	75%	75%	50%	71%	75%	80%	51%
Youth Together-OLOP Youth Leadership	69%	82%	71%	80%	77%	79%	68%	82%
Youth UpRising - Youth Grants	79%	74%	74%	77%	80%	76%	78%	76%
CCRYL Total	73%	70%	63%	69%	73%	70%	64%	69%

## Number of Surveys Collected by Career and College Readiness and Youth Leadership Programs

OFCY Grantee	Surveys Collected Fall 2007 and Spr. 2008				
	RPRA	Youth	Parent	Staff	Total
Alameda County Health Care Foundation	51	117	101	115	384
Asian Community Mental Health Services-AYPAL	111	196	55	172	534
BEST/EXCEL HS - Youth Leadership	83	78	338	119	618
Corners Café - Youth Grants	8	8	5	9	30
Eastside Arts Alliance Youth Center	118	118	80	118	434
East Bay Asian Youth Center -RISE	161	348	176	288	973
Global Education Partnership-EETP	92	91	91	80	354
Oakland Kids First-Real Hard	151	155	69	151	526
Next Step Learning Center-Success at 17	63	63	38	130	294
OASES SOAR Career & College Readiness	56	56	48	62	222
Opera Piccola -ArtGate Advance	115	122	106	121	464
Spanish Speaking Citizen's Foundation-Youth ASP	51	83	66	91	291
Youth ALIVE !- Teens on Target	65	65	62	66	258
Youth Employment Partnership-Career Try Out	216	131		11	358
Youth Together-OLOP Youth Leadership	185	251	140	153	729
Youth UpRising - Youth Grants	87	265	150	230	732
CCRYL Total	1,646	2,213	1,525	1,980	7,364

## Service Quality and Reliability Scores for Career and College Readiness and Youth Leadership Programs

OFCY Grantee	Agency Specified Service Quality				Reliability
	Spr.-08	Spr.-07	Fall-07	Fall-06	Fall-07
Alameda County Health Care Foundation	2.1	2.5	4.4	2.5	0.75
Asian Community Mental Health Services-AYPAL	4.5	3.0	3.0	3.5	0.70
BEST/EXCEL HS - Youth Leadership	0.8		1.5	3.0	0.81
Corners Café - Youth Grants	3.0				0.75
Eastside Arts Alliance Youth Center	3.2	2.0	1.8	1.8	0.65
East Bay Asian Youth Center -RISE	1.2	2.1	1.7	1.9	0.74
Global Education Partnership-EETP	4.0	1.8	2.0	2.9	0.59
Oakland Kids First-Real Hard	1.9	2.4	1.7	3.4	0.86
Next Step Learning Center-Success at 17	6.5	6.0	5.8	15.3	0.47
OASES SOAR Career & College Readiness	3.2	4.1	2.6	2.3	0.66
Opera Piccola -ArtGate Advance	2.1	2.6	2.2	2.1	0.77
Spanish Speaking Citizen's Foundation-Youth ASP	2.6	3.1	1.9	2.0	0.54
Youth ALIVE !- Teens on Target	2.9	3.3	4.1	3.1	0.84
Youth Employment Partnership-Career Try Out	1.5	1.7	4.6	3.2	0.92
Youth Together-OLOP Youth Leadership	2.5	2.7	1.8	2.0	0.85
Youth UpRising - Youth Grants	2.5	2.6	2.7	2.7	0.78
CCRYL Total	2.2	2.4	2.1	2.3	

# Effort

## Children and Youth ALL Ages – Physical and Behavioral Health Programs

### OFCY Funds Allocated and Matched – Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds	Match	Total	Percent Match
Alameda Family Services-Dream Catcher	\$175,000	\$383,931	\$558,931	219%
Bay Area Oakland SCORES	\$150,192	\$97,368	\$247,560	65%
Bay Area Outreach & Recreation Program (BORP)	\$40,000	\$23,425	\$63,425	59%
First Place for Youth - Healthy Transitions	\$175,000	\$693,912	\$868,912	397%
Jack London Aquatic Center-Rowing Revolution	\$53,999	\$39,866	\$93,865	74%
La Clinica De La Raza-Youth Brigade	\$92,209	\$31,677	\$123,886	34%
Native American Health Center-Youth Voices	\$175,000	\$281,219	\$456,219	161%
OBUGS-Planting a Future	\$100,000	\$63,755	\$163,755	64%
Project Re-Connect	\$166,000	\$186,156	\$352,156	112%
Sports4Kids After School Program	\$175,000	\$198,066	\$373,066	113%
Through The Looking Glass-Families w/ Disabilities	\$71,000	\$58,767	\$129,767	83%
PBH Total	\$1,373,400	\$2,058,142	\$3,431,542	150%

### OFCY Funds and Matching Funds Spent this Year – Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	OFCY Funds Spent for Year	Matching Funds Spent for Year	Total Funds Spent for Year	Percent of OFCY Funds Spent for Year	Percent of Matching Funds Spent
Alameda Family Services-Dream Catcher	\$175,000	\$350,000	\$525,000	100%	91%
Bay Area Oakland SCORES	\$150,192	\$97,368	\$247,560	100%	100%
Bay Area Outreach & Recreation Program (BORP)	\$40,000	\$23,425	\$63,425	100%	100%
First Place for Youth - Healthy Transitions	\$173,723	\$791,554	\$965,277	99%	114%
Jack London Aquatic Center-Rowing Revolution	\$53,999	\$39,866	\$93,865	100%	100%
La Clinica De La Raza-Youth Brigade	\$92,056	\$31,667	\$123,723	100%	100%
Native American Health Center-Youth Voices	\$171,675	\$262,549	\$434,224	98%	93%
OBUGS-Planting a Future	\$100,000	\$44,386	\$144,386	100%	70%
Project Re-Connect	\$165,820	\$124,000	\$289,820	100%	67%
Sports4Kids After School Program	\$175,000	\$248,657	\$423,657	100%	126%
Through The Looking Glass-Families w/ Disabilities	\$71,000	\$78,622	\$149,622	100%	134%
PBH Total	\$1,368,465	\$2,092,094	\$3,460,559	100%	102%

## Gender of OFCY Customers Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Male	Female	Unknown
Alameda Family Services-Dream Catcher	440	48%	48%	4%
Bay Area Oakland SCORES	263	54%	46%	0%
Bay Area Outreach & Recreation Program (BORP)	31	68%	32%	0%
First Place for Youth - Healthy Transitions	531	30%	70%	0%
Jack London Aquatic Center-Rowing Revolution	55	0%	100%	0%
La Clinica De La Raza-Youth Brigade	35	43%	57%	0%
Native American Health Center-Youth Voices	336	60%	41%	0%
OBUGS-Planting a Future	414	52%	48%	0%
Project Re-Connect	95	59%	41%	0%
Sports4Kids After School Program	605	53%	47%	0%
Through The Looking Glass-Families w/ Disabilities	170	42%	58%	0%
PBH Total	2,535	47.4%	52.6%	0.0%

## Age of OFCY Customers for Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Parent or Unknown
Alameda Family Services-Dream Catcher	440	0%	1%	4%	90%	6%
Bay Area Oakland SCORES	263	0%	95%	5%	0%	1%
Bay Area Outreach & Recreation Program (BORP)	31	0%	36%	32%	32%	0%
First Place for Youth - Healthy Transitions	531	0%	0%	0%	74%	26%
Jack London Aquatic Center-Rowing Revolution	55	0%	0%	44%	56%	0%
La Clinica De La Raza-Youth Brigade	35	0%	0%	37%	63%	0%
Native American Health Center-Youth Voices	336	1%	12%	31%	57%	0%
OBUGS-Planting a Future	414	2%	74%	15%	8%	0%
Project Re-Connect	95	1%	0%	10%	84%	5%
Sports4Kids After School Program	605	0%	55%	38%	0%	7%
Through The Looking Glass-Families w/ Disabilities	170	19%	16%	12%	10%	43%
PBH Total	2,535	1.8%	38.3%	19.1%	30.6%	8.5%

## Ethnicity of OFCY Customers for Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	African American	Latino American	Asian/Pf American	Native American	Caucasian American	Mullt Racial	Unknown
Alameda Family Services-Dream Catcher	440	65%	7%	4%	1%	3%	10%	11%
Bay Area Oakland SCORES	263	24%	73%	3%	0%	0%	0%	0%
Bay Area Outreach & Recreation Program (BORP)	31	32%	58%	7%	0%	3%	0%	0%
First Place for Youth - Healthy Transitions	531	73%	4%	2%	0%	7%	11%	3%
Jack London Aquatic Center-Rowing Revolution	55	24%	53%	6%	0%	13%	6%	0%
La Clinica De La Raza-Youth Brigade	35	0%	100%	0%	0%	0%	0%	0%
Native American Health Center-Youth Voices	336	15%	24%	2%	47%	0%	12%	0%
OBUGS-Planting a Future	414	63%	29%	3%	1%	1%	4%	0%
Project Re-Connect	95	68%	14%	4%	0%	5%	8%	0%
Sports4Kids After School Program	605	32%	46%	17%	0%	1%	4%	0%
Through The Looking Glass-Families w/ Disabilities	170	46%	32%	7%	4%	8%	4%	0%
PBH Total	2,535	44%	33%	6%	7%	3%	6%	1%

## Oakland Council Districts Where Youth Customers Live – Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Out of Oakland	Unknown
Alameda Family Services-Dream Catcher	440	5.0%	10.0%	20.2%	0.8%	7.3%	7.3%	13.9%	30.5%	5.0%
Bay Area Oakland SCORES	263	0.0%	0.8%	0.4%	0.8%	8.8%	24.3%	63.1%	0.4%	0.4%
Bay Area Outreach & Recreation Program (BORP)	31	6.5%	16.1%	16.1%	3.2%	12.9%	16.1%	29.0%	0.0%	0.0%
First Place for Youth - Healthy Transitions	531	4.3%	1.1%	10.9%	1.5%	4.8%	7.3%	7.3%	47.3%	15.3%
Jack London Aquatic Center-Rowing Revolution	55	12.7%	9.1%	7.3%	10.9%	25.5%	20.0%	14.5%	0.0%	0.0%
La Clinica De La Raza-Youth Brigade	35	0.0%	2.9%	5.7%	2.9%	80.0%	2.6%	11.4%	14.3%	0.0%
Native American Heath Center-Youth Voices	336	1.2%	0.3%	2.4%	3.6%	88.2%	4.8%	7.7%	0.6%	11.3%
OBUGS-Planting a Future	414	1.0%	0.0%	96.9%	0.5%	1.4%	0.0%	0.2%	0.0%	0.0%
Project Re-Connect	95	12.6%	7.4%	10.5%	6.3%	8.4%	13.7%	20.0%	21.1%	0.0%
Sports4Kids After School Program	605	6.8%	13.7%	6.8%	3.0%	14.5%	16.7%	23.8%	1.5%	13.2%
Through The Looking Glass-Families w/ Disabilities	170	2.9%	17.1%	13.5%	16.5%	13.5%	8.2%	21.8%	6.5%	0.0%

## RPR Assets by Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Number Unduplicated Customers	Asset Level
Alameda Family Services-Dream Catcher	440	LOW
Bay Area Oakland SCORES	263	MEDIUM
Bay Area Outreach & Recreation Program (BORP)	31	MEDIUM
First Place for Youth - Healthy Transitions	531	MEDIUM
Jack London Aquatic Center-Rowing Revolution	55	MEDIUM
La Clinica De La Raza-Youth Brigade	35	LOW
Native American Heath Center-Youth Voices	336	MEDIUM
OBUGS-Planting a Future	414	MEDIUM
Project Re-Connect	95	MEDIUM
Sports4Kids After School Program	605	MEDIUM
Through The Looking Glass-Families w/ Disabilities	170	MEDIUM
<b>PBH Total</b>	<b>2,975</b>	<b>MEDIUM</b>

## Hours of Service Delivered and Cost per Hour by Physical and Behavioral Health Programs

OFCY Funded Grantees FY 2007-08	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered Year for Year	Hours of Service per Customer for Year
Alameda Family Services-Dream Catcher	62,474	73,211	117%	166
Bay Area Oakland SCORES	41,145	45,648	111%	174
Bay Area Outreach & Recreation Program (BORP)	3,819	4,558	119%	147
First Place for Youth - Healthy Transitions	21,188	31,242	147%	59
Jack London Aquatic Center-Rowing Revolution	13,786	13,646	99%	248
La Clinica De La Raza-Youth Brigade	11,263	15,203	135%	434
Native American Heath Center-Youth Voices	56,533	69,857	124%	208
OBUGS-Planting a Future	17,702	22,516	127%	54
Project Re-Connect	6,730	8,660	129%	91
Sports4Kids After School Program	148,512	128,455	86%	212
Through The Looking Glass-Families w/ Disabilities	11,275	10,254	91%	60
PBH Total	394,427	423,250	107%	142

OFCY Funded Grantees FY 2007-08	Cost per Hour OFCY Funds for Year	Cost per Hour Total Funds for Year	Cost per Customer OFCY Funds for Year	Cost per Customer Total Funds for Year	Youth Stipes & Grants
Alameda Family Services-Dream Catcher	\$2.39	\$7.17	\$398	\$1,193	\$4,300
Bay Area Oakland SCORES	\$3.29	\$5.42	\$571	\$941	\$0
Bay Area Outreach & Recreation Program (BORP)	\$8.78	\$13.92	\$1,290	\$2,046	\$0
First Place for Youth - Healthy Transitions	\$5.56	\$30.90	\$327	\$1,818	\$1,875
Jack London Aquatic Center-Rowing Revolution	\$3.96	\$6.88	\$982	\$1,707	\$0
La Clinica De La Raza-Youth Brigade	\$6.06	\$8.14	\$2,630	\$3,535	\$0
Native American Heath Center-Youth Voices	\$2.46	\$6.22	\$511	\$1,292	\$12,982
OBUGS-Planting a Future	\$4.44	\$6.41	\$242	\$349	\$8,000
Project Re-Connect	\$19.15	\$33.47	\$1,745	\$3,051	\$8,000
Sports4Kids After School Program	\$1.36	\$3.30	\$289	\$700	\$0
Through The Looking Glass-Families w/ Disabilities	\$6.92	\$14.59	\$418	\$880	\$0
PBH Total	\$3.23	\$8.18	\$460	\$1,163	



# Effect

## Customer Satisfaction of Children, Youth, and Parents – Physical and Behavioral Health Programs

OFCY Grantee	Youth Satisfaction Rate				Parent Satisfaction Rate			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda Family Services-Dream Catcher	86%	88%	88%	92%				
Bay Area Oakland SCORES	90%	87%	88%	89%	92%	87%	87%	84%
Bay Area Outreach & Recreation Program (BORP)	95%	94%	97%	95%	97%	97%	96%	96%
First Place Youth Healthy Transitions	83%	85%	88%	86%				
Jack London Aquatic Center-Rowing Rev.	87%	96%	87%	86%	81%	98%	91%	96%
La Clinica De La Raza-Youth Brigade	81%	80%	82%	88%	86%	83%	90%	87%
Native American Health Center-Youth Voices	95%	91%	87%	90%	96%	96%	90%	95%
OBUGS-Planting a Future	85%	86%	83%	85%	84%	90%	84%	85%
Project Re-Connect	92%	87%	80%	89%	95%	93%	91%	85%
Sports4Kids After School Program	88%	91%	89%	90%	88%	88%	86%	88%
Through The Looking Glass-Families w/ Disabilities	95%		78%		93%	91%	88%	90%
PBH Total	88%	89%	88%	89%	90%	90%	88%	89%

## Children and Youth Asset Development Service Productivity – Physical and Behavioral Health Programs

OFCY Grantee	Youth-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity				Staff-rated Asset Development Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda Family Services-Dream Catcher	75%	73%	73%	67%					79%	75%	75%	79%
Bay Area Oakland SCORES	70%	72%	73%	71%	88%	72%	68%	66%	57%	67%	74%	57%
Bay Area Outreach & Recreation Program (BORP)	76%	76%	72%	68%	87%	85%	82%	87%	88%	84%	77%	79%
First Place Youth Healthy Transitions	69%	64%	59%	60%					82%	76%	76%	84%
Jack London Aquatic Center-Rowing Rev.	63%	73%	51%	44%	60%	80%	59%	44%	93%	89%	79%	66%
La Clinica De La Raza-Youth Brigade	63%	60%	60%	69%	68%	78%	78%	86%	84%	72%	90%	78%
Native American Health Center-Youth Voices	85%	82%	61%	73%	91%	91%	83%	90%	98%	96%	90%	94%
OBUGS-Planting a Future	68%	64%	67%	67%	71%	70%	59%	66%	57%	87%	74%	82%
Project Re-Connect	83%	76%	71%	82%	94%	83%	84%	73%	96%	95%	96%	92%
Sports4Kids After School Program	68%	73%	73%	79%	79%	72%	75%	72%	83%	81%	72%	69%
Through The Looking Glass-Families w/ Disabilities	88%		62%		86%	84%	75%	75%	82%	82%	81%	76%
PBH Total	71%	70%	69%	72%	81%	77%	74%	74%	79%	82%	76%	75%

## Grantee-Specific Service Productivity – Physical and Behavioral Health Programs

OFCY Grantee	Youth-rated Agency Service Productivity				Parent-rated Agency Service Productivity				Staff-rated Agency Service Productivity			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda Family Services-Dream Catcher	79%	76%	72%	70%	89%	76%	72%	68%	76%	82%	73%	79%
Bay Area Oakland SCORES	71%	71%	76%	77%	89%	76%	72%	68%	70%	64%	63%	56%
Bay Area Outreach & Recreation Program (BORP)	86%	87%	85%	87%	95%	91%	90%	95%	97%	91%	87%	97%
First Place Youth Healthy Transitions	71%	65%	65%	67%					78%	73%	78%	80%
Jack London Aquatic Center-Rowing Rev.	77%	71%	64%	49%	76%	85%	67%	70%	100%	85%	81%	79%
La Clinica De La Raza-Youth Brigade	52%	41%	52%	68%	61%	65%	66%	66%	71%	65%	71%	71%
Native American Health Center-Youth Voices	90%	82%	64%	72%	92%	90%	85%	87%	98%	92%	91%	95%
OBUGS-Planting a Future	64%	66%	67%	64%	69%	63%	55%	65%	69%	84%	74%	81%
Project Re-Connect	88%	82%	79%	88%	91%	83%	81%	76%	97%	94%	100%	96%
Sports4Kids After School Program	74%	75%	77%	80%	79%	77%	76%	74%	80%	78%	75%	69%
Through The Looking Glass-Families w/ Disabilities					91%	90%	94%	84%	86%	94%	94%	83%
PBH Total	73%	72%	73%	74%	83%	79%	75%	77%	82%	80%	76%	76%

## Staff Assessment of Resiliency Variables in Child/Youth Customers

OFCY Grantee	Staff-rated Level of Participation				Number of New Caring Adults			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda Family Services-Dream Catcher	3.19	2.83	2.71	3.11	3.40	3.81	1.62	3.94
Bay Area Oakland SCORES	3.88		3.83	4.07	2.48	2.36	2.34	1.58
Bay Area Outreach & Recreation Program (BORP)	4.26	4.09	3.95	4.00	2.64	8.83	9.71	8.89
First Place Youth Healthy Transitions	4.10	3.73	3.38	4.07	2.43	1.34	1.93	3.62
Jack London Aquatic Center-Rowing Rev.	4.67	4.44	4.26	3.87	1.89	4.44	3.41	4.67
La Clinica De La Raza-Youth Brigade	3.32	4.32	3.62	3.75	5.76	7.36	4.62	6.67
Native American Health Center-Youth Voices	4.38	4.06	4.10	4.38	4.57	6.44	5.59	5.32
OBUGS-Planting a Future	4.32	4.60	3.60	4.39	2.79	5.08	0.87	4.69
Project Re-Connect	3.76	4.07	3.81	4.00	9.59	13.22	10.56	11.56
Sports4Kids After School Program	4.23	4.39	4.11	4.17	1.67	2.14	1.59	1.56
Through The Looking Glass-Families w/ Disabilities	4.17	4.24	4.18	4.15	1.52	1.44	1.92	1.41
PBH Total	4.12	4.14	3.96	4.14	3.04	4.67	2.77	3.92

OFCY Grantee	Staff-rated Growth in Expectation Level				Staff-rated Growth in Participation-Home, School, Community			
	Spr.-08	Spr.-07	Fall-07	Fall-06	Spr.-08	Spr.-07	Fall-07	Fall-06
Alameda Family Services-Dream Catcher	68%	73%	78%	74%	71%	61%	82%	64%
Bay Area Oakland SCORES	65%	65%	67%	55%	64%	66%	65%	53%
Bay Area Outreach & Recreation Program (BORP)	86%	70%	61%	60%	88%	67%	61%	61%
First Place Youth Healthy Transitions	75%	71%	68%	78%	70%	64%	63%	70%
Jack London Aquatic Center-Rowing Rev.	71%	69%	48%	46%	71%	74%	54%	43%
La Clinica De La Raza-Youth Brigade	57%	71%	55%	75%	54%	69%	58%	69%
Native American Health Center-Youth Voices	94%	89%	88%	85%	94%	95%	85%	82%
OBUGS-Planting a Future	67%	75%	72%	78%	60%	83%	73%	79%
Project Re-Connect	85%	87%	78%	91%	83%	87%	79%	88%
Sports4Kids After School Program	71%	70%	63%	69%	71%	71%	61%	67%
Through The Looking Glass-Families w/ Disabilities	72%	68%	66%	67%	70%	70%	68%	68%
PBH Total	74%	74%	66%	70%	73%	75%	65%	68%

### Number of Surveys Collected by Physical and Behavioral Health Programs

OFCY Grantee	Surveys Collected Fall 2007 and Spr. 2008				
	RPR	Youth	Parent	Staff	Total
Alameda Family Services-Dream Catcher	33	66		64	163
Bay Area Oakland SCORES	121	277	109	279	786
Bay Area Outreach & Recreation Program (BORP)	32	73	72	77	254
First Place Youth Healthy Transitions	118	130		124	372
Jack London Aquatic Center-Rowing Rev.	27	56	42	54	179
La Clinica De La Raza-Youth Brigade	51	51	50	51	203
Native American Health Center-Youth Voices	77	179	161	150	567
OBUGS-Planting a Future	84	357	110	112	663
Project Re-Connect	35	49	31	74	189
Sports4Kids After School Program	354	698	413	597	2,062
Through The Looking Glass-Families w/ Disabilities	13	21	67	70	171
<b>PBH Total</b>	<b>912</b>	<b>1,891</b>	<b>1,055</b>	<b>1,588</b>	<b>5,446</b>

### Service Quality and Reliability Scores for Physical and Behavioral Health Programs

OFCY Grantee	Agency Specified Service Quality				Reliability
	Spr.-08	Spr.-07	Fall-07	Fall-06	Fall-07
Alameda Family Services-Dream Catcher	2.9	2.2	2.2	2.0	0.59
Bay Area Oakland SCORES	2.0	1.9	2.4	2.4	0.71
Bay Area Outreach & Recreation Program (BORP)	4.0	3.8	4.4	4.8	0.80
First Place Youth Healthy Transitions	2.0	1.9	2.0	2.3	0.87
Jack London Aquatic Center-Rowing Rev.	3.1	2.6	2.3	1.8	0.81
La Clinica De La Raza-Youth Brigade	1.1	1.1	1.5	2.4	0.86
Native American Health Center-Youth Voices	4.1	2.7	1.8	2.1	0.80
OBUGS-Planting a Future	1.5	1.6	1.5	1.6	0.72
Project Re-Connect	4.2	3.3	2.9	4.4	0.46
Sports4Kids After School Program	2.3	2.3	2.3	2.8	0.63
Through The Looking Glass-Families w/ Disabilities	4.4	4.7	7.2	2.8	0.73
<b>PBH Total</b>	<b>2.1</b>	<b>2.0</b>	<b>2.1</b>	<b>2.2</b>	

# Appendix B

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# Appendix C

## Definition of Terms

### Definition of Terms

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#### 501(c)(3)

Another term for a nonprofit organization. If an organization has a "501(c)(3) designation" or "501(c)(3) status," then it is legally a **nonprofit organization** as determined by the Federal Government. If an organization is not a 501(c)(3), then it is not legally a nonprofit organization. If an organization is not a nonprofit organization or a **Public Agency**, it would need a **Fiscal Sponsor** to apply for OFCY funding.

#### (a) After School Program

(b) (Note: Discussion of how to define this is on going – this is the description used in this report)

For school-aged children and youth, OFCY's primary interest is to fund programs providing services immediately after-school until early evening (approximately 2- 8 p.m.). This policy is rooted in the knowledge that more than 75% of Oakland's children and youth do not have access to after-school programs, and that youth at-risk behavior can increase dramatically in after-school hours.

#### Applicant

The "entity" or group applying for OFCY funding. The applicant must be a **Public Agency** or a **Nonprofit Organization**.

#### Bidder/Bidders Conference

A bidder is a potential Applicant who might submit a Grant Application. After the GENERAL FUND is released to the public, potential applicants attend a Bidders Conference to learn about the GENERAL FUND. At the Bidders Conference, potential applicants may ask OFCY staff questions about the GENERAL FUND.

#### Board of Directors I

A Board of Directors is a required organizational component of a corporation, whether it is a for-profit or **Nonprofit Organization**. Boards have formal responsibilities and ensure that funds are used to fulfill the mission of the organization. Formal responsibilities of Boards include, but are not limited to:

1. To ensure that the organization stays in compliance with laws and regulations relating to nonprofit corporations
2. To ensure that the organization uses its resources toward the fulfillment of its mission as stated in its tax-exempt **501(c)(3)** purpose
3. To determine the organization's mission, strategies, and program priorities
4. To hire and supervise a Chief Executive Officer or Executive Director who manages the corporation

#### Cap

The maximum amount of money that can be requested. Caps are placed on the entire amount an applicant can request. Caps are also placed on specific items within the applicant's budget.

#### Capacity, Capacity Building

The ability of a public agency or nonprofit organization to provide **Services** to the **Client**. Applicants must show that they have adequate capacity to do all of the things that they say they will do in their applications. Capacity Building means increasing an organization's ability to provide services to the Client. Capacity Building could

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I Adapted from Jan Masaoka, *Action Handbook for Boards*, Support Center for Nonprofit Management, 1995, p.8.

mean, for example, improving an organization's business or management skills. Capacity Building is usually provided through some form of **Technical Assistance**.

#### **Client/Customer, Unduplicated Client/Customer**

The person receiving **Service** from a public agency or nonprofit organization. The client in OFCY is a child or youth. An Unduplicated Client is a client that is counted only once, no matter how much service the client receives. Example: if 1 youth attends an after school program 3 days per week for 25 weeks per year, this youth would be counted as 1 unduplicated client even though s/he would attend the program approximately 75 times per year.

#### **Cognitive Behavior Activity**

Activities designed to assist youth to change and improve the way they think and behave. For example youth with an anti-social or criminal mindset are encouraged to try out new behaviors that are pro-social. Instead of hitting someone when they are angry, they try out non-violent methods of explaining to a person why their behavior upsets them and works to build an improved relationship that meets the needs of both parties. Perhaps the philosopher who most closely capture the basic premise of Cognitive Behavior Activities and Change is Victor Frankl reflecting on his experience as a prisoner in a Nazi concentration camp "...everything can be taken from a man but one thing: the last of the human freedoms – to choose one's attitude in any given set of circumstances, to choose one's own way."

#### **Cost-Effective**

Costs that are at or below what can be expected for running programs that provide quality services. Keep in mind that different kinds of services will have different costs. For example, it may cost more to run a one-on-one counseling program than it does to run a group sports program, so total cost or **Cost Per Unit of Service** alone cannot be used to determine whether a program is cost-effective.

#### **Cost per Unit of Service**

Cost per Unit of Service is the amount of money it takes to provide 1 **Unit of Service**. A Unit of Service is simply a measurement of the amount of **Services** provided to the **Client**. OFCY has defined 1 Unit of Service to be the same as 1 hour of service. For example, if a youth receives 3 hours of tutoring, that would count as 3 Units of Service. For example, if it costs \$24 to provide 3 Units of Service (3 hours of tutoring), then the Cost per Unit of Service would be:

$$\text{\$24} / 3 \text{ Units of Service} = \text{\$8 per Unit of Service}$$

Cost per hour of service for OFCY funds is calculated by dividing the amount of OFCY funds spent by the number of hours of services delivered.

Cost per hour of service for total funds is calculated by dividing the amount of OFCY funds and matching funds by the number of hours of service delivered

#### **Customer Satisfaction**

Parent and children/youth satisfaction with services is determined by customers' responses to four questions about their satisfaction with the services they received. The four questions are summarized into a score from 0% -low to 100% - very high.

#### **Emerging Organization**

Emerging organizations are new organizations that have provided services (for which OFCY funds are sought) for a minimum two years. Emerging organizations may also be those that recently received 501(c)(3) status, after having been fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization.

#### **Evaluation**

The process of collecting and analyzing information about a program to determine what works and what needs improvement. A professional evaluator must evaluate OFCY programs. Results of the evaluation are published twice per year.

#### **Financial Statement**

A Financial Statement is usually prepared by a certified public accountant and contains an organization's report of revenues and expenditures. New nonprofit organizations may have a very simple financial statement that is prepared by a bookkeeper or by the board treasurer. It can be audited or not audited. Financial Statements should be accompanied by an explanation of any findings of concern. Audited Financial Statement reports are



accompanied by a cover letter and/or management letter, which contains any findings and is signed by the independent auditor.

**Fiscal Sponsor (sometimes referred to as a Fiscal Agent)**

A **Public Agency** or a **Nonprofit Organization** that applies to OFCY funding on behalf of another organization that is not a public agency or nonprofit organization. The Fiscal Sponsor manages the money and is responsible for making sure that the program is carried out.

**Funding Categories, Funding Priorities**

These mean the same thing. These are the major goals OFCY wants to accomplish and what OFCY will fund. There are 4 Funding Categories/Funding Priorities (major goals) under which programs may request funding from OFCY:

1. Services that promote Children's Success in School (ages 0-13)
2. Services that promote Child Health and Wellness (ages 0-13)
3. Services that promote Healthy Transitions to Adulthood (ages 14-20)
4. Services that promote Youth Empowerment (ages 11-20)

In the OFCY **Strategic Plan**, the above are called Funding Priorities. In the OFCY GENERAL FUND, the above are called Funding Categories.

**Grant, Grant Application/Proposal, Grantee**

Grant is the money awarded to the **Applicant** that is selected to receive funding. Grant Application/Proposal is what the Applicant writes to request money from OFCY. The Grantee is the public agency or nonprofit organization that receives a grant.

**Indicators 2**

Indicators are the specific items of information that track a program's success on **Outcomes**. Indicators describe observable, measurable characteristics or changes that represent achievement of an **Outcome**. For example, a program with a desired **Outcome** that participants pursue a healthy lifestyle might choose to measure Indicators such as: whether a participant successfully quits smoking; whether a participant increases levels of physical activity; or whether a participant's knowledge of HIV/AIDS is increased. The number and percent of a program's participants who demonstrate these changes in knowledge, behaviors, and/or skills is an Indicator of how well the program is doing with respect to the desired **Outcome**.

**Indirect Costs**

Indirect Costs are sometimes called "overhead" or "administrative" costs. Indirect Costs are expenses associated with operating an organization as a whole. Indirect Costs are expenses that are not specifically generated from running an individual program or project within that organization. Examples of Indirect Costs are rent, insurance premiums, repairs/maintenance, and salaries of administrative personnel such as bookkeepers or accountants. An organization may not use more than 10% of its OFCY grant for Indirect Costs.

**Inputs 3**

Inputs are resources a program uses to achieve program objectives. Examples are staff, volunteers, facilities, equipment, curricula, and money. A program uses Inputs to support program activities. Inputs have an influence on a program's **Outputs** and **Outcomes**.

**Match, Matching Funds**

The amount of money that the Applicant or Grantee states it will raise in addition to OFCY money. All Applicants must show that they will raise a match of at least 25% of the total program cost. OFCY will not pay for more than 75% of a program's cost.

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2 Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

3 Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

### **Measure K – Kids First! Initiative**

The Oakland Fund for Children and Youth (OFCY) was established in November 1996, when over three-fourths of the voters expressed a powerful commitment to their children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort including young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others who were instrumental in placing the Measure K- Kids First! Initiative on the ballot.

### **Nonprofit Organization**

A nonprofit organization is an organization that has **501(c)(3)** status as determined by the Federal Government. If an organization is not a 501(c)(3), then it is not legally a nonprofit organization. If an organization is not a nonprofit organization or a **Public Agency**, it would need a **Fiscal Sponsor** to apply for OFCY funding.

### **OFCY**

Oakland Fund for Children and Youth. Some members of the community refer to OFCY as **Measure K** - the Kids First! Initiative.

### **Outcomes 4**

Outcomes are benefits for participants during or after their involvement with a program. Outcomes are not the same as **Outputs**, nor are they measures of how many clients are served, how many program activities are delivered, nor the total number of **Units of Service**. Outcomes relate to positive changes in knowledge, skills, attitudes, values, behavior, condition, or status. Examples of Outcomes include improved health status, increase in reading skills, more effective responses to conflict, getting a job, and having greater financial stability.

For a particular program, there can be various levels of Outcomes, with initial Outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating, which can lead to attending college.

Outcomes are influenced by a program's **Inputs and Outputs**. Outcomes are measured using **Indicators**.

### **Outputs 5**

Outputs are products of a program's activities, such as the number of meals provided, classes taught, brochures distributed, or participants served. OFCY measures Outputs in terms of **Units of Service**. A program's Outputs should produce desired **Outcomes** for the program's participants. Outputs are influenced by a program's **Inputs**, and also have an influence on a program's **Outcomes**.

### **POC**

Planning and Oversight Committee. The POC is responsible for making all recommendations to the City Council regarding OFCY. The POC members are Oakland residents appointed by the City Council and the Mayor. There is one adult and one youth appointed by each City Council Member (there are 7 districts). One adult and one youth are appointed to the POC by the "At-Large" Council Member. The Mayor appoints three POC members, at least one of whom must be a youth. There are a total of 19 POC members, at least 9 of whom must be youth. At each POC meeting, there must be a minimum of 10 POC members (Quorum) present to vote on an issue.

### **Program Components (Required)**

These are program elements that must be incorporated into all proposed programs regardless of the **Funding Category/Funding Priority** (major goals) to which the program belongs. The required Program Components for all programs requesting OFCY funding must include plans for:

1. Keeping Kids Safe
2. Parent/Caregiver and Youth Involvement
3. Connections to Caring Adults
4. Community Benefit and Enrichment

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4 Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

5 Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

### **Program Priorities**

Not to be confused with **Funding Categories/Priorities** (major goals) or **Program Components** (required elements in programs). Each Funding Category/Priority has within it Program Priorities, which describe the way that programs are delivered. OFCY has determined that it prefers programs that deliver **Services** to clients in the following ways:

1. After-School Programs (programs that take place immediately after school)
2. Prevention Programs (programs that teach children and youth to avoid challenges before they occur – programs that work with children and youth already experiencing challenges are usually called “Intervention Programs”)
3. Programs Using “Models” of Child and/or Youth Development Principles (programs that copy other programs that are proven by research and/or evaluation to work well)
4. Programs Providing **Services** that are “**Cost-Effective**”

### **Public Agency**

An agency that is part of a government (City, County, State, or Federal). A school district, public library, or any “department” of a City, County, State, or the Federal Government would be a public agency. If an organization is not a **nonprofit organization** or a Public Agency, it would need a **Fiscal Sponsor** to apply for OFCY funding.

### **Qualitative**

Qualitative is a term used to describe research that collects responses from people that are usually based in opinions. Information collected from interviews and focus groups are examples of Qualitative research. No definition encapsulates qualitative research completely.

### **Quantitative**

Quantitative is a term used to describe research design or modes that count or tabulate information. Information collected from tests and surveys are examples of Quantitative research.

### **Quorum**

The minimum number of members who must be present at a meeting in order to vote on an issue. Without this minimum number present, no voting may take place. For the OFCY.POC, Quorum is 10 out of 19 members.

### **Reliability**

Reliability refers to the consistency of the survey reports.

### **GENERAL FUND**

Request for Proposals – a document that describes how proposals for funding must be written.

### **School-Linked Programs**

School-linked programs are programs involving formal agreements, such as documented partnerships or collaborations, between community organizations and schools to provide services to children and youth.

### **Services**

What the **Client** actually gets (type of service). Services would be, for example, tutoring, mentoring, counseling, or health education.

### **Service Productivity Scores**

Service Productivity Scores (growth in new skills and positive behaviors because of services) were used to measure the effectiveness of OFCY funded services. The score is a percent that can be positive or negative and is calculated by taking the percent of targeted changes achieved minus the percent missed. Groups get no credit for customers’ attitudes, behaviors, skills or knowledge that stay the same. The scores are in two areas. One measures child and youth developmental assets and is asked by all grantees of their customers. The second measure is customized questions design to measure agency specified changes (new skills and positive behaviors) because of their specific service to their customers.

### **Service Performance Index**

When a wide variety of information is assembled about the performance of human service organizations, combining this information into one broad indicator of performance simplifies the task of learning what this information means.

The OFCY Evaluation Team constructed one summary score to describe the overall performance of each of the 60 service agencies by combining 19 indicators of performance, grouped under the three rating categories employed by Malcolm Baldrige Quality Award Examiners: Approach, Deployment, and Results. Approach refers to how an organization is designed to operate effectively; deployment covers what the organization does to implement the design, and results refer to what is achieved. Two of the 19 indicators were given more weight, while the others were weighted equally. Ratings by evaluation team members of an agency's approach were weighted twice as much and the cost per hour of service was weighted five times as much. Service Performance Index has a maximum score of 1000 points and a score of over 600 is desirable.

**Service Quality**

*Measures the consistency of service for all youth served. When services can be delivered consistently producing desired changes in youth customers this is a strong indicator of quality. The higher the number the higher the consistency of service delivered.*

**Strategic Plan** A formal document that expresses major goals, objectives, and priorities. A Strategic Plan is usually written to guide a group's decision-making process. OFCY has a Strategic Plan that is used to prepare the GENERAL FUND and to determine what is important in the Evaluation of OFCY funded programs. OFCY's Strategic Plan is written every four years (October 1997, October 2001, and October 2005).

**Target Population, Target Age**

Target means "intended for." The Funding Categories/Priorities have "target" populations and age ranges, which mean that programs must be "intended for" these specific populations and ages. A **Population** is simply a group of people with common characteristics such as race, ethnicity, gender, or income level.

**Technical Assistance**

Providing help to an organization. Usually, this help is to improve an organization's **Capacity (Capacity Building)**.

**Unit of Service**

A Unit of Service is simply a measurement of the amount of Services provided to the Client. OFCY has defined 1 Unit of Service to be the same as 1 hour of service. For example, if a youth receives 3 hours of tutoring, that would count as 3 Units of Service.

# Appendix D

## **An Eight-Year Retrospective of OFCY Funded Services to the Youth of Oakland**

The following tables present how 136 community-based organizations (CBOs) performed over the past eight years using OFCY funding to serve the youth of Oakland. While the Kids First Initiative was passed in 1996, CCPA's evaluation of the organizations providing services did not start until January 2001. Beginning with our first annual report in August 2001, we tracked the performance of all organizations receiving OFCY funding across the years. Our annual reports are available in .PDF format on the official OFCY website. Two years ago we decided to summarize how well OFCY-funded organizations are performing in easy-to-read summary tables for the entire period. This year we are adding the eighth year of results and breaking out most of the programs that were combined under one umbrella agency, such as East Bay Agency for Children. Results by umbrella agency and each agency are included.

We collected data on over 150 different service organizations during this eight-year period. We defined them as distinct if they operated a program that served different populations of youth or parents, even from the same location or for the same oversight agency. However, we tracked name changes and noted the change in the tables below, so those of you who remember the good old days can see how things do change and stay the same simultaneously. For example, the Oakland Ready to Learn program was funded in 2002 and run by BANANAS. It was funded for two more years and called Smart Start. Then, the program name was changed to Family University. Despite the program name changes, the same basic service approach was employed. So, we treated this program as one organization in our retrospective. The East Bay Asian Youth Center has operated one or more programs every year, usually at different schools. Even though the programs shifted locations, we included a row in the tables for the combined EBAYC programs.

We focused on 15 indicators, covered in the following tables in this same order: expenditure of OFCY funds, total spending, number of youth served, total hours of service, hours of service per customer, cost per hour in OFCY funds, total cost per hour, cost per customer in OFCY funds, total cost per customer, youth satisfaction with services, parent satisfaction with services, customer's asset development service productivity (average change), customer's report of agency-specific changes (service productivity), consistency of agency-targeted change due to services across customers (service quality), and overall level of service performance (out of 1000 points). Because there was about a 2.5 to 3.0 percent annual rate of inflation, based on the Consumer Price Index, the dollar amounts were adjusted to be equivalent to July 2007 dollars, representing the beginning of the last reporting period.

Organizations providing services for only one year were omitted, unless they were linked to an umbrella agency. Approximately 6 agencies per year do not receive continuing funding. The total number of recipients funded by year was: 2001-33, 2002-46, 2003-53, 2004-60, 2005-81, 2006-81, 2007-78, and 2008-105. In order to estimate how well similar programs being coordinated across locations performed, we combined data across locations, either by summing totals, or averaging mean scores (converting first to totals whenever possible, then dividing again by the number of youth served).

As the following tables clearly illustrate, the organizations followed for this eight-year period varied widely in number of years receiving funding and in their operations, specifically, the effort they expended, the effects they caused for their customers, and their overall performance. To better understand what happened to all of the organizations, we calculated the median score for all organizations with data by year for each indicator. The median refers to the organization performing in the middle of the list, the one between the two halves of the group of organizations.

The last table summarizes what happened to the median organization for this eight-year period. The most obvious trends were all favorable. OFCY spending per agency decreased while total spending per agency rose. This discrepancy is consistent with increasing the leveraging of OFCY funding each year by obtaining increasing amounts of matching funds. The hours of service increased rapidly for the first three years, declined in 2004, and then began increasing again. The hours of service per customer increased except for two brief, small dips in FY2004 and FY2007. The cost per hour of service for both OFCY spending and total spending have trended downward, partly due to the rate of inflation. Service quality and overall performance have increased year after year for the median organization, except that service quality declined in FY2008. Interestingly, parent satisfaction has decreased every year. Are their expectations increasing? The pattern of change over time for the other effects indicators were similar to a rapid improvement in the early years, followed by small variations from year to year. There appears to be a ceiling on effect accomplishments that may require service innovations to break through.

We regret any incorrect organizational linkages, either by omission or commission. In the brief span of time available for producing our eighth annual report, we did our best to make this retrospective accurate and informative, notwithstanding the many changes in organizations and programs occurring over the years. We hope this overview helps each organization to see more clearly how they are doing and what their trends in performance are.

<b>OFCY Spending - Inflation Adjusted Data</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				\$101,802	\$108,424	\$105,587	\$100,000
Alameda County Health Care Foundation	\$25,980			\$64,942	\$72,942	\$105,587	\$100,000
American Indian Child Resource Center						\$159,447	\$151,010
ASCEND School				\$349,707	\$108,424	\$211,174	\$200,000
Asian Community Mental Health Services	\$193,468	\$193,732	\$192,695	\$194,282	\$271,060	\$211,174	\$200,000
Asian Health Services			\$85,585	\$111,018			
Attitudinal Healing Connection			\$55,056	\$55,509			
Bay Area Community Resources/Lincoln Center 2-15 programs	\$391,078	\$322,988	\$275,279	\$989,232	\$1,224,205	\$1,634,471	\$1,763,233
Bret Harte Middle School	\$391,078	\$322,988	\$275,279	\$277,545	\$271,060	\$211,174	\$200,000
BACR - Bridges ASP							\$50,000
BACR - Claremont SAFEE				\$113,114	\$108,424	\$105,587	\$100,000
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				\$241,870	\$117,694	\$211,174	\$200,000
BACR - Glenview ASP							\$50,000
BACR - Hoover ASP Kids Rock				\$113,114	\$108,424	\$158,381	\$150,000
BACR - Jefferson ASP							\$50,000
BACR - Lafayette After School Program							\$50,000
BACR - Madison ASP				\$97,840	\$156,130	\$126,705	\$120,000
BACR - Markham ASP							\$50,000
BACR - Martin Luther King ASP- Unity of Dreams					\$113,354	\$126,555	\$119,858
BACR - Prescott ASP						\$217,510	\$127,500
BACR - Sankota Academy ASP					\$108,424	\$181,742	\$172,125
BACR - Santa Fe Shooting Stars					\$84,565	\$137,263	\$123,750
BACR - Stonehurst High Hopes ASP				\$145,750	\$156,130	\$158,381	\$150,000
BACR - Whittier ASP							\$50,000
Bay Area Outreach & Recreation Program (BORP)		\$53,664	\$44,045	\$44,407	\$42,871	\$42,235	\$40,000
Bay Area SCORES				\$55,376	\$62,344	\$158,585	\$150,192
BEST/EXCEL HS - Youth Leadership						\$211,174	\$200,000
Boys-n-Girls Club of Oakland			\$110,112	\$111,018	\$124,687		
Bring Me A Book Foundation						\$158,381	\$150,000
Center for Early Intervention and Deafness						\$52,787	\$42,385
Center For Youth Development Through Law			\$38,539	\$38,856			
CHALK	\$88,308	\$124,610					
Change Thru Xanthos		\$216,955	\$192,695	\$194,282	\$189,742	\$171,976	\$175,000
Children's Hospital - Dev. Playgroups						\$237,571	\$225,000
Community Health Academy	\$276,383	\$332,113	\$220,223	\$222,036			
Dimensions Dance Theater	\$27,638	\$38,747	\$55,056	\$55,509	\$62,344	\$89,010	\$48,500
DiversityWorks	\$55,255	\$63,212	\$82,562	\$83,264	\$81,318		
Donald P. McCullum Youth Court	\$120,270	\$110,575	\$110,112	\$107,805	\$124,687		
East Bay Agency for Children 2 programs		\$166,057	\$165,167	\$277,545	\$295,455	\$290,365	\$275,000
East Bay Agency for Children - Hawthorne ASP				\$169,670	\$187,031	\$184,778	\$175,000
East Bay Agency for Children-Sequoia ASP				\$113,114	\$108,424	\$105,587	\$100,000
East Bay Asian Youth Center 1-6 programs	\$523,843	\$440,012	\$437,658	\$619,355	\$604,882	\$798,864	\$863,876
East Bay Asian Youth Center - Bella Vista/La Escuelita							\$100,000
East Bay Asian Youth Center- Franklin ASP				\$82,115	\$78,710	\$134,436	\$127,322
East Bay Asian Youth Center -RISE						\$132,116	\$132,409
East Bay Asian Youth Center-Garfield ASP				\$196,950	\$188,784	\$148,495	\$140,637
East Bay Asian Youth Center-Manzanita ASP				\$113,114	\$108,424	\$172,643	\$163,508
East Bay Asian Youth Center-Roosevelt ASP				\$238,868	\$228,964	\$211,174	\$200,000
East Bay Conservation Corps-Charter ASP					\$154,406	\$158,381	\$150,000
East Oakland Boxing Association	\$54,171	\$55,352	\$77,078	\$77,713	\$79,149	\$84,470	\$80,000
East Oakland Comm. HS - Avenues Project					\$162,635	\$158,381	
Eastside Arts Alliance 1-3 Programs		\$55,059	\$82,584	\$133,222	\$206,025	\$105,587	\$100,000
Elmhurst Middle School ASP					\$153,504	\$198,601	\$199,778
Even Start		\$99,634	\$99,100	\$99,916	\$112,219	\$184,778	\$175,000
Family Bridges Learning Center	\$116,414						
Family Paths/Parental Stress Services			\$267,668	\$133,677	\$155,857	\$203,381	\$153,517
First Place Fund for Youth Foster Youth Alliance	\$442,213	\$417,688	\$419,416	\$305,806	\$483,598	\$180,698	\$173,723
Family Support Services Summer Program						\$210,109	\$197,367
Family Violence Law Center			\$51,738	\$52,164	\$52,814		
Girls, Inc. 1-3 programs	\$115,797	\$116,240	\$115,617	\$116,569	\$130,895	\$172,667	\$186,658
Girls Inc. - Lockwood ASP	\$115,797	\$116,240	\$115,617	\$116,569	\$130,895	\$172,667	\$50,000
Girls Inc. Eureka Teen Achievement							\$42,422
Girls, Inc. - Parker ASP							\$94,236
Global Education Partnership	\$126,883		\$102,315	\$103,157	\$112,001	\$158,381	\$108,500
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$229,578	\$155,557					
Jack London Aquatic Center-Rowing Rev.						\$55,368	\$53,999
Kids First		\$83,028	\$82,584	\$69,583	\$80,985	\$14,172	\$136,000

<b>OFCY Spending - Inflation Adjusted Data</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		\$186,308	\$189,542	\$86,594	\$10,100	\$184,778	\$175,000
La Clinica De La Raza-Youth Brigade	\$193,468	\$90,030	\$85,887	\$191,102	\$93,853	\$97,361	\$92,056
Lao Family 2 programs	\$145,024	\$98,590	\$58,218		\$189,742	\$150,916	\$193,160
Lao Family Community Dev.-Asipre							\$50,000
Lao Family-Even Start	\$145,024	\$98,590	\$58,218		\$189,742	\$150,916	\$143,160
Leadership Excellence Year-round	\$55,120	\$33,045	\$68,614	\$69,226	\$66,023	\$134,412	\$127,300
Leadership Excellence-Youth Leadership	\$55,120	\$33,045	\$82,332	\$82,943	\$93,230		
Leadership Excellence Summer Program			\$54,896	\$55,509	\$38,816	\$134,412	\$127,300
Mandela Arts Center	\$55,271	\$55,352					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$193,468	\$232,479	\$275,279	\$276,190			
Marcus A. Foster-Children & Youth		\$110,704	\$110,112	\$111,018	\$108,268		
Melrose Leadership Academy		\$193,733	\$192,695	\$194,282	\$189,740		
MOCHA Little Studio Residency Program						\$15,838	\$150,000
Museum of Children's Art--Project Yield	\$193,468	\$193,733	\$192,695				
Native American Health Center	\$427,846	\$442,818	\$330,335	\$300,791	\$250,159	\$176,361	\$171,675
New Hope			\$55,056	\$55,509	\$62,344		
Next Step Learning Center				\$42,404	\$47,625	\$54,756	\$51,859
North Oakland Community Charter School			\$49,550	\$49,958			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			\$65,869	\$66,611	\$88,383	\$110,867	\$105,000
Oakland Public Library	\$194,651	\$193,733	\$192,695				
OASES 1-5 programs	\$63,900	\$84,134	\$192,695	\$454,414	\$497,664	\$480,422	\$555,000
OASES - Quest Cleveland Elementary ASP							\$50,000
OASES - Safe Harbor ASP							\$50,000
OASES Lincoln ASP/LEAP				\$223,965	\$214,679	\$211,174	\$200,000
OASES SOAR Career & College Readiness				\$24,142	\$76,980	\$58,073	\$55,000
OASES-Westlake ASP				\$214,884	\$206,005	\$211,174	\$200,000
OBUGS		\$55,241	\$82,474	\$83,153	\$81,318	\$105,587	\$100,000
Opera Piccola -ArtGate Advance				\$84,835	\$82,002	\$108,108	\$100,000
Operation Dignity/Henry Robinson	\$93,141	\$110,704					
OPR - Oakland Discovery Center Year-round	\$193,468	\$218,256	\$261,538	\$194,280	\$189,742	\$221,225	\$183,580
OPR - Oakland Discovery Center	\$193,468	\$218,256	\$261,538	\$194,280	\$189,742	\$185,806	\$149,980
OPR - Discovery Centers Summer Program						\$35,419	\$33,600
OUSD - Edna Brewer Pride Program							\$50,000
OUSD - Howard Elementary ASP							\$12,500
OUSD - Laurel Community Partnership ASP							\$50,000
OUSD - Program Inspire							\$12,500
OUSD - Reach Academy ASP							\$12,500
OUSD - Resolve ASP							\$50,000
Oakland Youth Chorus 1-3 programs	\$193,456	\$193,733	\$109,671	\$333,054	\$341,535	\$475,142	\$450,000
OYC - Acom-Woodland ASP						\$158,381	
OYC - Awesome Extended Learning Program							\$150,000
OYC - Fruitvale ASP				\$226,227	\$216,848	\$211,174	\$200,000
OYC (Encompass Academy in 2007)				\$113,114	\$124,687	\$105,587	\$100,000
Pacific News Services-Beat With-in			\$82,584	\$83,264	\$93,516		
Prescott Circus	\$55,277	\$74,172	\$82,584	\$302,524	\$222,269		
MAF Prescott Circus Theatre Summer						\$22,173	\$21,000
Project Re-Connect	\$183,391	\$55,352		\$110,907	\$124,625	\$174,153	\$165,820
Safe Passages - Frick Middle School							\$50,000
SFSU - Havenscourt ASP						\$158,381	\$150,000
SMAAC	\$192,695	\$276,761	\$328,730	\$333,054	\$189,742		
Spanish Speaking Citizens' Foundation 1-3 programs	\$193,466	\$207,570	\$190,736	\$119,737	\$237,141	\$211,174	\$133,333
Spanish Speaking Citizen's Foundation-Youth ASP	\$193,466	\$207,570	\$190,736	\$119,737	\$237,141	\$211,174	\$150,000
SSCF - Pathways ASP @ Lazear							\$50,000
Spanish Speaking Citizens' Found.-UA ASP							\$200,000
Spanish Speaking Unity Council				\$55,509	\$87,708		
Sports4Kids	\$237,922	\$249,085	\$192,695	\$194,282	\$189,742	\$184,778	\$175,000
The Link to Children-Reduction of Violence					\$63,918	\$78,303	\$74,160
The Mentoring Center		\$154,580		\$111,018	\$216,848		
Through The Looking Glass				\$48,898	\$56,109	\$74,966	\$71,000
Urban Promise Academy				\$75,480	\$78,607	\$211,174	\$200,000
Volunteer Center and Force for Change	\$276,378	\$319,956	\$226,259				
West Oakland Community School-Extended Day Program	\$124,704	\$124,732					
YMCA of the East Bay				\$111,018	\$108,424	\$210,424	\$200,000
Young Women United For Oakland/Tides Center	\$68,875	\$67,679					
Youth Alive	\$191,927	\$193,699	\$110,112	\$111,018	\$124,687	\$158,381	\$150,000
Youth Employment Partnership	\$192,357	\$191,340	\$192,261	\$193,844	\$189,654	\$184,692	\$165,071
Youth Sounds ARC Associates			\$55,056	\$55,509	\$62,344	\$156,269	\$62,000
Youth Together	\$193,470	\$350,619	\$352,357	\$333,054	\$325,271	\$211,174	\$200,000
Youth UpRising - Youth Grants						\$184,778	\$175,000
Average across Organizations	\$170,595	\$182,728	\$145,142	\$136,463	\$138,146	\$148,684	\$115,193
Median	\$192,142	\$139,656	\$110,112	\$111,018	\$112,786	\$158,381	\$121,875



<b>Total Funds Expended</b>								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School					\$1,070,434	\$1,337,234	\$1,285,422	\$1,374,840
Alameda County Health Care Foundation		\$34,650			\$165,414	\$137,183	\$192,048	\$179,625
American Indian Child Resource Center							\$234,727	\$241,915
ASCEND School					\$832,778	\$248,085	\$410,444	\$383,388
Asian Community Mental Health Services	\$212,787	\$456,499	\$586,546	\$580,500	\$710,789	\$724,089	\$670,214	\$651,950
Asian Health Services				\$107,448	\$305,300			
Attitudinal Healing Connection				\$177,994	\$122,623			
Bay Area Community Resources/Lincoln Center 2-15 programs	\$478,771	\$648,559	\$430,650	\$371,626	\$2,163,113	\$2,658,571	\$3,465,880	\$5,203,902
Brat Harta Middle School	\$478,771	\$648,559	\$430,650	\$371,626	\$555,471	\$603,449	\$479,178	\$400,650
BACR - Bridges ASP								\$206,165
BACR - Claremont SAFE					\$238,502	\$223,469	\$224,668	\$226,464
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					\$535,939	\$271,319	\$347,716	\$543,247
BACR - Glenview ASP								\$181,465
BACR - Hoover ASP Kids Rock					\$387,048	\$453,149	\$648,307	\$628,412
BACR - Jefferson ASP								\$211,374
BACR - Lafayette After School Program								\$162,500
BACR - Madison ASP					\$194,376	\$220,892	\$256,480	\$381,039
BACR - Markham ASP								\$278,554
BACR - Martin Luther King ASP - Unity of Dreams						\$251,612	\$253,582	\$230,402
BACR - Prescott ASP							\$378,256	\$355,464
BACR - Sankota Academy ASP						\$222,009	\$295,139	\$354,976
BACR - Santa Fe Shooting Stars						\$184,714	\$304,619	\$349,117
BACR - Stonehurst High Hopes ASP					\$251,777	\$227,959	\$277,934	\$371,640
BACR - Whittier ASP								\$322,433
Bay Area Outreach & Recreation Program (BORP)			\$87,017	\$80,381	\$66,276	\$66,507	\$66,968	\$63,425
Bay Area SCORES					\$154,182	\$181,610	\$247,876	\$247,560
BEST/EXCEL HS - Youth Leadership							\$576,435	\$335,483
Boys-n-Girls Club of Oakland				\$273,660	\$311,095	\$464,436		
Bring Me A Book Foundation							\$219,734	\$231,400
Center for Early Intervention and Deafness							\$210,534	\$153,090
Center For Youth Development Through Law				\$123,398	\$129,707			
CHALK		\$204,488	\$343,350					
Change Thru Xanthos			\$575,086	\$658,707	\$465,281	\$526,448	\$586,464	\$525,000
Children's Hospital - Dev. Playgroups							\$316,761	\$382,735
Community Health Academy	\$265,984	\$318,897	\$376,445	\$249,587	\$294,581			
Dimensions Dance Theater		\$55,277	\$138,321	\$178,182	\$191,049	\$188,753	\$210,393	\$128,588
DiversityWorks		\$78,612	\$109,376	\$120,690	\$130,180	\$111,850		
Donald P. McCullum Youth Court		\$222,755	\$580,855	\$399,303	\$273,187	\$426,232		
East Bay Agency for Children 2 programs			\$228,814	\$229,430	\$459,615	\$552,809	\$453,543	\$498,313
East Bay Agency for Children - Hawthorne ASP					\$237,539	\$330,148	\$251,819	\$272,384
East Bay Agency for Children-Sequoia ASP					\$230,752	\$222,660	\$201,724	\$225,929
East Bay Asian Youth Center 1-6 programs	\$477,768	\$1,440,292	\$793,215	\$957,028	\$1,044,399	\$1,372,024	\$1,729,218	\$2,175,881
East Bay Asian Youth Center - Bella Vista/La Escuelita								\$419,456
East Bay Asian Youth Center- Franklin ASP					\$135,568	\$238,785	\$377,510	\$373,128
East Bay Asian Youth Center -RISE							\$185,016	\$210,588
East Bay Asian Youth Center-Garfield ASP					\$348,693	\$381,720	\$347,226	\$341,045
East Bay Asian Youth Center-Manzanita ASP					\$172,088	\$263,321	\$281,860	\$286,752
East Bay Asian Youth Center-Roosevelt ASP					\$407,764	\$490,198	\$537,805	\$544,912
East Bay Conservation Corps-Charter ASP						\$263,711	\$309,729	\$408,564
East Oakland Boxing Association		\$71,300	\$221,342	\$237,246	\$281,980	\$266,014	\$393,219	\$322,750
East Oakland Comm. HS - Avenues Project						\$266,722	\$232,714	
Eastside Arts Alliance 1-3 Programs			\$83,885	\$146,184	\$221,399	\$380,382	\$168,939	\$190,000
Elmhurst Middle School ASP						\$227,625	\$364,513	\$399,556
Even Start			\$625,615	\$633,346	\$460,014	\$496,313	\$467,875	\$342,353
Family Bridges Learning Center	\$116,053	\$148,499						
Family Paths/Parental Stress Services				\$428,165	\$360,864	\$557,511	\$572,936	\$492,969
First Place Fund for Youth Foster Youth Alliance	\$460,197	\$1,105,534	\$899,971	\$870,870	\$687,805	\$972,620	\$722,862	\$965,277
Family Support Services Summer Program							\$305,533	\$299,034
Family Violence Law Center				\$68,930	\$169,442	\$70,419		
Girls, Inc. 1-3 programs		\$194,277	\$214,806	\$214,016	\$257,223	\$263,401	\$324,807	\$701,647
Girls Inc. - Lockwood ASP		\$194,277	\$214,806	\$214,016	\$257,223	\$263,401	\$324,807	\$373,882
Girls Inc. Eureka Teen Achievement								\$58,841
Girls, Inc. - Parker ASP								\$268,924
Global Education Partnership	\$103,675	\$130,813		\$136,419	\$158,666	\$187,897	\$261,856	\$160,863
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$262,335	\$353,198	\$234,532					
Jack London Aquatic Center-Rowing Rev.							\$100,904	\$93,865
Kids First			\$206,935	\$220,412	\$200,420	\$294,274	\$151,773	\$252,484

Total Funds Expended								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			\$257,327	\$252,721	\$115,459	\$86,543	\$266,791	\$268,728
La Clinica De La Raza-Youth Brigade	\$212,787	\$391,291	\$109,638	\$114,516	\$254,802	\$126,688	\$136,166	\$123,723
Lao Family 2 rograms		\$221,782	\$132,816	\$92,092		\$373,724	\$333,054	\$321,966
Lao Family Community Dev.-Asipre								\$132,690
Lao Family-Even Start		\$221,782	\$132,816	\$92,092		\$373,724	\$333,054	\$189,276
Leadership Excellence Year-round		\$143,562	\$56,432	\$139,738	\$144,219	\$128,139	\$187,892	\$177,950
Leadership Excellence-Youth Leadership		\$143,562	\$56,432	\$166,772	\$160,655	\$174,548		
Leadership Excellence Summer Program				\$112,704	\$127,782	\$81,729	\$187,892	\$177,950
Mandela Arts Center		\$97,107	\$109,948					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$212,787	\$592,389	\$483,747	\$373,139	\$371,519			
Marcus A. Foster-Children & Youth			\$110,704	\$110,112	\$142,035	\$134,682		
Meirose Leadership Academy			\$302,434	\$287,571	\$313,626	\$358,327		
MOCHA Little Studio Residency Program							\$68,479	\$200,000
Museum of Children's Art-Project Yield	\$212,787	\$410,153	\$506,679	\$542,771				
Native American Health Center	\$477,534	\$748,399	\$728,585	\$724,685	\$558,814	\$473,783	\$354,352	\$434,224
New Hope				\$138,181	\$107,692	\$132,048		
Next Step Learning Center					\$97,367	\$108,431	\$126,313	\$123,693
North Oakland Community Charter School				\$89,136	\$89,437			
Oakland Midnight Basketball- Oakland Police Department	\$52,943		\$160,348					
Oakland Parks and Rec.- Magnet Inclusion Center				\$174,321	\$127,476	\$138,800	\$161,680	\$153,000
Oakland Public Library	\$212,237	\$822,245	\$502,819	\$371,088				
OASES 1-5 programs		\$127,800	\$167,163	\$573,421	\$1,116,654	\$952,846	\$919,366	\$1,451,306
OASES - Quest Cleveland Elementary ASP								\$237,474
OASES - Safe Harbor ASP								\$233,793
OASES Lincoln ASP/LEAP					\$560,481	\$404,824	\$452,627	\$470,829
OASES SOAR Career & College Readiness					\$190,136	\$194,451	\$95,555	\$159,210
OASES-Westlake ASP					\$387,114	\$353,571	\$371,184	\$350,000
OBUGS			\$110,594	\$131,555	\$116,458	\$126,676	\$182,455	\$144,386
Opera Piccola -ArtGate Advance					\$113,269	\$150,130	\$146,119	\$143,125
Operation Dignity/Henry Robinson		\$169,762	\$399,242					
OPR - Oakland Discovery Center Year-round	\$185,877	\$292,253	\$313,297	\$364,370	\$323,903	\$300,299	\$363,297	\$297,692
OPR - Oakland Discovery Center	\$185,877	\$292,253	\$313,297	\$364,370	\$323,903	\$300,299	\$311,591	\$246,382
OPR - Discovery Centers Summer Program							\$51,706	\$51,310
OUSD - Edna Brewer Pride Program								\$100,000
OUSD - Howard Elementary ASP								\$125,000
OUSD - Laurel Community Partnership ASP								\$152,428
OUSD - Program Inspire								\$112,500
OUSD - Reach Academy ASP								\$125,000
OUSD - Resolve ASP								\$200,251
Oakland Youth Chorus 1-3 programs	\$212,785	\$325,790	\$250,190	\$148,761	\$482,227	\$498,761	\$710,512	\$992,149
OYC - Acorn-Woodland ASP							\$221,501	
OYC - Awesome Extended Learning Program								\$373,149
OYC - Fruitvale ASP					\$337,309	\$333,403	\$313,917	\$406,500
OYC (Encompass Academy in 2007)					\$154,020	\$166,358	\$175,094	\$212,500
Pacific News Services-Baat With-In				\$118,668	\$126,181	\$146,522		
Prescott Circus		\$130,212	\$162,852	\$209,236	\$393,552	\$415,753		
MAF Prescott Circus Theatre Summer							\$27,136	\$28,000
Project Re-Connect	\$168,921	\$229,156	\$75,323		\$139,073	\$159,114	\$278,073	\$289,820
Safe Passages - Frick Middle School								\$209,486
SFSU - Havenscourt ASP							\$245,468	\$230,180
SMAAC	\$212,787	\$356,756	\$380,472	\$451,036	\$492,895	\$252,259		
Spanish Speaking Citizens' Foundation 1-3 programs	\$212,502	\$265,463	\$386,511	\$335,695	\$161,853	\$493,515	\$319,959	\$311,827
Spanish Speaking Citizen's Foundation-Youth ASP	\$212,502	\$265,463	\$386,511	\$335,695	\$161,853	\$493,515	\$319,959	\$263,500
SSCF - Pathways ASP @ Lazear								\$188,612
Spanish Speaking Citizens' Found -UA ASP								\$483,369
Spanish Speaking Unily Council	\$201,409				\$118,118	\$171,121		
Sports4Kids		\$327,175	\$446,608	\$404,182	\$407,510	\$364,835	\$376,839	\$423,657
The Link to Children-Reduction of Violence						\$117,588	\$110,685	\$104,829
The Mentoring Center			\$342,113		\$598,650	\$325,271		
Through The Looking Glass					\$102,434	\$111,355	\$170,674	\$149,622
Urban Promise Academy					\$176,569	\$231,737	\$410,444	\$388,725
Volunteer Center and Force for Change	\$237,466	\$304,016	\$364,708	\$226,259				
West Oakland Community School-Extended Day Program	\$51,427	\$192,142	\$176,281					
YMCA of the East Bay					\$274,906	\$224,152	\$307,036	\$351,073
Young Women United For Oakland/Tides Center	\$69,156	\$269,498	\$132,388					
Youth Alive		\$239,910	\$242,125	\$192,695	\$251,557	\$214,137	\$262,476	\$246,526
Youth Employment Partnership	\$159,590	\$240,446	\$251,171	\$333,617	\$309,121	\$304,787	\$305,692	\$255,222
Youth Sounds ARC Associates				\$214,649	\$253,495	\$214,901	\$333,649	\$134,266
Youth Together		\$282,169	\$589,740	\$850,861	\$804,881	\$742,402	\$772,404	\$758,828
Youth UpRising - Youth Grants							\$234,271	\$219,755
Average across Organizations	\$217,062	\$308,989	\$310,946	\$288,472	\$293,320	\$303,185	\$311,597	\$288,039
Median	\$212,502	\$252,954	\$257,327	\$220,412	\$245,030	\$249,848	\$279,966	\$244,149

<b>Customers Served</b>								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School					75	106	106	106
Alameda County Health Care Foundation		24			924	509	742	748
American Indian Child Resource Center							135	112
ASCEND School					329	150	203	223
Asian Community Mental Health Services	415	333	315	377	414	456	309	268
Asian Health Services				276	679			
Attitudinal Healing Connection				145	213			
Bay Area Community Resources/Lincoln Center 2-15 programs	658	526	282	201	1090	1318	1954	3279
Bret Harte Middle School	658	526	282	201	330	258	373	283
BACR - Bridges ASP								116
BACR - Claremont SAFEE					176	221	334	197
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					214	78	226	307
BACR - Glenview ASP								116
BACR - Hoover ASP Kids Rock					113	158	157	149
BACR - Jefferson ASP								229
BACR - Lafayette After School Program								136
BACR - Madison ASP					88	126	87	605
BACR - Markham ASP								143
BACR - Martin Luther King ASP- Unity of Dreams						92	157	144
BACR - Prescott ASP							212	177
BACR - Sankota Academy ASP						119	149	124
BACR - Santa Fe Shooting Stars						104	118	134
BACR - Stonehurst High Hopes ASP					169	162	141	257
BACR - Whittier ASP								162
Bay Area Outreach & Recreation Program (BORP)			32	31	36	25	28	36
Bay Area SCORES					179	223	252	263
BEST/EXCEL HS - Youth Leadership							210	210
Boys-n-Girls Club of Oakland				304	775	1002		
Bring Me A Book Foundation							304	194
Center for Early Intervention and Deafness							60	107
Center For Youth Development Through Law				99	114			
CHALK		76	58					
Change Thru Xanthos			85	134	116	431	330	440
Children's Hospital - Dev. Playgroups							239	761
Community Health Academy	89	341	476	341	442			
Dimensions Dance Theater		253	478	664	571	410	142	153
DiversityWorks		340	309	295	605	212		
Donald P. McCullum Youth Court		243	688	348	213	180		
East Bay Agency for Children 2 programs			483	371	437	406	258	287
East Bay Agency for Children - Hawthorne ASP					342	318	175	185
East Bay Agency for Children-Sequoia ASP					95	88	83	102
East Bay Asian Youth Center 1-6 programs	489	719	938	1012	928	1044	1356	1628
East Bay Asian Youth Center - Bella Vista/La Escuelita								315
East Bay Asian Youth Center- Franklin ASP					170	266	310	274
East Bay Asian Youth Center-RISE							176	254
East Bay Asian Youth Center-Garfield ASP					284	223	269	246
East Bay Asian Youth Center-Manzanita ASP					175	204	202	166
East Bay Asian Youth Center-Roosevelt ASP					299	351	399	373
East Bay Conservation Corps-Charter ASP						95	96	93
East Oakland Boxing Association		419	357	459	482	505	493	403
East Oakland Comm. HS - Avenues Project						258	297	
Eastside Arts Alliance 1-3 Programs			42	49	182	220	129	184
Elmhurst Middle School ASP						156	748	442
Even Start			111	116	114	124	44	68
Family Bridges Learning Center	72	90						
Family Paths/Parental Stress Services				460	314	1146	751	1468
First Place Fund for Youth Foster Youth Alliance	704	806	622	737	533	262	307	531
Family Support Services Summer Program							98	81
Family Violence Law Center				227	187	46		
Girls, Inc. 1-3 programs		73	71	56	58	50	148	317
Girls Inc. - Lockwood ASP		73	71	56	58	50	148	151
Girls Inc. Eureka Teen Achievement								60
Girls, Inc. - Parker ASP								106
Global Education Partnership	22	383		112	142	155	149	162
Hearing Society-Oakland Deaf & Hard of Hearing Youth	191	293	226					
Jack London Aquatic Center-Rowing Rev.							53	55
Kids First			77	123	156	208	339	451

<b>Customers Served</b>								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			453	465	618	559	800	406
La Clinica De La Raza-Youth Brigade	507	455	84	48	41	39	49	35
Lao Family 2 rgrams		97	55	50		280	64	201
Lao Family Community Dev.-Asipre								156
Lao Family-Even Start		97	55	50		280	64	45
Leadership Excellence Year-round		118	60	140	113	105	122	128
Leadership Excellence-Youth Leadership		118	60	95	128	150		
Leadership Excellence Summer Program				184	98	59	122	128
Mandela Arts Center		230	382					
Marcus A. Foster Smart Start & Oakland Ready to Learn	1676	472	2273	3867	3910			
Marcus A. Foster-Children & Youth			280	342	550	286		
Melrose Leadership Academy			111	185	194	204		
MOCHA Little Studio Residency Program							299	293
Museum of Children's Art--Project Yield	380	178	184	173				
Native American Health Center	603	318	385	353	382	315	275	336
New Hope				111	107	124		
Next Step Learning Center					166	159	148	174
North Oakland Community Charter School				40	49			
Oakland Midnight Basketball- Oakland Police Department	101		46					
Oakland Parks and Rec.- Magnet Inclusion Center				87	74	97	192	122
Oakland Public Library	793	975	678	363				
OASES 1-5 programs		301	332	684	975	719	572	764
OASES - Quest Cleveland Elementary ASP								100
OASES - Safe Harbor ASP								102
OASES Lincoln ASP/LEAP					183	183	182	178
OASES SOAR Career & College Readiness					194	219	39	42
OASES-Westlake ASP					598	317	351	342
OBUGS			250	174	345	391	452	414
Opera Piccola -ArtGate Advance					152	258	92	176
Operation Dignity/Henry Robinson		148	222					
OPR - Oakland Discovery Center Year-round	292	487	391	394	310	328	480	301
OPR - Oakland Discovery Center	292	487	391	394	310	328	339	159
OPR - Discovery Centers Summer Program							141	142
OUSD - Edna Brewer Pride Program								416
OUSD - Howard Elementary ASP								129
OUSD - Laurel Community Partnership ASP								227
OUSD - Program inspire								111
OUSD - Reach Academy ASP								306
OUSD - Resolve ASP								273
Oakland Youth Chorus 1-3 programs	202	236	302	394	523	354	377	722
OYC - Acorn-Woodland ASP							158	
OYC - Awesome Extended Learning Program								218
OYC - Fruitvale ASP					228	177	100	380
OYC (Encompass Academy in 2007)					295	177	119	124
Pacific News Services-Beat With-In				332	85	75		
Prescott Circus		165	179	231	448	261		
MAF Prescott Circus Theatre Summer							32	31
Project Re-Connect	126	140	86		80	76	83	95
Safe Passages - Frick Middle School								263
SFSU - Havenscourt ASP							245	224
SMAAC	951	697	320	599	979	814		
Spanish Speaking Citizens' Foundation 1-3 programs	189	203	302	182	111	211	231	209
Spanish Speaking Citizen's Foundation-Youth ASP	189	203	302	182	111	211	231	75
SSCF - Pathways ASP @ Lazear								165
Spanish Speaking Citizens' Found.-UA ASP								388
Spanish Speaking Unity Council	38				31	94		
Sports4Kids		842	885	1218	963	872	829	605
The Link to Children-Reduction of Violence						42	53	66
The Mentoring Center			17		134	89		
Through The Looking Glass					69	61	92	170
Urban Promise Academy					109	99	139	397
Volunteer Center and Force for Change	15	8	97	97				
West Oakland Community School-Extended Day Program	50	47	49					
YMCA of the East Bay					109	120	272	272
Young Women United For Oakland/Tides Center	693	8	109					
Youth Alive		96	75	49	182	53	47	45
Youth Employment Partnership	90	10	1351	173	146	166	153	156
Youth Sounds ARC Associates				59	187	100	155	18
Youth Together		118	512	554	537	662	424	772
Youth UpRising - Youth Grants							331	284
Average across Organizations	385	286	321	332	311	238	222	230
Median	191	217	226	182	182	179	167	168

<b>Hours of Service</b>								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School					78,688	75,930	90,385	125,350
Alameda County Health Care Foundation		1,616			13,038	13,716	15,647	15,648
American Indian Child Resource Center							52,914	68,432
ASCEND School					132,326	59,304	97,956	105,100
Asian Community Mental Health Services	27,408	48,611	79,223	84,037	79,843	80,395	60,572	57,589
Asian Health Services				8,337	9,532			
Attitudinal Healing Connection				24,240	17,516			
Bay Area Community Resources/Lincoln Center 2-15 programs	111,349	54,970	58,420	71,158	295,248	452,205	676,719	1,148,108
Bret Harte Middle School	111,349	54,970	58,420	71,158	67,930	71,114	67,952	95,595
BACR - Bridges ASP								64,769
BACR - Claremont SAFEE					48,343	89,292	66,593	65,134
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					48,459	32,671	115,488	134,132
BACR - Glenview ASP								47,581
BACR - Hoover ASP Kids Rock					67,477	65,205	73,782	66,853
BACR - Jefferson ASP								57,902
BACR - Lafayette After School Program								88,956
BACR - Madison ASP					22,447	32,062	40,639	84,595
BACR - Markham ASP								35,369
BACR - Martin Luther King ASP- Unity of Dreams						26,454	43,383	57,915
BACR - Prescott ASP								57,427
BACR - Sankota Academy ASP						32,933	70,892	72,819
BACR - Santa Fe Shooting Stars						58,267	65,552	64,741
BACR - Stonehurst High Hopes ASP					40,592	44,207	75,011	101,796
BACR - Whittier ASP								49,768
Bay Area Outreach & Recreation Program (BORP)			2,649	3,938	2,864	2,708	3,852	4,558
Bay Area SCORES					21,410	21,836	39,586	45,648
BEST/EXCEL HS - Youth Leadership							92,632	45,309
Boys-n-Girls Club of Oakland				23,648	77,321	194,099		
Bring Me A Book Foundation							25,821	29,408
Center for Early Intervention and Deafness							2,413	3,722
Center For Youth Development Through Law				6,897	6,180			
CHALK		14,717	22,264					
Change Thru Xanthos			71,642	78,928	72,439	97,736	69,979	73,211
Children's Hospital - Dev. Playgroups							10,399	13,535
Community Health Academy	75,586	102,655	99,557	102,676	138,303			
Dimensions Dance Theater		20,360	56,419	63,608	63,650	57,732	45,045	36,662
DiversityWorks		5,426	6,608	9,930	10,170	9,728		
Donald P. McCullum Youth Court		18,239	54,139	20,525	16,861	26,469		
East Bay Agency for Children 2 programs			41,837	36,250	73,694	82,300	91,224	111,338
East Bay Agency for Children - Hawthorne ASP					34,327	35,231	48,508	58,172
East Bay Agency for Children-Sequoia ASP					39,367	47,069	42,716	53,166
East Bay Asian Youth Center 1-6 programs	55,346	129,620	235,849	237,889	294,071	403,993	395,362	573,352
East Bay Asian Youth Center - Bella Vista/La Escuelita								139,482
East Bay Asian Youth Center- Franklin ASP					51,693	109,706	135,750	120,150
East Bay Asian Youth Center -RISE							18,439	25,198
East Bay Asian Youth Center-Garfield ASP					90,628	109,706	101,058	123,076
East Bay Asian Youth Center-Manzanita ASP					56,770	82,263	62,803	81,503
East Bay Asian Youth Center-Roosevelt ASP					94,980	102,318	77,312	83,943
East Bay Conservation Corps-Charter ASP						48,305	44,796	47,806
East Oakland Boxing Association		88,769	76,959	97,829	100,249	142,477	120,239	123,307
East Oakland Comm. HS - Avenues Project						60,811	79,512	
Eastside Arts Alliance 1-3 Programs			12,866	22,844	44,474	106,084	58,981	57,097
Elmhurst Middle School ASP						48,159	201,433	164,175
Even Start			62,440	61,491	77,440	81,557	54,546	59,729
Family Bridges Learning Center	19,607	73,884						
Family Paths/Parental Stress Services				19,108	11,924	35,478	43,931	45,031
First Place Fund for Youth Foster Youth Alliance	21,417	36,368	40,608	44,110	49,217	20,694	32,442	31,242
Family Support Services Summer Program							19,080	19,110
Family Violence Law Center				11,046	7,810	7,979		
Girls, Inc. 1-3 programs		34,120	47,690	43,101	19,261	19,226	25,482	73,982
Girls Inc. - Lockwood ASP		34,120	47,690	43,101	19,261	19,226	25,482	43,892
Girls Inc. Eureka Teen Achievement								7,720
Girls, Inc. - Parker ASP								22,370
Global Education Partnership	59,512	61,817		31,954	30,957	31,752	36,091	35,535
Hearing Society-Oakland Deaf & Hard of Hearing Youth	11,306	12,934	8,311					
Jack London Aquatic Center-Rowing Rev.							11,735	13,646
Kids First			20,272	15,084	18,801	21,441	22,952	24,446

Hours of Service								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			6,800	11,013	11,400	9,315	7,657	11,008
La Clinica De La Raza-Youth Brigade	6,079	12,842	16,380	16,989	11,001	15,330	12,723	15,203
Lao Family 2 programs		50,856	14,046	10,596		33,050	23,482	86,817
Lao Family Community Dev.-Asipre								56,860
Lao Family-Even Start		50,856	14,046	10,596		33,050	23,482	29,957
Leadership Excellence Year-round		51,760	8,942	18,554	18,284	14,453	22,080	22,225
Leadership Excellence-Youth Leadership		51,760	8,942	14,997	14,791	19,329		
Leadership Excellence Summer Program				22,110	21,777	9,576	22,080	22,225
Mandela Arts Center		7,019	18,124					
Marcus A. Foster Smart Stan & Oakland Ready to Learn	15,887	41,685	81,798	120,941	173,409			
Marcus A. Foster-Children & Youth			78,524	40,355	64,244	68,523		
Metrose Leadership Academy			50,393	84,341	83,549	90,339		
MOCHA Little Studio Residency Program							19,123	33,654
Museum of Children's Art--Project Yield	44,279	71,182	66,498	82,881				
Native American Health Center	84,157	153,047	159,353	136,294	131,545	106,615	66,442	69,857
New Hope				20,857	26,640	30,685		
Next Step Learning Center					35,827	38,131	34,977	29,695
North Oakland Community Charter School				27,659	28,052			
Oakland Midnight Basketball- Oakland Police Department	11,976		8,740					
Oakland Parks and Rec.- Magnet Inclusion Center				14,413	14,939	19,313	25,167	30,607
Oakland Public Library	62,866	297,335	65,180	43,039				
OASES 1-5 programs		75,325	88,004	124,756	162,741	169,022	172,651	237,496
OASES - Quest Cleveland Elementary ASP								38,490
OASES - Safe Harbor ASP								33,135
OASES Lincoln ASP/LEAP					79,808	78,206	82,280	85,422
OASES SOAR Career & College Readiness					26,924	30,724	7,288	8,217
OASES-Westlake ASP					56,009	60,092	83,083	72,232
OBUGS			21,011	18,035	22,889	31,416	69,979	22,516
Opera Piccola - ArtGate Advance					9,783	13,386	11,139	14,861
Operation Dignity/Henry Robinson		21,867	19,686					
OPR - Oakland Discovery Center Year-round	48,432	32,957	70,998	80,073	67,483	65,189	76,844	65,532
OPR - Oakland Discovery Center	48,432	32,957	70,998	80,073	67,483	65,189	64,473	53,283
OPR - Discovery Centers Summer Program							12,371	12,249
OUSD - Edna Brewer Pride Program								35,008
OUSD - Howard Elementary ASP								60,053
OUSD - Laurel Community Partnership ASP								51,966
OUSD - Program Inspire								34,808
OUSD - Reach Academy ASP								95,243
OUSD - Resolve ASP								51,447
Oakland Youth Chorus 1-3 programs	10,010	29,420	35,243	27,914	126,393	126,289	165,827	180,539
OYC - Acorn-Woodland ASP								56,108
OYC - Awesome Extended Learning Program								71,833
OYC - Fruitvale ASP					100,377	96,529	71,707	65,556
OYC (Encompass Academy in 2007)					26,016	29,760	38,012	43,150
Pacific News Services-Beal With-In				7,000	6,902	10,122		
Prescott Circus		19,238	23,298	30,725	70,241	70,335		
MAF Prescott Circus Theatre Summer							3,850	4,219
Project Re-Connect	7,976	10,832	4,141		10,079	14,552	7,714	8,660
Safe Passages - Frick Middle School								45,101
SFSU - Havenscourt ASP							28,578	28,493
SMAAC	94,853	82,395	86,865	122,952	105,463	66,964		
Spanish Speaking Citizens' Foundation 1-3 programs	21,810	33,682	50,353	39,953	27,607	53,278	35,251	31,214
Spanish Speaking Citizen's Foundation-Youth ASP	21,810	33,682	50,353	39,953	27,607	53,278	35,251	17,406
SSCF - Pathways ASP @ Lazear								35,850
Spanish Speaking Citizens' Found.-UA ASP								40,385
Spanish Speaking Unity Council	15,074				3,165	19,428		
Sports4Kids		211,923	161,128	290,232	235,282	184,551	155,739	128,455
The Link to Children-Reduction of Violence						4,254	5,445	5,860
The Mentoring Center			3,610		12,016	26,032		
Through The Looking Glass					4,688	7,665	11,169	10,254
Urban Promise Academy					54,305	35,531	83,626	81,818
Volunteer Center and Force for Change	34,168	71,139	78,923	188,881				
West Oakland Community School-Extended Day Program	13,714	18,973	18,025					
YMCA of the East Bay					29,825	38,511	72,175	72,175
Young Women United For Oakland/Tides Center	9,705	15,921	27,033					
Youth Alive		23,701	14,833	14,342	17,689	13,221	14,151	15,034
Youth Employment Partnership	16,643	47,466	29,679	31,344	31,844	35,871	33,652	24,316
Youth Sounds ARC Associates				26,334	35,808	52,775	41,737	2,184
Youth Together		54,667	141,751	172,183	102,279	125,374	187,640	115,605
Youth UpRising - Youth Grants							77,549	121,167
Average across Organizations	36,335	55,244	46,788	52,480	49,303	52,164	53,023	55,341
Median	21,810	39,027	40,608	30,725	35,068	38,321	44,364	48,787

Hours of Service per Customer								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School					1,049	716	853	1,183
Alameda County Health Care Foundation		67			14	27	21	21
American Indian Child Resource Center							392	611
ASCEND School					402	395	483	471
Asian Community Mental Health Services	66	146	252	223	193	176	196	215
Asian Health Services				30	14			
Attitudinal Healing Connection				167	82			
Bay Area Community Resources/Lincoln Center 2-15 programs	169	105	207	354	271	343	346	350
Bret Harte Middle School	169	105	207	354	206	276	182	338
BACR - Bridges ASP								558
BACR - Claremont SAFEE					275	404	199	331
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					226	419	511	437
BACR - Glenview ASP								410
BACR - Hoover ASP Kids Rock					597	413	470	449
BACR - Jefferson ASP								253
BACR - Lafayette After School Program								654
BACR - Madison ASP					255	254	467	140
BACR - Markham ASP								247
BACR - Martin Luther King ASP- Unity of Dreams						288	276	402
BACR - Prescott ASP							271	340
BACR - Sankota Academy ASP						277	476	587
BACR - Santa Fe Shooting Stars						560	556	483
BACR - Stonehurst High Hopes ASP					240	273	532	396
BACR - Whittier ASP								307
Bay Area Outreach & Recreation Program (BORP)			83	127	80	108	138	147
Bay Area SCORES					122	98	157	174
BEST/EXCEL HS - Youth Leadership							441	216
Boys-n-Girls Club of Oakland				78	100	194		
Bring Me A Book Foundation							85	152
Center for Early Intervention and Deafness							40	35
Center For Youth Development Through Law				70	54			
CHALK		194	384					
Change Thru Xanthos			843	589	624	227	212	166
Children's Hospital - Dev. Playgroups							44	18
Community Health Academy	849	301	209	301	313			
Dimensions Dance Theater		80	118	96	111	141	317	240
DiversityWorks		16	21	34	17	46		
Donald P. McCullum Youth Court		75	79	59	79	147		
East Bay Agency for Children 2 programs			87	98	169	203	354	388
East Bay Agency for Children - Hawthorne ASP					100	111	277	314
East Bay Agency for Children-Sequoia ASP					414	535	515	521
East Bay Asian Youth Center 1-6 programs	113	180	251	235	317	387	292	352
East Bay Asian Youth Center - Bella Vista/La Escuelita								443
East Bay Asian Youth Center- Franklin ASP					304	412	438	439
East Bay Asian Youth Center -RISE							105	99
East Bay Asian Youth Center-Garfield ASP					319	492	376	500
East Bay Asian Youth Center-Manzanita ASP					324	403	311	491
East Bay Asian Youth Center-Roosevelt ASP					318	292	194	225
East Bay Conservation Corps-Charter ASP						508	467	514
East Oakland Boxing Association		212	216	213	208	282	244	306
East Oakland Comm. HS - Avenues Project						236	268	
Eastside Arts Alliance 1-3 Programs			306	466	244	482	457	310
Elmhurst Middle School ASP						309	269	469
Even Start			563	530	679	658	1,240	878
Family Bridges Learning Center	272	821						
Family Paths/Parental Stress Services				42	38	31	58	31
First Place Fund for Youth Foster Youth Alliance	30	45	65	60	92	79	106	59
Family Support Services Summer Program							195	236
Family Violence Law Center				49	42	173		
Girls, Inc. 1-3 programs		467	672	770	332	385	172	233
Girls Inc. - Lockwood ASP		467	672	770	332	385	172	291
Girls Inc. Eureka Teen Achievement								129
Girls, Inc. - Parker ASP								211
Global Education Partnership	2,710	161		285	218	205	242	219
Hearing Society-Oakland Deaf & Hard of Hearing Youth	59	44	37					
Jack London Aquatic Center-Rowing Rev.							221	248
Kids First			263	123	121	103	68	54

Hours of Service per Customer								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			15	24	18	17	10	27
La Clinica De La Raza-Youth Brigade	12	28	195	354	268	393	260	434
Lao Family Programs		524	255	212		118	367	432
Lao Family Community Dev.-Asipre								364
Lao Family-Even Start		524	255	212		118	367	666
Leadership Excellence Year-round		439	149	139	162	138	181	174
Leadership Excellence-Youth Leadership		439	149	158	116	129		
Leadership Excellence Summer Program				120	222	162	181	174
Mandela Arts Center		31	47					
Marcus A. Foster Smart Start & Oakland Ready to Learn	9	88	36	31	44			
Marcus A. Foster-Children & Youth			280	118	117	240		
Melrose Leadership Academy			454	511	431	443		
MOCHA Little Studio Residency Program							64	115
Museum of Children's Art--Project Yield	117	400	361	479				
Native American Health Center	140	481	414	386	344	338	242	208
New Hope				188	249	247		
Next Step Learning Center					216	240	236	171
North Oakland Community Charter School				691	572			
Oakland Midnight Basketball- Oakland Police Department	119		190					
Oakland Parks and Rec.- Magnet Inclusion Center				166	202	199	131	251
Oakland Public Library	79	305	96	119				
OASES 1-5 programs		250	265	182	167	235	302	311
OASES - Quest Cleveland Elementary ASP								385
OASES - Safe Harbor ASP								325
OASES Lincoln ASP/LEAP					436	427	452	480
OASES SOAR Career & College Readiness					139	140	187	196
OASES-Westlake ASP					94	190	237	211
OBUGS			84	104	66	80	155	54
Opera Piccola - ArtGate Advance					64	52	121	84
Operation Dignity/Henry Robinson		148	89					
OPR - Oakland Discovery Center Year-round	166	68	182	203	218	199	160	218
OPR - Oakland Discovery Center	166	68	182	203	218	199	190	335
OPR - Discovery Centers Summer Program							88	86
OUSD - Edna Brewer Pride Program								84
OUSD - Howard Elementary ASP								466
OUSD - Laurel Community Partnership ASP								337
OUSD - Program Inspire								314
OUSD - Reach Academy ASP								311
OUSD - Resolve ASP								188
Oakland Youth Chorus 1-3 programs	50	125	117	71	242	357	440	250
OYC - Acorn-Woodland ASP							355	
OYC - Awesome Extended Learning Program								330
OYC - Fruitvale ASP					440	545	717	173
OYC (Encompass Academy in 2007)					88	168	319	348
Pacific News Services-Beat With-In				21	81	135		
Prescott Circus		117	130	133	157	250		
MAF Prescott Circus Theatre Summer							120	136
Project Re-Connect	83	77	48		126	191	93	91
Safe Passages - Frick Middle School								171
SFSU - Havenscourt ASP							117	127
SMAAC	100	118	271	205	108	82		
Spanish Speaking Citizens' Foundation 1-3 programs	115	166	167	220	249	253	153	149
Spanish Speaking Citizen's Foundation-Youth ASP	115	166	167	220	249	253	153	232
SSCF - Pathways ASP @ Lazear								217
Spanish Speaking Citizens' Found.-UA ASP								104
Spanish Speaking Unity Council	397				102	207		
Sports4Kids		252	182	238	244	212	188	212
The Link to Children-Reduction of Violence						101	103	89
The Mentoring Center			212		90	292		
Through The Looking Glass					68	126	121	60
Urban Promise Academy					498	359	602	206
Volunteer Center and Force for Change	2,278	8,892	814	1,947				
West Oakland Community School-Extended Day Program	274	404	368					
YMCA of the East Bay					274	321	265	265
Young Women United For Oakland/Tides Center	14	1,990	248					
Youth Alive		247	198	293	97	249	301	334
Youth Employment Partnership	185	4,747	22	181	218	216	220	156
Youth Sounds ARC Associates				446	191	528	269	121
Youth Together		463	277	311	190	189	443	150
Youth UpRising - Youth Grants							234	427
Average across Organizations	363	646	232	263	226	264	281	297
Median	117	180	195	188	204	240	237	259



<b>OFCY Cost per Hour</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				\$1.29	\$1.43	\$1.17	\$0.80
Alameda County Health Care Foundation	\$16.08			\$4.98	\$5.32	\$6.75	\$6.39
American Indian Child Resource Center						\$3.01	\$2.21
ASCEND School				\$2.64	\$1.83	\$2.16	\$1.90
Asian Community Mental Health Services	\$3.98	\$2.45	\$2.29	\$2.43	\$3.37	\$3.49	\$3.47
Asian Health Services			\$10.27	\$11.65			
Attitudinal Healing Connection			\$2.27	\$3.17			
Bay Area Community Resources/Lincoln Center 2-15 programs	\$7.11	\$5.53	\$3.87	\$3.35	\$2.71	\$2.42	\$1.54
Bret Harte Middle School	\$7.11	\$5.53	\$3.87	\$4.09	\$3.81	\$3.11	\$2.09
BACR - Bridges ASP							\$0.77
BACR - Claremont SAFEE				\$2.34	\$1.21	\$1.59	\$1.54
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				\$4.99	\$3.60	\$1.83	\$1.49
BACR - Glenview ASP							\$1.05
BACR - Hoover ASP Kids Rock				\$1.68	\$1.66	\$2.15	\$2.24
BACR - Jefferson ASP							\$0.86
BACR - Lafayette After School Program							\$0.56
BACR - Madison ASP				\$4.36	\$4.87	\$3.12	\$1.42
BACR - Markham ASP							\$1.41
BACR - Martin Luther King ASP- Unity of Dreams					\$4.28	\$2.92	\$2.07
BACR - Prescott ASP						\$3.79	\$2.12
BACR - Sankota Academy ASP					\$3.29	\$2.56	\$2.36
BACR - Santa Fe Shooting Stars					\$1.45	\$2.09	\$1.91
BACR - Stonehurst High Hopes ASP				\$3.59	\$3.53	\$2.11	\$1.47
BACR - Whittier ASP							\$1.00
Bay Area Outreach & Recreation Program (BORP)		\$20.26	\$11.18	\$15.51	\$15.83	\$10.96	\$8.78
Bay Area SCORES				\$2.59	\$2.86	\$4.01	\$3.29
BEST/EXCEL HS - Youth Leadership						\$2.28	\$4.41
Boys-n-Girls Club of Oakland			\$4.66	\$1.44	\$0.64		
Bring Me A Book Foundation						\$6.13	\$5.10
Center for Early Intervention and Deafness						\$21.88	\$11.39
Center For Youth Development Through Law			\$5.59	\$6.29			
CHALK	\$6.00	\$5.60					
Change Thru Xanθος		\$3.03	\$2.44	\$2.68	\$1.94	\$2.46	\$2.39
Children's Hospital - Dev. Playgroups						\$22.85	\$16.62
Community Health Academy	\$2.69	\$3.34	\$2.14	\$1.61			
Dimensions Dance Theater	\$1.36	\$0.69	\$0.87	\$0.87	\$1.08	\$1.98	\$1.32
DiversityWorks	\$10.18	\$9.57	\$8.31	\$8.19	\$8.36		
Donald P. McCullum Youth Court	\$6.59	\$2.04	\$5.36	\$6.39	\$4.71		
East Bay Agency for Children 2 programs		\$3.97	\$4.56	\$3.77	\$3.59	\$3.18	\$2.47
East Bay Agency for Children - Hawthorne ASP				\$4.94	\$5.31	\$3.81	\$3.01
East Bay Agency for Children-Sequoia ASP				\$2.87	\$2.30	\$2.47	\$1.88
East Bay Asian Youth Center 1-6 programs	\$4.04	\$1.87	\$1.84	\$2.11	\$1.50	\$2.02	\$1.51
East Bay Asian Youth Center - Bella Vista/La Escuelita							\$0.72
East Bay Asian Youth Center- Franklin ASP				\$1.59	\$0.72	\$0.99	\$1.06
East Bay Asian Youth Center -RISE						\$7.17	\$5.25
East Bay Asian Youth Center-Garfield ASP				\$2.17	\$1.72	\$1.47	\$1.14
East Bay Asian Youth Center-Manzanita ASP				\$1.99	\$1.32	\$2.75	\$2.01
East Bay Asian Youth Center-Roosevelt ASP				\$2.51	\$2.24	\$2.73	\$2.38
East Bay Conservation Corps-Charter ASP					\$3.20	\$3.54	\$3.14
East Oakland Boxing Association	\$0.61	\$0.72	\$0.79	\$0.78	\$0.56	\$0.70	\$0.65
East Oakland Comm. HS - Avenues Project					\$2.67	\$1.99	
Eastside Arts Alliance 1-3 Programs		\$4.28	\$3.62	\$3.00	\$1.94	\$1.79	\$1.75
Elmhurst Middle School ASP					\$3.19	\$0.99	\$1.22
Even Start		\$1.60	\$1.61	\$1.29	\$1.38	\$3.39	\$2.93
Family Bridges Learning Center	\$0.95						
Family Paths/Parental Stress Services			\$14.01	\$11.21	\$4.39	\$4.63	\$3.41
First Place Fund for Youth Foster Youth Alliance	\$12.16	\$10.29	\$9.51	\$6.21	\$23.37	\$5.57	\$5.56
Family Support Services Summer Program						\$11.01	\$10.33
Family Violence Law Center			\$4.68	\$6.68	\$6.62		
Girls, Inc. 1-3 programs	\$3.39	\$2.44	\$2.68	\$6.05	\$6.81	\$6.78	\$2.52
Girls Inc. - Lockwood ASP	\$3.39	\$2.44	\$2.68	\$6.05	\$6.81	\$6.78	\$1.14
Girls Inc. Eureka Teen Achievement							\$5.50
Girls, Inc. - Parker ASP							\$4.21
Global Education Partnership	\$2.05		\$3.20	\$3.33	\$3.53	\$4.39	\$3.05
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$17.75	\$18.72					
Jack London Aquatic Center-Rowing Rev.						\$4.72	\$3.96
Kids First		\$4.10	\$5.47	\$3.70	\$3.78	\$0.62	\$5.56

<b>OFCY Cost per Hour</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		\$27.40	\$17.21	\$7.60	\$1.08	\$24.13	\$15.90
La Clinica De La Raza-Youth Brigade	\$15.07	\$5.50	\$5.06	\$17.37	\$6.12	\$7.65	\$6.06
Lao Family 2 rograms	\$2.85	\$7.02	\$5.49		\$5.74	\$6.43	\$2.22
Lao Family Community Dev.-Asipre							\$0.88
Lao Family-Even Start	\$2.85	\$7.02	\$5.49		\$5.74	\$6.43	\$4.78
Leadership Excellence Year-round	\$1.06	\$3.70	\$3.99	\$3.79	\$4.57	\$6.09	\$5.73
Leadership Excellence-Youth Leadership	\$1.06	\$3.70	\$5.49	\$5.61	\$4.82		
Leadership Excellence Summer Program			\$2.48	\$2.55	\$4.05	\$6.09	\$5.73
Mandela Arts Center	\$7.87	\$3.05					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$4.64	\$2.84	\$2.28	\$1.59			
Marcus A. Foster-Children & Youth		\$1.41	\$2.73	\$1.73	\$1.58		
Melrose Leadership Academy		\$3.84	\$2.28	\$2.33	\$2.10		
MOCHA Little Studio Residency Program						\$0.83	\$4.46
Museum of Children's Art-Project Yield	\$2.72	\$2.91	\$2.32				
Native American Health Center	\$2.80	\$2.78	\$2.42	\$2.29	\$2.35	\$2.65	\$2.46
New Hope			\$2.64	\$2.08	\$2.03		
Next Step Learning Center				\$1.18	\$1.25	\$1.57	\$1.75
North Oakland Community Charter School			\$1.79	\$1.78			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			\$4.57	\$4.46	\$4.58	\$4.41	\$3.43
Oakland Public Library	\$0.65	\$2.97	\$4.48				
OASES 1-5 programs	\$0.85	\$0.96	\$1.54	\$2.79	\$2.94	\$2.78	\$2.34
OASES - Quest Cleveland Elementary ASP							\$1.30
OASES - Safe Harbor ASP							\$1.51
OASES Lincoln ASP/LEAP				\$2.81	\$2.75	\$2.57	\$2.34
OASES SOAR Career & College Readiness				\$0.90	\$2.51	\$7.97	\$6.69
OASES-Westlake ASP				\$3.84	\$3.43	\$2.54	\$2.77
OBUGS		\$2.63	\$4.57	\$3.63	\$2.59	\$1.51	\$4.44
Opera Piccola -ArtGate Advance				\$8.67	\$6.13	\$9.71	\$6.73
Operation Dignity/Henry Robinson	\$4.26	\$5.62					
OPR - Oakland Discovery Center Year-round	\$5.87	\$3.07	\$3.27	\$2.88	\$2.91	\$2.88	\$2.80
OPR - Oakland Discovery Center	\$5.87	\$3.07	\$3.27	\$2.88	\$2.91	\$2.88	\$2.81
OPR - Discovery Centers Summer Program						\$2.86	\$2.74
OUSD - Edna Brewer Pride Program							\$1.43
OUSD - Howard Elementary ASP							\$0.21
OUSD - Laurel Community Partnership ASP							\$0.96
OUSD - Program Inspire							\$0.36
OUSD - Reach Academy ASP							\$0.13
OUSD - Resolve ASP							\$0.97
Oakland Youth Chorus 1-3 programs	\$6.58	\$5.50	\$3.93	\$2.64	\$2.70	\$2.87	\$2.49
OYC - Acorn-Woodland ASP						\$2.82	
OYC - Awesome Extended Learning Program							\$2.09
OYC - Fruitvale ASP				\$2.25	\$2.25	\$2.94	\$3.05
OYC (Encompass Academy in 2007)				\$4.35	\$4.19	\$2.78	\$2.32
Pacific News Services-Beat With-In			\$11.80	\$12.06	\$9.24		
Prescott Circus	\$2.87	\$3.18	\$2.69	\$4.31	\$3.16		
MAF Prescott Circus Theatre Summer						\$5.75	\$4.98
Project Re-Connect	\$16.93	\$13.37		\$11.00	\$8.56	\$22.58	\$19.15
Safe Passages - Frick Middle School							\$1.11
SFSU - Havenscourt ASP						\$5.54	\$5.26
SMAAC	\$2.34	\$3.19	\$2.67	\$3.16	\$2.83		
Spanish Speaking Citizens' Foundation 1-3 programs	\$5.74	\$4.12	\$4.77	\$4.34	\$4.45	\$5.99	\$4.27
Spanish Speaking Citizen's Foundation-Youth ASP	\$5.74	\$4.12	\$4.77	\$4.34	\$4.45	\$5.99	\$8.62
SSCF - Pathways ASP @ Lazear							\$1.39
Spanish Speaking Citizens' Found.-UA ASP							\$4.95
Spanish Speaking Unity Council				\$17.54	\$4.51		
Sports4Kids	\$1.12	\$1.55	\$0.66	\$0.83	\$1.03	\$1.19	\$1.36
The Link to Children-Reduction of Violence					\$15.03	\$14.38	\$12.66
The Mentoring Center		\$42.82		\$9.24	\$8.33		
Through The Looking Glass				\$10.43	\$7.32	\$6.71	\$6.92
Urban Promise Academy				\$1.39	\$2.21	\$2.53	\$2.44
Volunteer Center and Force for Change	\$3.89	\$4.05	\$1.20				
West Oakland Community School-Extended Day Program	\$6.57	\$6.92					
YMCA of the East Bay				\$3.72	\$2.82	\$2.92	\$2.77
Young Women United For Oakland/Tides Center	\$4.33	\$2.50					
Youth Alive	\$8.10	\$13.06	\$7.68	\$6.28	\$9.43	\$11.19	\$9.98
Youth Employment Partnership	\$4.05	\$6.45	\$6.13	\$6.09	\$5.29	\$5.49	\$6.79
Youth Sounds ARC Associates			\$2.09	\$1.55	\$1.18	\$3.74	\$28.39
Youth Together	\$3.54	\$2.47	\$2.05	\$3.26	\$2.59	\$1.13	\$1.73
Youth UpRising - Youth Grants						\$2.38	\$1.44
Average across Organizations	\$5.25	\$6.38	\$4.58	\$4.58	\$4.11	\$4.93	\$3.67
Median	\$4.02	\$3.70	\$3.62	\$3.29	\$3.19	\$2.98	\$2.28

Total Cost per Hour								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School					\$13.60	\$17.61	\$14.22	\$10.97
Alameda County Health Care Foundation		\$21.44			\$12.69	\$10.00	\$12.27	\$11.48
American Indian Child Resource Center							\$4.44	\$3.54
ASCEND School					\$6.29	\$4.18	\$4.19	\$3.65
Asian Community Mental Health Services	\$7.76	\$9.39	\$7.40	\$6.91	\$8.90	\$9.01	\$11.06	\$11.32
Asian Health Services				\$12.89	\$32.03			
Attitudinal Healing Connection				\$7.34	\$7.00			
Bay Area Community Resources/Lincoln Center 2-15 programs	\$4.30	\$11.80	\$7.37	\$5.22	\$7.33	\$5.88	\$5.12	\$4.53
Bret Harte Middle School	\$4.30	\$11.80	\$7.37	\$5.22	\$8.18	\$8.49	\$7.05	\$4.19
BACR - Bridges ASP								\$3.18
BACR - Claremont SAFEE					\$4.93	\$2.50	\$3.37	\$3.48
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					\$11.08	\$8.30	\$3.01	\$4.05
BACR - Glenview ASP								\$3.81
BACR - Hoover ASP Kids Rock					\$5.74	\$6.95	\$8.79	\$9.40
BACR - Jefferson ASP								\$3.65
BACR - Lafayette After School Program								\$1.83
BACR - Madison ASP					\$8.66	\$6.89	\$6.31	\$4.50
BACR - Markham ASP								\$7.88
BACR - Martin Luther King ASP- Unity of Dreams						\$9.51	\$5.85	\$3.98
BACR - Prescott ASP							\$6.59	\$5.91
BACR - Sankota Academy ASP						\$6.74	\$4.16	\$4.87
BACR - Santa Fe Shooting Stars						\$3.17	\$4.65	\$5.39
BACR - Stonehurst High Hopes ASP					\$6.20	\$5.16	\$3.71	\$3.65
BACR - Whittier ASP								\$6.48
Bay Area Outreach & Recreation Program (BORP)			\$32.85	\$20.41	\$23.84	\$24.56	\$17.39	\$13.92
Bay Area SCORES					\$7.20	\$8.32	\$6.26	\$5.42
BEST/EXCEL HS - Youth Leadership							\$6.22	\$7.40
Boys-n-Girls Club of Oakland				\$11.57	\$4.02	\$2.39		
Bring Me A Book Foundation							\$8.51	\$7.87
Center for Early Intervention and Deafness							\$87.25	\$41.13
Center For Youth Development Through Law				\$17.89	\$20.99			
CHALK		\$13.89	\$15.42					
Change Thru Xanthos			\$8.03	\$8.35	\$6.42	\$5.39	\$8.38	\$7.17
Children's Hospital - Dev. Playgroups							\$30.46	\$28.28
Community Health Academy	\$3.52	\$3.11	\$3.78	\$2.43	\$2.13			
Dimensions Dance Theater		\$2.71	\$2.45	\$2.80	\$3.00	\$3.27	\$4.67	\$3.51
DiversityWorks		\$14.49	\$16.55	\$12.15	\$12.80	\$11.50		
Donald P. McCullum Youth Court		\$12.21	\$10.73	\$19.45	\$16.20	\$16.10		
East Bay Agency for Children 2 programs			\$5.47	\$6.33	\$6.24	\$6.72	\$4.97	\$4.48
East Bay Agency for Children - Hawthorne ASP					\$6.92	\$9.37	\$5.19	\$4.68
East Bay Agency for Children-Sequoia ASP					\$5.86	\$4.73	\$4.72	\$4.25
East Bay Asian Youth Center 1-6 programs	\$8.63	\$11.11	\$3.36	\$4.02	\$3.55	\$3.40	\$4.37	\$3.80
East Bay Asian Youth Center - Bella Vista/La Escuelita								\$3.01
East Bay Asian Youth Center- Franklin ASP					\$2.62	\$2.16	\$2.78	\$3.11
East Bay Asian Youth Center -RISE							\$10.03	\$8.36
East Bay Asian Youth Center-Garfield ASP					\$3.85	\$3.48	\$3.44	\$2.77
East Bay Asian Youth Center-Manzanita ASP					\$3.03	\$3.20	\$4.49	\$3.52
East Bay Asian Youth Center-Roosevelt ASP					\$4.29	\$4.79	\$6.95	\$6.49
East Bay Conservation Corps-Charter ASP						\$5.46	\$6.91	\$8.55
East Oakland Boxing Association		\$0.80	\$2.88	\$2.43	\$2.81	\$1.87	\$3.27	\$2.62
East Oakland Comm. HS - Avenues Project						\$4.39	\$2.93	
Eastside Arts Alliance 1-3 Programs			\$6.52	\$6.40	\$4.98	\$3.59	\$2.86	\$3.33
Elmhurst Middle School ASP						\$4.73	\$1.81	\$2.43
Even Start			\$10.02	\$10.30	\$5.94	\$6.09	\$8.58	\$5.73
Family Bridges Learning Center	\$1.57	\$2.01						
Family Paths/Parental Stress Services				\$22.41	\$30.26	\$15.71	\$13.04	\$10.95
First Place Fund for Youth Foster Youth Alliance	\$21.49	\$30.40	\$22.16	\$19.74	\$13.97	\$47.00	\$22.28	\$30.90
Family Support Services Summer Program							\$16.01	\$15.65
Family Violence Law Center				\$6.24	\$21.70	\$8.83		
Girls, Inc. 1-3 programs		\$5.69	\$4.50	\$4.97	\$13.35	\$13.70	\$12.75	\$9.48
Girls Inc. - Lockwood ASP		\$5.69	\$4.50	\$4.97	\$13.35	\$13.70	\$12.75	\$8.52
Girls Inc. Eureka Teen Achievement								\$7.62
Girls, Inc. - Parker ASP								\$12.02
Global Education Partnership	\$1.74	\$2.12		\$4.27	\$5.13	\$5.92	\$7.26	\$4.53
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$23.20	\$27.31	\$28.22					
Jack London Aquatic Center-Rowing Rev.							\$8.60	\$6.88
Kids First			\$10.21	\$14.61	\$10.66	\$13.72	\$6.61	\$10.33

Total Cost per Hour								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			\$37.84	\$22.95	\$10.13	\$9.29	\$34.84	\$24.41
La Clinica De La Raza-Youth Brigade	\$35.00	\$30.47	\$6.69	\$6.74	\$23.16	\$8.26	\$10.70	\$8.14
Lao Family 2 programs		\$4.36	\$9.46	\$8.69		\$11.31	\$14.18	\$3.71
Lao Family Community Dev.-Asipre								\$2.33
Lao Family-Even Start		\$4.36	\$9.46	\$8.69		\$11.31	\$14.18	\$6.32
Leadership Excellence Year-round		\$2.77	\$6.31	\$8.11	\$7.89	\$8.87	\$8.51	\$8.01
Leadership Excellence-Youth Leadership		\$2.77	\$6.31	\$11.12	\$10.86	\$9.03		
Leadership Excellence Summer Program				\$5.10	\$5.87	\$8.53	\$8.51	\$8.01
Mandela Arts Center		\$13.83	\$6.07					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$13.39	\$14.21	\$5.91	\$3.09	\$2.14			
Marcus A. Foster-Children & Youth			\$1.41	\$2.73	\$2.21	\$1.97		
Melrose Leadership Academy			\$6.00	\$3.41	\$3.75	\$3.97		
MOCHA Little Studio Residency Program							\$3.58	\$5.94
Museum of Children's Art--Project Yield	\$4.81	\$5.76	\$7.62	\$6.55				
Native American Health Center	\$5.67	\$4.89	\$4.57	\$5.32	\$4.25	\$4.44	\$5.33	\$6.22
New Hope				\$6.63	\$4.04	\$4.30		
Next Step Learning Center					\$2.72	\$2.84	\$3.61	\$4.17
North Oakland Community Charter School				\$3.22	\$3.19			
Oakland Midnight Basketball- Oakland Police Department	\$4.42		\$18.35					
Oakland Parks and Rec.- Magnet Inclusion Center				\$12.09	\$8.53	\$7.19	\$6.42	\$5.00
Oakland Public Library	\$3.38	\$2.77	\$7.71	\$8.62				
OASES 1-5 programs		\$1.70	\$1.90	\$4.60	\$6.86	\$5.64	\$5.32	\$6.11
OASES - Quest Cleveland Elementary ASP								\$6.17
OASES - Safe Harbor ASP								\$7.06
OASES Lincoln ASP/LEAP					\$7.02	\$5.18	\$5.50	\$5.51
OASES SOAR Career & College Readiness					\$7.06	\$6.33	\$13.11	\$19.38
OASES-Westlake ASP				\$6.91	\$5.88	\$4.47	\$4.85	\$4.85
OBUGS			\$5.26	\$7.29	\$5.09	\$4.03	\$2.61	\$6.41
Opera Piccola - ArtGate Advance					\$11.58	\$11.22	\$13.12	\$9.63
Operation Dignity/Henry Robinson		\$7.76	\$20.28					
OPR - Oakland Discovery Center Year-round	\$3.84	\$8.87	\$4.41	\$4.55	\$4.80	\$4.61	\$4.73	\$4.54
OPR - Oakland Discovery Center	\$3.84	\$8.87	\$4.41	\$4.55	\$4.80	\$4.61	\$4.83	\$4.62
OPR - Discovery Centers Summer Program							\$4.18	\$4.19
OUSD - Edna Brewer Pride Program								\$2.86
OUSD - Howard Elementary ASP								\$2.08
OUSD - Laurel Community Partnership ASP								\$2.93
OUSD - Program Inspire								\$3.23
OUSD - Reach Academy ASP								\$1.31
OUSD - Resolve ASP								\$3.89
Oakland Youth Chorus 1-3 programs	\$21.26	\$11.07	\$7.10	\$5.33	\$3.62	\$3.96	\$4.28	\$5.50
OYC - Acorn-Woodland ASP							\$3.95	
OYC - Awesome Extended Learning Program								\$5.19
OYC - Fruitvale ASP					\$3.36	\$3.45	\$4.38	\$6.20
OYC (Encompass Academy in 2007)					\$5.92	\$5.59	\$4.61	\$4.92
Pacific News Services-Beat With-In				\$16.95	\$18.28	\$14.48		
Prescott Circus		\$6.77	\$6.99	\$6.81	\$5.60	\$5.91		
MAF Prescott Circus Theatre Summer							\$7.04	\$6.64
Project Re-Connect	\$21.18	\$21.16	\$18.19		\$13.80	\$10.93	\$36.05	\$33.47
Safe Passages - Frick Middle School								\$4.64
SFSU - Havenscourt ASP							\$8.59	\$8.08
SMAAC	\$2.24	\$4.33	\$4.38	\$3.67	\$4.67	\$3.77		
Spanish Speaking Citizens' Foundation 1-3 programs	\$9.74	\$7.88	\$7.68	\$8.40	\$5.86	\$9.26	\$9.08	\$9.99
Spanish Speaking Citizen's Foundation-Youth ASP	\$9.74	\$7.88	\$7.68	\$8.40	\$5.86	\$9.26	\$9.08	\$15.14
SSCF - Pathways ASP @ Lazear								\$5.26
Spanish Speaking Citizens' Found.-JA ASP								\$11.97
Spanish Speaking Unity Council	\$13.36				\$37.32	\$8.81		
Sports4Kids		\$1.54	\$2.77	\$1.39	\$1.73	\$1.98	\$2.42	\$3.30
The Link to Children-Reduction of Violence						\$27.64	\$20.33	\$17.89
The Mentoring Center			\$94.77		\$49.82	\$12.50		
Through The Looking Glass					\$21.85	\$14.53	\$15.28	\$14.59
Urban Promise Academy					\$3.25	\$6.52	\$4.91	\$4.75
Volunteer Center and Force for Change	\$6.95	\$4.27	\$4.62	\$1.20				
West Oakland Community School-Extended Day Program	\$3.75	\$10.13	\$9.78					
YMCA of the East Bay					\$9.22	\$5.82	\$4.25	\$4.86
Young Women United For Oakland/Tides Center	\$7.13	\$16.93	\$4.90					
Youth Alive		\$10.12	\$16.32	\$13.44	\$14.22	\$16.20	\$18.55	\$16.40
Youth Employment Partnership	\$9.59	\$5.07	\$8.46	\$10.64	\$9.71	\$8.50	\$9.08	\$10.50
Youth Sounds ARC Associates				\$8.15	\$7.08	\$4.07	\$7.99	\$61.48
Youth Together		\$5.16	\$4.16	\$4.94	\$7.87	\$5.92	\$4.12	\$6.56
Youth UpRising - Youth Grants							\$3.02	\$1.81
Average across Organizations	\$9.47	\$9.32	\$11.87	\$8.75	\$9.75	\$8.26	\$9.52	\$7.96
Median	\$6.95	\$7.27	\$7.40	\$7.29	\$6.92	\$6.43	\$6.51	\$5.33

OFCY Cost per Customer							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				\$1,357	\$1,023	\$996	\$943
Alameda County Health Care Foundation	\$1,083			\$70	\$143	\$142	\$134
American Indian Child Resource Center						\$1,181	\$1,348
ASCEND School				\$1,063	\$723	\$1,040	\$897
Asian Community Mental Health Services	\$581	\$615	\$511	\$469	\$594	\$683	\$746
Asian Health Services			\$310	\$164			
Attitudinal Healing Connection			\$380	\$261			
Bay Area Community Resources/Lincoln Center 2-15 programs	\$743	\$1,145	\$1,370	\$908	\$929	\$836	\$538
Bret Harte Middle School	\$743	\$1,145	\$1,370	\$841	\$1,051	\$566	\$707
BACR - Bridges ASP							\$431
BACR - Claremont SAFEE				\$643	\$491	\$316	\$508
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				\$1,130	\$1,509	\$934	\$651
BACR - Glenview ASP							\$431
BACR - Hoover ASP Kids Rock				\$1,001	\$686	\$1,009	\$1,007
BACR - Jefferson ASP							\$218
BACR - Lafayette After School Program							\$368
BACR - Madison ASP				\$1,112	\$1,239	\$1,456	\$198
BACR - Markham ASP							\$350
BACR - Martin Luther King ASP- Unity of Dreams					\$1,232	\$806	\$832
BACR - Prescott ASP						\$1,026	\$720
BACR - Sankota Academy ASP					\$911	\$1,220	\$1,388
BACR - Santa Fe Shooting Stars					\$813	\$1,163	\$924
BACR - Stonehurst High Hopes ASP				\$862	\$964	\$1,123	\$584
BACR - Whittier ASP							\$309
Bay Area Outreach & Recreation Program (BORP)		\$1,677	\$1,421	\$1,234	\$1,715	\$1,508	\$1,290
Bay Area SCORES				\$316	\$280	\$629	\$571
BEST/EXCEL HS - Youth Leadership						\$1,006	\$952
Boys-n-Girls Club of Oakland			\$362	\$143	\$124		
Bring Me A Book Foundation						\$521	\$773
Center for Early Intervention and Deafness						\$880	\$396
Center For Youth Development Through Law			\$389	\$341			
CHALK	\$1,162	\$2,148					
Change Thru Xanthos		\$2,552	\$1,438	\$1,675	\$440	\$521	\$398
Children's Hospital - Dev. Playgroups						\$994	\$296
Community Health Academy	\$811	\$698	\$646	\$502			
Dimensions Dance Theater	\$109	\$81	\$83	\$97	\$152	\$627	\$317
DiversityWorks	\$163	\$205	\$280	\$138	\$384		
Donald P. McCullum Youth Court	\$495	\$161	\$316	\$506	\$693		
East Bay Agency for Children 2 programs		\$344	\$445	\$635	\$728	\$1,125	\$958
East Bay Agency for Children - Hawthorne ASP				\$496	\$588	\$1,056	\$946
East Bay Agency for Children-Sequoia ASP				\$1,191	\$1,232	\$1,272	\$980
East Bay Asian Youth Center 1-6 programs	\$729	\$469	\$432	\$667	\$579	\$589	\$531
East Bay Asian Youth Center - Bella Vista/La Escuelita							\$317
East Bay Asian Youth Center- Franklin ASP				\$483	\$296	\$434	\$465
East Bay Asian Youth Center -RISE						\$751	\$521
East Bay Asian Youth Center-Garfield ASP				\$693	\$847	\$552	\$572
East Bay Asian Youth Center-Manzanita ASP				\$646	\$531	\$855	\$985
East Bay Asian Youth Center-Roosevelt ASP				\$799	\$652	\$529	\$536
East Bay Conservation Corps-Charter ASP					\$1,625	\$1,650	\$1,613
East Oakland Boxing Association	\$129	\$155	\$168	\$161	\$157	\$171	\$199
East Oakland Comm. HS - Avenues Project					\$630	\$533	
Eastside Arts Alliance 1-3 Programs		\$1,311	\$1,685	\$732	\$936	\$819	\$543
Elmhurst Middle School ASP					\$984	\$266	\$571
Even Start		\$898	\$854	\$876	\$905	\$4,199	\$2,574
Family Bridges Learning Center	\$1,293						
Family Paths/Parental Stress Services			\$582	\$426	\$136	\$271	\$105
First Place Fund for Youth Foster Youth Alliance	\$549	\$672	\$569	\$574	\$1,846	\$589	\$327
Family Support Services Summer Program						\$2,144	\$2,437
Family Violence Law Center			\$228	\$279	\$1,148		
Girls, Inc. 1-3 programs	\$1,586	\$1,637	\$2,065	\$2,010	\$2,618	\$1,167	\$589
Girls Inc. - Lockwood ASP	\$1,586	\$1,637	\$2,065	\$2,010	\$2,618	\$1,167	\$331
Girls Inc. Eureka Teen Achievement							\$707
Girls, Inc. - Parker ASP							\$889
Global Education Partnership	\$331		\$914	\$726	\$723	\$1,063	\$670
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$784	\$688					
Jack London Aquatic Center-Rowing Rev.						\$1,045	\$982
Kids First		\$1,078	\$671	\$446	\$389	\$42	\$302

OFCY Cost per Customer							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		\$411	\$408	\$140	\$18	\$231	\$431
La Clinica De La Raza-Youth Brigade	\$425	\$1,072	\$1,789	\$4,661	\$2,406	\$1,987	\$2,630
Lao Family 2 rograms	\$1,495	\$1,793	\$1,164		\$678	\$2,358	\$961
Lao Family Community Dev.-Asipre							\$321
Lao Family-Even Start	\$1,495	\$1,793	\$1,164		\$678	\$2,358	\$3,181
Leadership Excellence Year-round	\$467	\$551	\$582	\$613	\$632	\$1,102	\$995
Leadership Excellence-Youth Leadership	\$467	\$551	\$867	\$648	\$622		
Leadership Excellence Summer Program			\$298	\$566	\$658	\$1,102	\$995
Mandela Arts Center	\$240	\$145					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$410	\$102	\$71	\$71			
Marcus A. Foster-Children & Youth		\$395	\$322	\$202	\$379		
Melrose Leadership Academy		\$1,745	\$1,168	\$1,001	\$930		
MOCHA Little Studio Residency Program						\$53	\$512
Museum of Children's Art-Project Yield	\$1,087	\$1,053	\$1,114				
Native American Health Center	\$1,345	\$1,150	\$936	\$787	\$794	\$641	\$511
New Hope			\$496	\$519	\$503		
Next Step Learning Center				\$255	\$300	\$370	\$298
North Oakland Community Charter School			\$1,239	\$1,020			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			\$757	\$900	\$911	\$577	\$861
Oakland Public Library	\$200	\$286	\$531				
OASES 1-5 programs	\$212	\$253	\$282	\$466	\$692	\$840	\$726
OASES - Quest Cleveland Elementary ASP							\$500
OASES - Safe Harbor ASP							\$490
OASES Lincoln ASP/LEAP				\$1,224	\$1,173	\$1,160	\$1,124
OASES SOAR Career & College Readiness				\$124	\$352	\$1,489	\$1,310
OASES-Westlake ASP				\$359	\$650	\$602	\$585
OBUGS		\$221	\$474	\$241	\$208	\$234	\$242
Opera Piccola -ArtGate Advance				\$558	\$318	\$1,175	\$568
Operation Dignity/Henry Robinson	\$629	\$499					
OPR - Oakland Discovery Center Year-round	\$397	\$558	\$664	\$627	\$578	\$461	\$610
OPR - Oakland Discovery Center	\$397	\$558	\$664	\$627	\$578	\$548	\$943
OPR - Discovery Centers Summer Program						\$251	\$237
OUSD - Edna Brewer Pride Program							\$120
OUSD - Howard Elementary ASP							\$97
OUSD - Laurel Community Partnership ASP							\$325
OUSD - Program Inspire							\$113
OUSD - Reach Academy ASP							\$41
OUSD - Resolve ASP							\$183
Oakland Youth Chorus 1-3 programs	\$820	\$641	\$278	\$637	\$965	\$1,260	\$623
OYC - Acorn-Woodland ASP						\$1,002	
OYC - Awesome Extended Learning Program							\$688
OYC - Fruitvale ASP				\$992	\$1,225	\$2,112	\$526
OYC (Encompass Academy in 2007)				\$383	\$704	\$887	\$806
Pacific News Services-Beat With-in			\$249	\$980	\$1,247		
Prescott Circus	\$335	\$414	\$358	\$675	\$791		
MAF Prescott Circus Theatre Summer						\$693	\$677
Project Re-Connect	\$1,310	\$644		\$1,386	\$1,640	\$2,098	\$1,745
Safe Passages - Frick Middle School							\$190
SFSU - Havenscourt ASP						\$646	\$670
SMAAC	\$276	\$865	\$549	\$340	\$233		
Spanish Speaking Citizens' Foundation 1-3 programs	\$953	\$687	\$1,048	\$1,079	\$1,124	\$914	\$638
Spanish Speaking Citizen's Foundation-Youth ASP	\$953	\$687	\$1,048	\$1,079	\$1,124	\$914	\$2,000
SSCF - Pathways ASP @ Lazar							\$303
Spanish Speaking Citizens' Found.-UA ASP							\$515
Spanish Speaking Unity Council				\$1,791	\$933		
Sports4Kids	\$283	\$281	\$158	\$202	\$218	\$223	\$289
The Link to Children-Reduction of Violence					\$1,522	\$1,477	\$1,124
The Mentoring Center		\$9,093		\$828	\$2,436		
Through The Looking Glass				\$709	\$920	\$815	\$418
Urban Promise Academy				\$692	\$794	\$1,519	\$504
Volunteer Center and Force for Change	\$34,547	\$3,299	\$2,333				
West Oakland Community School-Extended Day Program	\$2,653	\$2,546					
YMCA of the East Bay				\$1,019	\$904	\$774	\$735
Young Women United For Oakland/Tides Center	\$8,609	\$621					
Youth Alive	\$1,999	\$2,583	\$2,247	\$610	\$2,353	\$3,370	\$3,333
Youth Employment Partnership	\$19,236	\$142	\$1,111	\$1,328	\$1,142	\$1,207	\$1,058
Youth Sounds ARC Associates			\$933	\$297	\$623	\$1,008	\$3,444
Youth Together	\$1,640	\$685	\$636	\$620	\$491	\$498	\$259
Youth UpRising - Youth Grants						\$558	\$616
Average across Organizations	\$2,464	\$1,109	\$792	\$749	\$862	\$976	\$741
Median	\$686	\$686	\$636	\$645	\$757	\$901	\$540

<b>Total Cost per Customer</b>							
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
Ala Costa Center After School					\$14,272	\$12,615	\$12,127
Alameda County Health Care Foundation		\$1,444			\$179	\$270	\$259
American Indian Child Resource Center							\$1,739
ASCEND School					\$2,531	\$1,654	\$2,022
Asian Community Mental Health Services	\$513	\$1,371	\$1,862	\$1,540	\$1,717	\$1,588	\$2,169
Asian Health Services				\$389	\$450		
Attitudinal Healing Connection				\$1,228	\$576		
Bay Area Community Resources/Lincoln Center 2-15 programs	\$728	\$1,233	\$1,527	\$1,849	\$1,985	\$2,017	\$1,774
Bret Harte Middle School	\$728	\$1,233	\$1,527	\$1,849	\$1,683	\$2,339	\$1,285
BACR - Bridges ASP							
BACR - Claremont SAFEE					\$1,355	\$1,011	\$673
BACR - Emerson w/Peralta in 2007, w/MLK in 2005					\$2,504	\$3,478	\$1,539
BACR - Glenview ASP							
BACR - Hoover ASP Kids Rock					\$3,425	\$2,868	\$4,129
BACR - Jefferson ASP							
BACR - Lafayette After School Program							
BACR - Madison ASP					\$2,209	\$1,753	\$2,948
BACR - Markham ASP							
BACR - Martin Luther King ASP- Unity of Dreams						\$2,735	\$1,615
BACR - Prescott ASP							\$1,784
BACR - Sankota Academy ASP						\$1,866	\$1,981
BACR - Santa Fe Shooting Stars						\$1,776	\$2,582
BACR - Stonehurst High Hopes ASP					\$1,490	\$1,407	\$1,971
BACR - Whittier ASP							
Bay Area Outreach & Recreation Program (BORP)			\$2,719	\$2,593	\$1,897	\$2,660	\$2,392
Bay Area SCORES					\$881	\$814	\$984
BEST/EXCEL HS - Youth Leadership							\$2,745
Boys-n-Girls Club of Oakland				\$900	\$401	\$464	
Bring Me A Book Foundation							\$723
Center for Early Intervention and Deafness							\$3,509
Center For Youth Development Through Law				\$1,246	\$1,138		
CHALK		\$2,691	\$5,920				
Change Thru Xanthos			\$6,766	\$4,916	\$4,011	\$1,221	\$1,777
Children's Hospital - Dev. Playgroups							\$1,325
Community Health Academy	\$2,989	\$935	\$791	\$732	\$666		
Dimensions Dance Theater		\$218	\$289	\$268	\$335	\$460	\$1,482
DiversityWorks		\$231	\$354	\$409	\$215	\$528	
Donald P. McCullum Youth Court		\$917	\$844	\$1,147	\$1,283	\$2,368	
East Bay Agency for Children 2 programs			\$474	\$618	\$1,052	\$1,362	\$1,758
East Bay Agency for Children - Hawthorne ASP					\$695	\$1,038	\$1,439
East Bay Agency for Children-Sequoia ASP					\$2,429	\$2,530	\$2,430
East Bay Asian Youth Center 1-6 programs	\$977	\$2,003	\$846	\$946	\$1,125	\$1,314	\$1,275
East Bay Asian Youth Center - Bella Vista/La Escuelita							
East Bay Asian Youth Center- Franklin ASP					\$797	\$890	\$1,218
East Bay Asian Youth Center -RISE							\$1,051
East Bay Asian Youth Center-Garfield ASP					\$1,228	\$1,712	\$1,291
East Bay Asian Youth Center-Manzanita ASP					\$983	\$1,291	\$1,395
East Bay Asian Youth Center-Roosevelt ASP					\$1,364	\$1,397	\$1,347
East Bay Conservation Corps-Charter ASP						\$2,776	\$3,226
East Oakland Boxing Association		\$170	\$620	\$517	\$585	\$527	\$798
East Oakland Comm. HS - Avenues Project						\$1,034	\$784
Eastside Arts Alliance 1-3 Programs			\$1,997	\$2,983	\$1,216	\$1,729	\$1,310
Elmhurst Middle School ASP						\$1,459	\$487
Even Start			\$5,636	\$5,460	\$4,035	\$4,003	\$10,634
Family Bridges Learning Center	\$1,612	\$2,062					
Family Paths/Parental Stress Services				\$931	\$1,149	\$486	\$763
First Place Fund for Youth Foster Youth Alliance	\$654	\$1,372	\$1,447	\$1,182	\$1,290	\$3,712	\$2,355
Family Support Services Summer Program							\$3,118
Family Violence Law Center				\$304	\$906	\$1,531	
Girls, Inc. 1-3 programs		\$2,661	\$3,025	\$3,822	\$4,435	\$5,268	\$2,195
Girls Inc. - Lockwood ASP		\$2,661	\$3,025	\$3,822	\$4,435	\$5,268	\$2,195
Girls Inc. Eureka Teen Achievement							
Girls, Inc. - Parker ASP							
Global Education Partnership	\$4,708	\$342		\$1,218	\$1,117	\$1,212	\$1,757
Hearing Society-Oakland Deaf & Hard of Hearing Youth	\$1,373	\$1,205	\$1,038				
Jack London Aquatic Center-Rowing Rev.							\$1,904
Kids First			\$2,687	\$1,792	\$1,285	\$1,415	\$448

Total Cost per Customer								
AGENCY	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots			\$568	\$543	\$187	\$155	\$333	\$662
La Clinica De La Raza-Youth Brigade	\$420	\$860	\$1,305	\$2,386	\$6,215	\$3,248	\$2,779	\$3,535
Laos Family 2 rograms		\$2,286	\$2,415	\$1,842		\$1,335	\$5,204	\$1,602
Laos Family Community Dev.-Asipre								\$851
Laos Family-Even Start		\$2,286	\$2,415	\$1,842		\$1,335	\$5,204	\$4,206
Leadership Excellence Year-round		\$1,217	\$941	\$1,184	\$1,276	\$1,226	\$1,540	\$1,390
Leadership Excellence-Youth Leadership		\$1,217	\$941	\$1,755	\$1,255	\$1,164		
Leadership Excellence Summer Program				\$613	\$1,304	\$1,385	\$1,540	\$1,390
Mandela Arts Center		\$422	\$288					
Marcus A. Foster Smart Start & Oakland Ready to Learn	\$127	\$1,255	\$213	\$96	\$95			
Marcus A. Foster-Children & Youth			\$395	\$322	\$258	\$471		
Melrose Leadership Academy			\$2,725	\$1,743	\$1,617	\$1,757		
MOCHA Little Studio Residency Program							\$229	\$683
Museum of Children's Art-Project Yield	\$560	\$2,304	\$2,754	\$3,137				
Native American Health Center	\$792	\$2,353	\$1,892	\$2,053	\$1,463	\$1,504	\$1,289	\$1,292
New Hope				\$1,245	\$1,006	\$1,065		
Next Step Learning Center					\$587	\$682	\$853	\$711
North Oakland Community Charter School				\$2,228	\$1,825			
Oakland Midnight Basketball- Oakland Police Department	\$524		\$3,486					
Oakland Parks and Rec.- Magnet Inclusion Center				\$2,004	\$1,723	\$1,431	\$842	\$1,254
Oakland Public Library	\$268	\$843	\$742	\$1,022				
OASES 1-5 programs		\$425	\$504	\$838	\$1,145	\$1,325	\$1,607	\$1,900
OASES - Quest Cleveland Elementary ASP								\$2,375
OASES - Safe Harbor ASP								\$2,292
OASES Lincoln ASP/LEAP					\$3,063	\$2,212	\$2,487	\$2,645
OASES SOAR Career & College Readiness					\$980	\$888	\$2,450	\$3,791
OASES-Westlake ASP					\$647	\$1,115	\$1,058	\$1,023
OBUGS			\$442	\$756	\$338	\$324	\$404	\$349
Opera Piccola -ArtGate Advance					\$745	\$582	\$1,588	\$813
Operation Dignity/Henry Robinson		\$1,147	\$1,798					
OPR - Oakland Discovery Center Year-round	\$637	\$600	\$801	\$925	\$1,045	\$916	\$757	\$989
OPR - Oakland Discovery Center	\$637	\$600	\$801	\$925	\$1,045	\$916	\$919	\$1,550
OPR - Discovery Centers Summer Program							\$366	\$361
OUSD - Edna Brewer Pride Program								\$240
OUSD - Howard Elementary ASP								\$969
OUSD - Laurel Community Partnership ASP								\$990
OUSD - Program Inspire								\$1,014
OUSD - Reach Academy ASP								\$408
OUSD - Resolve ASP								\$734
Oakland Youth Chorus 1-3 programs	\$1,053	\$1,380	\$828	\$378	\$922	\$1,412	\$1,885	\$1,374
OYC - Acorn-Woodland ASP							\$1,402	
OYC - Awesome Extended Learning Program								\$1,712
OYC - Fruitvale ASP					\$1,479	\$1,884	\$3,139	\$1,070
OYC (Encompass Academy in 2007)					\$522	\$940	\$1,471	\$1,714
Pacific News Services-Beat With-In				\$357	\$1,484	\$1,954		
Prescott Circus		\$789	\$910	\$906	\$878	\$1,480		
MAF Prescott Circus Theatre Summer							\$848	\$903
Project Re-Connect	\$1,341	\$1,637	\$876		\$1,738	\$2,094	\$3,350	\$3,051
Safe Passages - Frick Middle School								\$797
SFSU - Havenscourt ASP							\$1,002	\$1,028
SMAAC	\$224	\$512	\$1,189	\$753	\$503	\$310		
Spanish Speaking Citizens' Foundation 1-3 programs	\$1,124	\$1,308	\$1,280	\$1,844	\$1,458	\$2,339	\$1,385	\$1,492
Spanish Speaking Citizen's Foundation-Youth ASP	\$1,124	\$1,308	\$1,280	\$1,844	\$1,458	\$2,339	\$1,385	\$3,513
SSCF - Pathways ASP @ Lazear								\$1,143
Spanish Speaking Citizens' Found.-UA ASP								\$1,246
Spanish Speaking Unity Council	\$5,300				\$3,810	\$1,820		
Sports4Kids		\$389	\$505	\$332	\$423	\$418	\$455	\$700
The Link to Children-Reduction of Violence						\$2,800	\$2,088	\$1,588
The Mentoring Center			\$20,124		\$4,468	\$3,655		
Through The Looking Glass					\$1,485	\$1,825	\$1,855	\$880
Urban Promise Academy					\$1,620	\$2,341	\$2,953	\$979
Volunteer Center and Force for Change	\$15,831	\$38,002	\$3,760	\$2,333				
West Oakland Community School-Extended Day Program	\$1,029	\$4,088	\$3,598					
YMCA of the East Bay					\$2,522	\$1,668	\$1,129	\$1,291
Young Women United For Oakland/Tides Center	\$100	\$33,687	\$1,215					
Youth Alive		\$2,499	\$3,228	\$3,933	\$1,382	\$4,040	\$5,585	\$5,478
Youth Employment Partnership	\$1,773	\$24,045	\$186	\$1,928	\$2,117	\$1,836	\$1,998	\$1,636
Youth Sounds ARC Associates				\$3,638	\$1,356	\$2,149	\$2,153	\$7,459
Youth Together		\$2,391	\$1,152	\$1,536	\$1,499	\$1,121	\$1,822	\$983
Youth UpRising - Youth Grants							\$708	\$774
Average across Organizations	\$1,902	\$3,905	\$2,190	\$1,606	\$1,700	\$1,842	\$2,001	\$1,751
Median	\$792	\$1,244	\$1,280	\$1,245	\$1,297	\$1,517	\$1,540	\$1,352



<b>Youth Satisfaction with Services</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				94%	82%	96%	88%
Alameda County Health Care Foundation	81%			87%	83%	83%	76%
American Indian Child Resource Center						80%	90%
ASCEND School				82%	88%	86%	80%
Asian Community Mental Health Services	95%	84%	93%	88%	93%	87%	94%
Asian Health Services			74%	96%			
Attitudinal Healing Connection			86%	87%			
Bay Area Community Resources/Lincoln Center 2-15 programs	79%	83%	74%	80%	84%	84%	84%
Bret Harte Middle School	79%	83%	74%	86%	86%	94%	85%
BACR - Bridges ASP							84%
BACR - Claremont SAFEE				73%	76%	74%	67%
BACR - Emerson w/Peralla in 2007, w/MLK in 2005				82%	88%	82%	85%
BACR - Glenview ASP							98%
BACR - Hoover ASP Kids Rock				81%	80%	81%	88%
BACR - Jefferson ASP							85%
BACR - Lafayette After School Program							87%
BACR - Madison ASP				75%	80%	91%	76%
BACR - Markham ASP							84%
BACR - Martin Luther King ASP- Unity of Dreams					77%	79%	83%
BACR - Prescott ASP						88%	87%
BACR - Sankota Academy ASP					83%	87%	78%
BACR - Santa Fe Shooting Stars					93%	80%	88%
BACR - Stonehurst High Hopes ASP				81%	90%	86%	90%
BACR - Whittier ASP							87%
Bay Area Outreach & Recreation Program (BORP)		91%	89%	91%	97%	94%	95%
Bay Area SCORES				90%	88%	87%	90%
BEST/EXCEL HS - Youth Leadership						92%	88%
Boys-n-Girls Club of Oakland			84%	81%	81%		
Bring Me A Book Foundation							
Center for Early Intervention and Deafness							
Center For Youth Development Through Law			94%	98%			
CHALK	87%	90%					
Change Thru Xanthos		87%	82%	96%	87%	88%	86%
Children's Hospital - Dev. Playgroups							
Community Health Academy	84%	85%	88%	88%			
Dimensions Dance Theater	96%	95%	95%	91%	92%	89%	90%
DiversityWorks	71%	84%	91%	80%	84%		
Donald P. McCullum Youth Court	80%	90%	93%	81%	85%		
East Bay Agency for Children 2 programs		92%	91%	89%	86%	83%	82%
East Bay Agency for Children - Hawthorne ASP				91%	88%	81%	83%
East Bay Agency for Children-Sequoia ASP				82%	81%	85%	80%
East Bay Asian Youth Center 1-6 programs	80%	79%	76%	78%	77%	82%	81%
East Bay Asian Youth Center - Bella Vista/La Escuelita							86%
East Bay Asian Youth Center- Franklin ASP				81%	84%	89%	83%
East Bay Asian Youth Center -RISE						85%	81%
East Bay Asian Youth Center-Garfield ASP				78%	76%	87%	86%
East Bay Asian Youth Center-Manzanita ASP				90%	84%	80%	79%
East Bay Asian Youth Center-Roosevelt ASP				70%	62%	68%	70%
East Bay Conservation Corps-Charter ASP					84%	82%	82%
East Oakland Boxing Association	85%	67%	91%	94%	95%	98%	94%
East Oakland Comm. HS - Avenues Project					79%	88%	
Eastside Arts Alliance 1-3 Programs		80%	93%	88%	89%	85%	89%
Elmhurst Middle School ASP					88%	77%	69%
Even Start							
Family Bridges Learning Center							
Family Paths/Parental Stress Services							
First Place Fund for Youth Foster Youth Alliance	87%	87%	86%	84%	93%	85%	83%
Family Support Services Summer Program						90%	77%
Family Violence Law Center			92%	91%			
Girls, Inc. 1-3 programs	83%	85%	84%	91%	91%	82%	84%
Girls Inc. - Lockwood ASP	83%	85%	84%	91%	91%	82%	79%
Girls Inc. Eureka Teen Achievement							86%
Girls, Inc. - Parker ASP							86%
Global Education Partnership	86%		71%	89%	86%	78%	74%
Hearing Society-Oakland Deaf & Hard of Hearing Youth	86%	91%					
Jack London Aquatic Center-Rowing Rev.						96%	87%
Kids First		88%	81%	93%	89%	88%	83%

<b>Youth Satisfaction with Services</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		96%	94%	92%	94%	96%	89%
La Clinica De La Raza-Youth Brigade	97%	90%	85%	92%	89%	80%	81%
Lao Family 2 programs	79%	71%	78%				79%
Lao Family Community Dev.-Asipre							79%
Lao Family-Even Start	79%	71%	78%				
Leadership Excellence Year-round	75%	83%	89%	96%	92%	79%	75%
Leadership Excellence-Youth Leadership	75%	83%	87%	97%	96%		
Leadership Excellence Summer Program			90%	95%	89%	79%	75%
Mandela Arts Center							
Marcus A. Foster Smart Start & Oakland Ready to Learn							
Marcus A. Foster-Children & Youth		93%	92%	97%	90%		
Metrose Leadership Academy		69%	65%	74%	68%		
MOCHA Little Studio Residency Program							
Museum of Children's Art-Project Yield	79%	86%	86%				
Native American Health Center	81%	82%	76%	86%	87%	91%	95%
New Hope			86%	95%	83%		
Next Step Learning Center				95%	92%	97%	92%
North Oakland Community Charter School			79%	84%			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			87%	85%	79%	84%	89%
Oakland Public Library	79%	88%	89%				
OASES 1-5 programs	82%	84%	80%	86%	86%	89%	85%
OASES - Quest Cleveland Elementary ASP							79%
OASES - Safe Harbor ASP							74%
OASES Lincoln ASP/LEAP				89%	84%	84%	93%
OASES SOAR Career & College Readiness				82%	85%	94%	90%
OASES-Westlake ASP				84%	90%	89%	89%
OBUGS		90%	86%	94%	88%	86%	85%
Opera Piccola -ArtGate Advance				89%	86%	96%	85%
Operation Dignity/Henry Robinson	91%	73%					
OPR - Oakland Discovery Center Year-round	89%	91%	91%	89%	91%	88%	90%
OPR - Oakland Discovery Center	89%	91%	91%	89%	91%	87%	88%
OPR - Discovery Centers Summer Program						89%	92%
OUSD - Edna Brewer Pride Program							71%
OUSD - Howard Elementary ASP							84%
OUSD - Laurel Community Partnership ASP							76%
OUSD - Program Inspire							80%
OUSD - Reach Academy ASP							84%
OUSD - Resolve ASP							80%
Oakland Youth Chorus 1-3 programs	91%	89%	82%	86%	89%	81%	80%
OYC - Acorn-Woodland ASP						79%	
OYC - Awesome Extended Learning Program							82%
OYC - Fruitvale ASP				87%	84%	79%	80%
OYC (Encompass Academy in 2007)				85%	93%	83%	77%
Pacific News Services-Beat With-In			85%	80%	91%		
Prescott Circus	93%	91%	92%	91%	85%		
MAF Prescott Circus Theatre Summer						69%	67%
Project Re-Connect	84%	82%		89%	88%	87%	92%
Safe Passages - Frick Middle School						74%	83%
SFSU - Havenscourt ASP						68%	57%
SMAAC	78%	75%	74%	82%	85%		
Spanish Speaking Citizens' Foundation 1-3 programs	79%	86%	91%	91%	88%	86%	84%
Spanish Speaking Citizen's Foundation-Youth ASP	79%	86%	91%	91%	88%	86%	85%
SSCF - Pathways ASP @ Lazeor							89%
Spanish Speaking Citizens' Found.-UA ASP							78%
Spanish Speaking Unity Council				72%	68%		
Sports4Kids	84%	85%	86%	86%	88%	91%	88%
The Link to Children-Reduction of Violence							
The Mentoring Center		82%		82%	88%		
Through The Looking Glass							95%
Urban Promise Academy				84%	77%	85%	90%
Volunteer Center and Force for Change	97%	95%					
West Oakland Community School-Extended Day Program	56%	78%					
YMCA of the East Bay				76%	72%	55%	62%
Young Women United For Oakland/Tides Center	77%	77%					
Youth Alive	88%	92%	95%	94%	94%	92%	90%
Youth Employment Partnership	90%	77%	90%	91%	87%	80%	77%
Youth Sounds ARC Associates			83%	87%	87%	76%	
Youth Together	87%	88%	92%	88%	90%	89%	87%
Youth UpRising - Youth Grants						89%	89%
Average across Organizations	83%	85%	86%	87%	85%	85%	83%
Median	84%	86%	87%	88%	87%	86%	84%

<b>Parent Satisfaction with Services</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				92%	93%	94%	85%
Alameda County Health Care Foundation	90%			90%	79%	81%	80%
American Indian Child Resource Center						88%	95%
ASCEND School				91%	83%	86%	89%
Asian Community Mental Health Services	93%	82%	85%	85%	88%	83%	89%
Asian Health Services							
Attitudinal Healing Connection			95%	91%			
Bay Area Community Resources/Lincoln Center 2-15 programs	94%	88%	89%	86%	91%	87%	86%
Bret Harte Middle School	94%	88%	89%	85%	93%	95%	84%
BACR - Bridges ASP							90%
BACR - Claremont SAFEЕ					81%	82%	67%
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				90%	95%	92%	90%
BACR - Glenview ASP							92%
BACR - Hoover ASP Kids Rock				93%	92%	93%	92%
BACR - Jefferson ASP							90%
BACR - Lafayette After School Program							91%
BACR - Madison ASP				85%	98%	81%	86%
BACR - Markham ASP							87%
BACR - Martin Luther King ASP- Unity of Dreams					92%	88%	88%
BACR - Prescott ASP						93%	95%
BACR - Sankota Academy ASP					90%	80%	70%
BACR - Santa Fe Shooting Stars					89%	89%	91%
BACR - Stonehurst High Hopes ASP				76%	89%	86%	89%
BACR - Whittier ASP							81%
Bay Area Outreach & Recreation Program (BORP)		97%	99%	96%	100%	97%	97%
Bay Area SCORES				88%	89%	87%	92%
BEST/EXCEL HS - Youth Leadership						64%	92%
Boys-n-Girls Club of Oakland			80%	90%	89%		
Bring Me A Book Foundation						95%	93%
Center for Early Intervention and Deafness						98%	100%
Center For Youth Development Through Law			94%	92%			
CHALK	83%	93%					
Change Thru Xanthos							
Children's Hospital - Dev. Playgroups						90%	88%
Community Health Academy	89%	88%	85%	91%			
Dimensions Dance Theater	99%	93%	97%	97%	93%	96%	98%
DiversityWorks	83%	85%	96%	82%	81%		
Donald P. McCullum Youth Court		89%	93%	95%	83%	87%	
East Bay Agency for Children 2 programs		88%	89%	88%	85%	87%	91%
East Bay Agency for Children - Hawthorne ASP				86%	84%	83%	87%
East Bay Agency for Children-Sequoia ASP				92%	90%	91%	94%
East Bay Asian Youth Center 1-6 programs	91%	82%	83%	85%	83%	86%	84%
East Bay Asian Youth Center - Bella Vista/La Escuelita							87%
East Bay Asian Youth Center- Franklin ASP				89%	90%	92%	90%
East Bay Asian Youth Center -RISE						88%	81%
East Bay Asian Youth Center-Garfield ASP				80%	78%	84%	83%
East Bay Asian Youth Center-Manzanita ASP				85%	81%	86%	84%
East Bay Asian Youth Center-Roosevelt ASP				87%	86%	79%	78%
East Bay Conservation Corps-Charter ASP					83%	92%	91%
East Oakland Boxing Association	96%	92%	89%	92%	93%	95%	86%
East Oakland Comm. HS - Avenues Project					92%	92%	
Eastside Arts Alliance 1-3 Programs		96%	86%	90%	85%	86%	89%
Elmhurst Middle School ASP					93%	81%	80%
Even Start		95%	88%	94%	88%	89%	91%
Family Bridges Learning Center							
Family Paths/Parental Stress Services			94%	82%	83%	91%	89%
First Place Fund for Youth Foster Youth Alliance							
Family Support Services Summer Program						96%	96%
Family Violence Law Center			100%	98%	96%		
Girls, Inc. 1-3 programs	95%	94%	92%	95%	93%	92%	90%
Girls Inc. - Lockwood ASP	95%	94%	92%	95%	93%	92%	88%
Girls Inc. Eureka Teen Achievement							92%
Girls, Inc. - Parker ASP							90%
Global Education Partnership	95%		64%	85%	87%	83%	75%
Hearing Society-Oakland Deaf & Hard of Hearing Youth	96%	94%					
Jack London Aquatic Center-Rowing Rev.						98%	81%
Kids First		81%	85%	93%	88%	66%	91%

<b>Parent Satisfaction with Services</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots							
La Clinica De La Raza-Youth Brigade	98%	83%	79%	84%	84%	83%	86%
Lao Family Programs	86%	84%	90%		94%	91%	84%
Lao Family Community Dev.-Asipre							79%
Lao Family-Even Start	86%	84%	90%		94%	91%	89%
Leadership Excellence Year-round	83%	100%	97%	90%	96%	93%	90%
Leadership Excellence-Youth Leadership	83%	100%	96%	90%	95%		
Leadership Excellence Summer Program			97%		97%	93%	90%
Mandela Arts Center							
Marcus A. Foster Smart Start & Oakland Ready to Learn	93%	87%	92%	93%			
Marcus A. Foster-Children & Youth		100%	96%	97%	96%		
Melrose Leadership Academy		81%	75%	78%	73%		
MOCHA Little Studio Residency Program						88%	88%
Museum of Children's Art-Project Yield		92%	91%				
Native American Health Center	92%	93%	98%	92%	95%	96%	96%
New Hope			85%	91%	79%		
Next Step Learning Center				92%	92%	91%	88%
North Oakland Community Charter School			94%	84%			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			96%	92%	94%	93%	96%
Oakland Public Library	96%	92%	95%				
OASES 1-5 programs	94%	87%	88%	90%	90%	89%	89%
OASES - Quest Cleveland Elementary ASP							88%
OASES - Safe Harbor ASP							84%
OASES Lincoln ASP/LEAP				93%	93%	89%	91%
OASES SOAR Career & College Readiness				88%	89%	93%	88%
OASES-Westlake ASP				86%	87%	85%	93%
OBUGS		91%	89%	95%	86%	90%	84%
Opera Piccola - ArtGate Advance				87%	88%	94%	93%
Operation Dignity/Henry Robinson							
OPR - Oakland Discovery Center Year-round	96%	96%	97%	96%	91%	95%	95%
OPR - Oakland Discovery Center	96%	96%	97%	96%	91%	96%	95%
OPR - Discovery Centers Summer Program						94%	96%
OUSD - Edna Brewer Pride Program							92%
OUSD - Howard Elementary ASP							88%
OUSD - Laurel Community Partnership ASP							84%
OUSD - Program Inspire							95%
OUSD - Reach Academy ASP							76%
OUSD - Resolve ASP							89%
Oakland Youth Chorus 1-3 programs	98%	94%	91%	91%	98%	91%	88%
OYC - Acorn-Woodland ASP						90%	
OYC - Awesome Extended Learning Program							88%
OYC - Fruitvale ASP				89%	99%	96%	88%
OYC (Encompass Academy in 2007)				96%	89%	86%	89%
Pacific News Services-Beat With-In							
Prescott Circus	92%	93%	93%	90%	85%		
MAF Prescott Circus Theatre Summer						89%	89%
Project Re-Connect	96%	91%		91%	94%	93%	95%
Safe Passages - Frick Middle School						99%	88%
SFSU - Havenscourt ASP						74%	74%
SMAAC							
Spanish Speaking Citizens' Foundation 1-3 programs	90%	92%	87%	91%	87%	88%	84%
Spanish Speaking Citizen's Foundation-Youth ASP	90%	92%	87%	91%	87%	88%	82%
SSCF - Pathways ASP @ Lazear							87%
Spanish Speaking Citizens' Found.-UA ASP							83%
Spanish Speaking Unity Council				77%	68%		
Sports4Kids	93%	89%	89%	86%	89%	88%	88%
The Link to Children-Reduction of Violence					90%	90%	91%
The Mentoring Center		87%		84%	88%		
Through The Looking Glass				96%	92%	91%	93%
Urban Promise Academy				84%	83%	95%	88%
Volunteer Center and Force for Change	94%	94%					
West Oakland Community School-Extended Day Program	88%	86%					
YMCA of the East Bay				89%	88%	80%	78%
Young Women United For Oakland/Tides Center							
Youth Alive	94%	92%	92%	91%	88%	88%	86%
Youth Employment Partnership		84%	82%	91%	88%		
Youth Sounds ARC Associates			89%	75%	99%	49%	
Youth Together	87%	81%	88%	92%	84%	79%	85%
Youth UpRising - Youth Grants						89%	82%
Average across Organizations	92%	90%	90%	89%	89%	88%	88%
Median	93%	92%	91%	90%	89%	89%	89%

<b>Customer's Asset Development Service Productivity</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				64%	70%	79%	71%
Alameda County Health Care Foundation	52%			79%	67%	70%	58%
American Indian Child Resource Center						46%	90%
ASCEND School				61%	71%	67%	58%
Asian Community Mental Health Services	68%	72%	82%	78%	78%	74%	83%
Asian Health Services			37%	66%			
Attitudinal Healing Connection			64%	58%			
Bay Area Community Resources/Lincoln Center 2-15 programs	39%	60%	39%	61%	68%	66%	68%
Bret Harte Middle School	39%	60%	39%	72%	85%	74%	71%
BACR - Bridges ASP							69%
BACR - Claremont SAFEE				46%	54%	48%	49%
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				63%	71%	58%	63%
BACR - Glenview ASP							99%
BACR - Hoover ASP Kids Rock				62%	66%	66%	74%
BACR - Jefferson ASP							74%
BACR - Lafayette After School Program							81%
BACR - Madison ASP				53%	47%	76%	46%
BACR - Markham ASP							66%
BACR - Martin Luther King ASP- Unity of Dreams					58%	49%	63%
BACR - Prescott ASP						83%	90%
BACR - Sankota Academy ASP					68%	80%	56%
BACR - Santa Fe Shooting Stars					82%	69%	72%
BACR - Stonehurst High Hopes ASP				70%	78%	72%	76%
BACR - Whittier ASP							69%
Bay Area Outreach & Recreation Program (BORP)		72%	56%	62%	80%	76%	76%
Bay Area SCORES				70%	66%	72%	70%
BEST/EXCEL HS - Youth Leadership						70%	63%
Boys-n-Girls Club of Oakland			71%	63%	58%		
Bring Me A Book Foundation							
Center for Early Intervention and Deafness							
Center For Youth Development Through Law			72%	77%			
CHALK	41%	64%					
Change Thru Xanthos		51%	72%	78%	66%	73%	75%
Children's Hospital - Dev. Playgroups							
Community Health Academy	45%	66%	70%	70%			
Dimensions Dance Theater	61%	63%	62%	71%	69%	60%	67%
DiversityWorks	41%	46%	84%	59%	60%		
Donald P. McCullum Youth Court	45%	65%	73%	57%	65%		
East Bay Agency for Children 2 programs		77%	85%	76%	70%	64%	63%
East Bay Agency for Children - Hawthorne ASP				80%	75%	67%	69%
East Bay Agency for Children-Sequoia ASP				66%	59%	62%	56%
East Bay Asian Youth Center 1-6 programs	49%	52%	55%	61%	58%	66%	67%
East Bay Asian Youth Center - Bella Vista/La Escuelita							77%
East Bay Asian Youth Center- Franklin ASP				63%	67%	77%	68%
East Bay Asian Youth Center -RISE						64%	64%
East Bay Asian Youth Center-Garfield ASP				63%	55%	77%	75%
East Bay Asian Youth Center-Manzanita ASP				76%	66%	68%	65%
East Bay Asian Youth Center-Roosevelt ASP				52%	40%	46%	54%
East Bay Conservation Corps-Charter ASP					73%	66%	65%
East Oakland Boxing Association	52%	53%	75%	89%	81%	86%	83%
East Oakland Comm. HS - Avenues Project					60%	80%	
Eastside Arts Alliance 1-3 Programs		62%	75%	66%	73%	74%	80%
Elmhurst Middle School ASP					74%	56%	51%
Even Start		93%	94%	95%	84%	95%	
Family Bridges Learning Center							
Family Paths/Parental Stress Services			82%	72%	70%	83%	
First Place Fund for Youth Foster Youth Alliance	57%	63%	67%	68%	70%	64%	69%
Family Support Services Summer Program						66%	56%
Family Violence Law Center			72%	86%			
Girls, Inc. 1-3 programs	56%	77%	73%	82%	77%	74%	69%
Girls Inc. - Lockwood ASP	56%	77%	73%	82%	77%	74%	70%
Girls Inc. Eureka Teen Achievement							61%
Girls, Inc. - Parker ASP							76%
Global Education Partnership	57%		56%	60%	78%	61%	68%
Hearing Society-Oakland Deaf & Hard of Hearing Youth	55%	78%					
Jack London Aquatic Center-Rowing Rev.						73%	63%
Kids First		58%	61%	75%	55%	67%	60%

<b>Customer's Asset Development Service Productivity</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		82%	80%	63%	92%	78%	77%
La Clinica De La Raza-Youth Brigade	77%	63%	73%	67%	71%	60%	63%
Lao Family 2 rograms	21%	55%	61%		100%	94%	70%
Lao Family Community Dev.-Asipre							70%
Lao Family-Even Start	21%	55%	61%		100%	94%	
Leadership Excellence Year-round	71%	66%	66%	76%	75%	61%	61%
Leadership Excellence-Youth Leadership	71%	66%	60%	76%	75%		
Leadership Excellence Summer Program			73%	76%	75%	61%	61%
Mandela Arts Center							
Marcus A. Foster Smart Start & Oakland Ready to Learn	85%	86%	81%	87%			
Marcus A. Foster-Children & Youth		69%	72%	84%	55%		
Melrose Leadership Academy		52%	48%	61%	58%		
MOCHA Little Studio Residency Program							
Museum of Children's Art-Project Yield	49%	64%	70%				
Native American Health Center	58%	54%	52%	60%	67%	82%	85%
New Hope			78%	92%	74%		
Next Step Learning Center				92%	85%	88%	83%
North Oakland Community Charter School			49%	76%			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			69%	72%	64%	68%	73%
Oakland Public Library	51%	73%	77%				
OASES 1-5 programs	45%	70%	64%	72%	75%	78%	75%
OASES - Quest Cleveland Elementary ASP							61%
OASES - Safe Harbor ASP							57%
OASES Lincoln ASP/LEAP				77%	72%	71%	92%
OASES SOAR Career & College Readiness				70%	77%	82%	83%
OASES-Westlake ASP				67%	77%	80%	79%
OBUGS		77%	70%	80%	65%	64%	68%
Opera Piccola -ArtGate Advance				60%	56%	74%	57%
Operation Dignity/Henry Robinson	67%	24%					
OPR - Oakland Discovery Center Year-round	65%	67%	72%	73%	72%	77%	77%
OPR - Oakland Discovery Center	65%	67%	72%	73%	72%	76%	77%
OPR - Discovery Centers Summer Program						78%	78%
OUSD - Edna Brewer Pride Program							36%
OUSD - Howard Elementary ASP							63%
OUSD - Laurel Community Partnership ASP							58%
OUSD - Program Inspire							69%
OUSD - Reach Academy ASP							70%
OUSD - Resolve ASP							55%
Oakland Youth Chorus 1-3 programs	55%	66%	63%	66%	70%	65%	66%
OYC - Acorn-Woodland ASP						60%	
OYC - Awesome Extended Learning Program							73%
OYC - Fruitvale ASP				74%	64%	68%	63%
OYC (Encompass Academy in 2007)				58%	76%	67%	62%
Pacific News Services-Beat With-In			66%	61%	76%		
Prescott Circus	70%	70%	76%	79%	64%		
MAF Prescott Circus Theatre Summer						84%	79%
Project Re-Connect	67%	79%		82%	82%	76%	83%
Safe Passages - Frick Middle School						46%	63%
SFSU - Havenscourt ASP						50%	35%
SMAAC	61%	41%	57%	55%	67%		
Spanish Speaking Citizens' Foundation 1-3 programs	54%	62%	74%	80%	73%	55%	73%
Spanish Speaking Citizen's Foundation-Youth ASP	54%	62%	74%	80%	73%	55%	77%
SSCF - Pathways ASP @ Lazear							76%
Spanish Speaking Citizens' Found.-UA ASP							66%
Spanish Speaking Unity Council				42%	40%		
Sports4Kids	42%	66%	76%	70%	70%	73%	68%
The Link to Children-Reduction of Violence					64%	81%	
The Mentoring Center		72%		69%	81%		
Through The Looking Glass				94%	84%	84%	88%
Urban Promise Academy				72%	63%	75%	81%
Volunteer Center and Force for Change	75%	84%					
West Oakland Community School-Extended Day Program	46%	54%					
YMCA of the East Bay				50%	44%	68%	43%
Young Women United For Oakland/Tides Center	49%	63%					
Youth Alive	50%	75%	76%	79%	67%	69%	73%
Youth Employment Partnership	59%	51%	63%	66%	61%	54%	53%
Youth Sounds ARC Associates			56%	59%	56%	54%	
Youth Together	67%	70%	68%	59%	67%	75%	73%
Youth UpRising - Youth Grants						74%	74%
Average across Organizations	57%	65%	68%	70%	69%	70%	68%
Median	56%	65%	71%	70%	70%	71%	69%

<b>Customer's Agency-specified Service Productivity</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				69%	63%	56%	52%
Alameda County Health Care Foundation	74%			78%	77%	70%	67%
American Indian Child Resource Center						46%	89%
ASCEND School						67%	58%
Asian Community Mental Health Services	75%	76%	88%	80%	85%	80%	90%
Asian Health Services			63%	88%			
Attitudinal Healing Connection			64%	59%			
Bay Area Community Resources/Lincoln Center 2-15 programs	39%	60%	34%	57%	66%	66%	70%
Bret Harte Middle School	39%	60%	34%	60%	80%	74%	83%
BACR - Bridges ASP							72%
BACR - Claremont SAFEE				47%	53%	48%	52%
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				57%	78%	61%	60%
BACR - Glenview ASP							99%
BACR - Hoover ASP Kids Rock				57%	70%	70%	75%
BACR - Jefferson ASP							73%
BACR - Lafayette After School Program							85%
BACR - Madison ASP				47%	51%	83%	54%
BACR - Markham ASP							67%
BACR - Martin Luther King ASP- Unity of Dreams						53%	56%
BACR - Prescott ASP						62%	88%
BACR - Sankota Academy ASP					55%	73%	51%
BACR - Santa Fe Shooting Stars						66%	67%
BACR - Stonehurst High Hopes ASP				73%	72%	68%	76%
BACR - Whittier ASP							77%
Bay Area Outreach & Recreation Program (BORP)		86%	71%	69%	97%	87%	86%
Bay Area SCORES				72%	68%	71%	71%
BEST/EXCEL HS - Youth Leadership							31%
Boys-n-Girls Club of Oakland			65%	44%	55%		
Bring Me A Book Foundation							
Center for Early Intervention and Deafness							
Center For Youth Development Through Law			80%	83%			
CHALK	48%	77%					
Change Thru Xanthos		48%	69%	81%	64%	76%	79%
Children's Hospital - Dev. Playgroups							
Community Health Academy	51%	68%	74%	72%			
Dimensions Dance Theater	62%	70%	77%	73%	79%	69%	74%
DiversityWorks	45%	57%	86%	63%	70%		
Donald P. McCullum Youth Court	56%	69%	81%	70%	71%		
East Bay Agency for Children 2 programs		73%	81%	72%	66%	58%	64%
East Bay Agency for Children - Hawthorne ASP				77%	67%	60%	65%
East Bay Agency for Children-Sequoia ASP				55%	63%	55%	63%
East Bay Asian Youth Center 1-6 programs	21%	93%	92%	54%	64%	72%	70%
East Bay Asian Youth Center - Bella Vista/La Escuelita							80%
East Bay Asian Youth Center- Franklin ASP				48%	73%	83%	76%
East Bay Asian Youth Center -RISE						72%	58%
East Bay Asian Youth Center-Garfield ASP				54%	69%	77%	78%
East Bay Asian Youth Center-Manzanita ASP				73%	62%	79%	65%
East Bay Asian Youth Center-Roosevelt ASP				50%	47%	51%	62%
East Bay Conservation Corps-Charter ASP					70%	55%	55%
East Oakland Boxing Association	56%	66%	66%	85%	75%	82%	79%
East Oakland Comm. HS - Avenues Project					55%	76%	
Eastside Arts Alliance 1-3 Programs		68%	65%	78%	73%	64%	80%
Elmhurst Middle School ASP					86%	68%	69%
Even Start		95%	86%	96%	90%	85%	
Family Bridges Learning Center							
Family Paths/Parental Stress Services			47%	74%	77%	85%	
First Place Fund for Youth Foster Youth Alliance	58%	72%	71%	73%	76%	65%	71%
Family Support Services Summer Program						70%	62%
Family Violence Law Center			92%	98%			
Girls, Inc. 1-3 programs	63%	79%	78%	81%	87%	73%	73%
Girls Inc. - Lockwood ASP	63%	79%	78%	81%	87%	73%	76%
Girls Inc. Eureka Teen Achievement							63%
Girls, Inc. - Parker ASP							79%
Global Education Partnership	62%		60%	69%	79%	64%	86%
Hearing Society-Oakland Deaf & Hard of Hearing Youth	63%	79%					
Jack London Aquatic Center-Rowing Rev.						71%	77%

Customer's Agency-specified Service Productivity							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tot		78%	81%	81%	86%	73%	79%
La Clinica De La Raza-Youth Brigade	74%	65%	69%	64%	61%	41%	52%
Lao Family 2 rograms	40%	58%	58%		99%	95%	73%
Lao Family Community Dev.-Asipre							73%
Lao Family-Even Start	40%	58%	58%		99%	95%	
Leadership Excellence Year-round	40%	58%	69%	81%	77%	66%	64%
Leadership Excellence-Youth Leadership	40%	58%	63%	83%	79%		
Leadership Excellence Summer Program			75%	79%	75%	66%	64%
Mandela Arts Center							
Marcus A. Foster Smart Start & Oakland Ready to Learn	89%	60%	91%	90%			
Marcus A. Foster-Children & Youth		73%			79%		
Melrose Leadership Academy		49%	45%	53%	53%		
MOCHA Little Studio Residency Program							
Museum of Children's Art-Project Yield	48%	68%	67%				
Native American Health Center	55%	54%	48%	50%	60%	82%	90%
New Hope			66%	82%	63%		
Next Step Learning Center				97%	92%	93%	90%
North Oakland Community Charter School			38%	57%			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			69%	72%	60%	52%	68%
Oakland Public Library	46%	73%	80%				
OASES 1-5 programs	42%	66%	65%	70%	75%	76%	74%
OASES - Quest Cleveland Elementary ASP							61%
OASES - Safe Harbor ASP							65%
OASES Lincoln ASP/LEAP				72%	72%	73%	94%
OASES SOAR Career & College Readiness				77%	81%	82%	77%
OASES-Westlake ASP				60%	73%	71%	74%
OBUGS		79%	100%	79%	66%	66%	64%
Opera Piccola -ArtGate Advance				70%	64%	81%	65%
Operation Dignity/Henry Robinson	71%	18%					
OPR - Oakland Discovery Center Year-round	67%	75%	74%	72%	67%	80%	75%
OPR - Oakland Discovery Center	67%	75%	74%	72%	67%	79%	76%
OPR - Discovery Centers Summer Program						80%	75%
OUSD - Edna Brewer Pride Program							25%
OUSD - Howard Elementary ASP							60%
OUSD - Laurel Community Partnership ASP							60%
OUSD - Program Inspire							63%
OUSD - Reach Academy ASP							67%
OUSD - Resolve ASP							64%
Oakland Youth Chorus 1-3 programs	61%	68%	67%	71%	76%	70%	65%
OYC - Acorn-Woodland ASP						71%	
OYC - Awesome Extended Learning Program							72%
OYC - Fruitvale ASP				72%	72%	77%	66%
OYC (Encompass Academy in 2007)				70%	78%	62%	58%
Pacific News Services-Beat With-In			64%	62%	73%		
Prescott Circus	69%	86%	80%	77%	69%		
MAF Prescott Circus Theatre Summer						83%	87%
Project Re-Connect	66%	82%		72%	88%	82%	88%
Safe Passages - Frick Middle School						49%	62%
SFSU - Havenscourt ASP						48%	43%
SMAAC	66%	44%	53%	56%	65%		
Spanish Speaking Citizens' Foundation 1-3 programs	52%	73%	88%	83%	80%	53%	76%
Spanish Speaking Citizen's Foundation-Youth ASP	52%	73%	88%	83%	80%	53%	74%
SSCF - Pathways ASP @ Lazear							84%
Spanish Speaking Citizens' Found.-UA ASP							69%
Spanish Speaking Unity Council				43%	49%		
Sports4Kids	75%	67%	73%	72%	75%	75%	74%
The Link to Children-Reduction of Violence					62%	91%	
The Mentoring Center		69%		69%	85%		
Through The Looking Glass				83%	96%	90%	
Urban Promise Academy				51%	66%		75%
Volunteer Center and Force for Change	82%	85%					
West Oakland Community School-Extended Day Program	54%	63%					
YMCA of the East Bay				54%	50%	76%	40%
Young Women United For Oakland/Tides Center	45%	69%					
Youth Alive	43%	83%	79%	78%	76%	76%	79%
Youth Employment Partnership	70%	57%	84%	85%	79%	65%	62%
Youth Sounds ARC Associates			65%	59%	51%	53%	
Youth Together	77%	63%	75%	58%	63%	73%	71%
Youth UpRising - Youth Grants						77%	77%
Average across Organizations	59%	68%	71%	70%	71%	70%	69%
Median	57%	69%	71%	72%	72%	71%	70%



<b>Customer's Agency-specified Service Quality</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				2.95	2.10	1.83	2.35
Alameda County Health Care Foundation	1.96			3.39	2.83	2.47	2.12
American Indian Child Resource Center						1.39	3.69
ASCEND School						1.68	1.70
Asian Community Mental Health Services	2.63	2.56	5.08	3.44	3.98	2.98	4.47
Asian Health Services			1.62	3.55			
Attitudinal Healing Connection			1.61	1.50			
Bay Area Community Resources/Lincoln Center 2-15 programs	1.03	1.72	0.87	1.32	1.76	1.99	2.97
Bret Harte Middle School	1.03	1.72	0.87	1.78	2.85	3.08	2.51
BACR - Bridges ASP							1.82
BACR - Claremont SAFEE				1.08	1.31	1.15	1.22
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				1.12	2.20	1.42	1.58
BACR - Glenview ASP							19.80
BACR - Hoover ASP Kids Rock				1.03	1.44	1.90	2.07
BACR - Jefferson ASP							1.94
BACR - Lafayette After School Program							2.51
BACR - Madison ASP				1.43	1.04	2.52	1.53
BACR - Markham ASP							1.51
BACR - Martin Luther King ASP- Unity of Dreams						1.18	1.14
BACR - Prescott ASP						1.68	3.65
BACR - Sankota Academy ASP					1.77	3.58	1.21
BACR - Santa Fe Shooting Stars						1.58	1.65
BACR - Stonehurst High Hopes ASP				1.48	1.69	1.55	2.07
BACR - Whittier ASP							1.93
Bay Area Outreach & Recreation Program (BORP)		4.95	1.98	1.84	10.29	3.81	3.97
Bay Area SCORES				2.36	1.62	1.85	2.01
BEST/EXCEL HS - Youth Leadership							0.84
Boys-n-Girls Club of Oakland			1.99	1.14	1.38		
Bring Me A Book Foundation						13.62	4.48
Center for Early Intervention and Deafness						3.84	18.21
Center For Youth Development Through Law			3.82	4.89			
CHALK	1.67	3.28					
Change Thru Xanthos		1.30	2.25	2.52	1.89	2.19	2.88
Children's Hospital - Dev. Playgroups						3.13	2.60
Community Health Academy	1.44	2.04	2.33	2.28			
Dimensions Dance Theater	2.46	3.06	3.55	2.94	3.30	2.53	2.78
DiversityWorks	0.97	1.86	4.44	1.84	2.35		
Donald P. McCullum Youth Court	1.89	2.99	3.76	2.77	2.37		
East Bay Agency for Children 2 programs		2.10	2.28	1.73	1.71	1.23	1.39
East Bay Agency for Children - Hawthorne ASP				2.15	1.64	1.39	1.33
East Bay Agency for Children-Sequoia ASP				1.30	1.78	1.07	1.45
East Bay Asian Youth Center 1-6 programs	0.45	6.02	4.76	1.39	1.60	2.22	1.87
East Bay Asian Youth Center - Bella Vista/La Escueita							2.46
East Bay Asian Youth Center- Franklin ASP				1.07	2.02	2.68	2.04
East Bay Asian Youth Center -RISE						2.13	1.21
East Bay Asian Youth Center-Garfield ASP				1.37	1.68	2.37	2.24
East Bay Asian Youth Center-Manzanita ASP				1.96	1.57	2.72	1.63
East Bay Asian Youth Center-Roosevelt ASP				1.16	1.11	1.19	1.62
East Bay Conservation Corps-Charter ASP					2.29	1.38	1.21
East Oakland Boxing Association	1.36	1.16	1.81	2.92	2.20	2.91	2.43
East Oakland Comm. HS - Avenues Project					1.45	2.33	
Eastside Arts Alliance 1-3 Programs		1.92	2.31	2.58	4.03	1.96	3.24
Elmhurst Middle School ASP					5.32	1.61	1.70
Even Start		6.93	2.91	6.28	3.14	2.73	4.42
Family Bridges Learning Center							
Family Paths/Parental Stress Services			1.65	2.26	2.58	3.34	3.39
First Place Fund for Youth Foster Youth Alliance	1.69	2.45	2.04	2.05	2.31	1.88	2.04
Family Support Services Summer Program						2.34	1.69
Family Violence Law Center			5.05	12.58			
Girls, Inc. 1-3 programs	1.21	1.70	1.94	1.89	3.62	1.94	2.38
Girls Inc. - Lockwood ASP	1.21	1.70	1.94	1.89	3.62	1.94	2.31
Girls Inc. Eureka Teen Achievement							
Girls, Inc. - Parker ASP							2.44
Global Education Partnership	1.84		2.01	2.00	2.53	1.84	4.03
Hearing Society-Oakland Deaf & Hard of Hearing Youth	1.98	3.08					
Jack London Aquatic Center-Rowing Rev.						2.60	3.10
Kids First		2.15	2.82	4.76	1.29	2.37	1.86

<b>Customer's Agency-specified Service Quality</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		3.12	2.89	3.14	3.95	2.11	2.30
La Clinica De La Raza-Youth Brigade	2.94	2.12	2.37	1.90	2.00	1.09	1.10
Lao Family 2 rograms	1.00	1.62	1.33		19.75	7.69	4.76
Lao Family Community Dev.-Asipre							1.90
Lao Family-Even Start	1.00	1.62	1.33		19.75	7.69	7.62
Leadership Excellence Year-round		1.14	2.00	4.02	2.89	2.30	1.55
Leadership Excellence-Youth Leadership		1.14	1.84	4.11	2.96		
Leadership Excellence Summer Program			2.16	3.92	2.83	2.30	1.55
Mandela Arts Center							
Marcus A. Foster Smart Start & Oakland Ready to Learn		1.71	4.45	4.34			
Marcus A. Foster-Children & Youth		1.99			2.32		
Melrose Leadership Academy		1.10	0.99	1.36	1.36		
MOCHA Little Studio Residency Program						2.58	4.38
Museum of Children's Art--Project Yield	1.48	2.34	2.01				
Native American Health Center	1.47	1.48	1.50	1.32	1.63	2.74	4.12
New Hope			1.51	2.85	1.53		
Next Step Learning Center				14.37	7.35	6.01	6.49
North Oakland Community Charter School			0.73	1.80			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			1.94	1.81	1.48	1.33	1.86
Oakland Public Library	1.36	2.31	3.06				
OASES 1-5 programs	0.71	1.79	1.98	2.55	2.75	2.81	3.20
OASES - Quest Cleveland Elementary ASP							1.64
OASES - Safe Harbor ASP							1.52
OASES Lincoln ASP/LEAP				2.50	2.23	2.22	7.07
OASES SOAR Career & College Readiness				2.90	3.96	4.14	3.23
OASES-Westlake ASP				2.25	2.05	2.08	2.53
OBUGS		2.76		2.50	1.69	1.56	1.55
Opera Piccola -ArtGate Advance				2.46	2.25	2.62	2.12
Operation Dignity/Henry Robinson	2.31	0.32					
OPR - Oakland Discovery Center Year-round	2.01	2.20	2.46	2.39	1.88	2.81	2.54
OPR - Oakland Discovery Center	2.01	2.20	2.46	2.39	1.88	2.74	2.62
OPR - Discovery Centers Summer Program						2.89	2.46
OUSD - Edna Brewer Pride Program							0.66
OUSD - Howard Elementary ASP							1.24
OUSD - Laurel Community Partnership ASP							1.44
OUSD - Program Inspire							1.39
OUSD - Reach Academy ASP							1.62
OUSD - Resolve ASP							1.24
Oakland Youth Chorus 1-3 programs	2.11	1.80	1.69	2.10	2.20	1.83	1.62
OYC - Acorn-Woodland ASP						1.91	
OYC - Awesome Extended Learning Program							1.96
OYC - Fruitvale ASP				2.09	1.98	2.07	1.71
OYC (Encompass Academy in 2007)				2.11	2.42	1.52	1.21
Pacific News Services-Beat With-In			2.01	1.61	3.31		
Prescott Circus	2.14	3.19	2.76	2.99	1.99		
MAF Prescott Circus Theatre Summer						4.64	4.45
Project Re-Connect	2.06	4.10		2.48	4.97	3.25	4.17
Safe Passages - Frick Middle School						1.68	1.61
SFSU - Havenscourt ASP						1.07	1.03
SMAAC	1.77	1.09	1.18	1.38	2.01		
Spanish Speaking Citizens' Foundation 1-3 programs	1.43	2.27	3.93	2.48	2.45	1.07	2.25
Spanish Speaking Citizen's Foundation-Youth ASP	1.43	2.27	3.93	2.48	2.45	1.07	2.63
SSCF - Pathways ASP @ Lazear							2.25
Spanish Speaking Citizens' Found.-UA ASP							1.85
Spanish Speaking Unity Council				1.23	1.29		
Sports4Kids	2.55	1.64	1.99	2.04	2.41	2.32	2.29
The Link to Children-Reduction of Violence					1.64	3.29	2.99
The Mentoring Center		1.84		1.75	4.30		
Through The Looking Glass				2.63	7.59	4.70	4.45
Urban Promise Academy				1.30	1.73	1.83	2.39
Volunteer Center and Force for Change	3.08	3.83					
West Oakland Community School-Extended Day Program	1.51	1.96					
YMCA of the East Bay				1.17	1.05	1.71	0.92
Young Women United For Oakland/Tides Center	1.08	1.83					
Youth Alive	1.28	4.06	3.58	2.16	3.55	3.29	2.87
Youth Employment Partnership	2.71	1.58	3.85	3.55	3.24	1.67	1.46
Youth Sounds ARC Associates			1.72	1.82	1.16	1.36	
Youth Together	2.35	1.98	3.08	1.80	2.22	2.70	2.45
Youth UpRising - Youth Grants						2.55	2.55
Average across Organizations	1.81	2.33	2.50	2.65	2.83	2.49	2.65
Median	1.69	2.04	2.10	2.16	2.21	2.16	2.03

SPI over time							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Ala Costa Center After School				674	618	614	696
Alameda County Health Care Foundation				712	677	652	666
American Indian Child Resource Center						590	868
ASCEND School				656	610	680	764
Asian Community Mental Health Services	552	637	674	716	706	693	751
Asian Health Services			501	625			
Attitudinal Healing Connection			654	673			
Bay Area Community Resources/Lincoln Center 2-15 programs	494	574	621	585	592	613	741
Bret Harte Middle School	494	574	621	657	667	650	797
BACR - Bridges ASP							776
BACR - Claremont SAFEE				507	562	525	690
BACR - Emerson w/Peralta in 2007, w/MLK in 2005				584	645	676	746
BACR - Glenview ASP							856
BACR - Hoover ASP Kids Rock				646	610	618	679
BACR - Jefferson ASP							738
BACR - Lafayette After School Program							804
BACR - Madison ASP				559	423	604	713
BACR - Markham ASP							676
BACR - Martin Luther King ASP- Unity of Dreams					478	551	723
BACR - Prescott ASP						589	763
BACR - Sankola Academy ASP					653	627	714
BACR - Santa Fe Shooting Stars					690	650	740
BACR - Stonehurst High Hopes ASP				557	600	619	800
BACR - Whittier ASP							658
Bay Area Outreach & Recreation Program (BORP)		599	606	635	747	710	733
Bay Area SCORES				708	712	670	764
BEST/EXCEL HS - Youth Leadership						414	610
Boys-n-Girls Club of Oakland			583	660	735		
Bring Me A Book Foundation						679	802
Center for Early Intervention and Deafness						691	716
Center For Youth Development Through Law			591	406			
CHALK	286	569					
Change Thru Xanthos		404	627	695	660	652	719
Children's Hospital - Dev. Playgroups						624	654
Community Health Academy	496	682	824	829			
Dimensions Dance Theater	676	816	826	806	768	715	822
DiversityWorks	312	492	633	616	339		
Donald P. McCullum Youth Court	540	594	619	602	639		
East Bay Agency for Children 2 programs		653	656	680	675	609	
East Bay Agency for Children - Hawthorne ASP				715	661	599	754
East Bay Agency for Children-Sequoia ASP				644	644	619	735
East Bay Asian Youth Center 1-6 programs	480	753	711	696	672	656	744
East Bay Asian Youth Center - Bella Vista/La Escuelita							821
East Bay Asian Youth Center- Franklin ASP				721	814	744	757
East Bay Asian Youth Center -RISE						597	672
East Bay Asian Youth Center-Garfield ASP				681	674	689	815
East Bay Asian Youth Center-Manzanita ASP				739	707	650	739
East Bay Asian Youth Center-Roosevelt ASP				643	475	602	661
East Bay Conservation Corps-Charter ASP					614	627	644
East Oakland Boxing Association	733	708	754	828	825	720	793
East Oakland Comm. HS - Avenues Project					232	738	
Eastside Arts Alliance 1-3 Programs		568	656	699	715	725	847
Elmhurst Middle School ASP					763	721	722
Even Start		683	636	772	719	713	842
Family Bridges Learning Center							
Family Paths/Parental Stress Services			373	611	647	788	742
First Place Fund for Youth Foster Youth Alliance	520	554	585	585	545	602	602
Family Support Services Summer Program						630	645
Family Violence Law Center			768	772	373		
Girls, Inc. 1-3 programs	570	673	694	678	686	636	714
Girls Inc. - Lockwood ASP	570	673	694	678	686	636	738
Girls Inc. Eureka Teen Achievement							714
Girls, Inc. - Parker ASP							691
Global Education Partnership	478		665	694	715	611	790
Hearing Society-Oakland Deaf & Hard of Hearing Youth	373	534					
Jack London Aquatic Center-Rowing Rev.						375	665
Kids First		598	604	709	638	625	649

<b>SPI over time</b>							
AGENCY	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
La Clinica De La Raza-Teens & Tots		539	589	642	731	602	615
La Clinica De La Raza-Youth Brigade	364	584	664	619	667	564	604
Lao Family 2 programs	441	575	592		633	729	769
Lao Family Community Dev.-Asipre							736
Lao Family-Even Start	441	575	592		633	729	802
Leadership Excellence Year-round			636	685	705	684	690
Leadership Excellence-Youth Leadership	289	658	534	705	696		
Leadership Excellence Summer Program			739	665	715	684	690
Mandela Arts Center	381	367					
Marcus A. Foster Smart Start & Oakland Ready to Learn	345	610	785	842			
Marcus A. Foster-Children & Youth		728	704	489	685		
Melrose Leadership Academy		591	682	658	672		
MOCHA Little Studio Residency Program						735	785
Museum of Children's Art-Project Yield	446	633	674				
Native American Health Center	623	628	623	668	681		808
New Hope			629	771	674	769	
Next Step Learning Center				856	830	718	857
North Oakland Community Charter School			705	739			
Oakland Midnight Basketball- Oakland Police Department							
Oakland Parks and Rec.- Magnet Inclusion Center			595	597	610	598	745
Oakland Public Library	565	591	662				
OASES 1-5 programs	652	843	719	709	697	723	727
OASES - Quest Cleveland Elementary ASP							677
OASES - Safe Harbor ASP							682
OASES Lincoln ASP/LEAP				718	712	727	799
OASES SOAR Career & College Readiness				744	754	704	712
OASES-Westlake ASP				666	699	711	766
OBUGS		606	645	676	717	677	712
Opera Piccola - ArtGate Advance				715	614	725	638
Operation Dignity/Henry Robinson	563	246					
OPR - Oakland Discovery Center Year-round	596	640	692	703	684	725	809
OPR - Oakland Discovery Center	596	640	692	703	684	692	790
OPR - Discovery Centers Summer Program						758	829
OUSD - Edna Brewer Pride Program							673
OUSD - Howard Elementary ASP							762
OUSD - Laurel Community Partnership ASP							773
OUSD - Program Inspire							778
OUSD - Reach Academy ASP							769
OUSD - Resolve ASP							686
Oakland Youth Chorus 1-3 programs	561	637	680	730	723	616	689
OYC - Acorn-Woodland ASP						590	
OYC - Awesome Extended Learning Program							715
OYC - Fruitvale ASP				769	680	626	678
OYC (Encompass Academy in 2007)				691	720	639	673
Pacific News Services-Beat With-In			566	634	698	678	
Prescott Circus	622	697	705	735	523		
MAF Prescott Circus Theatre Summer						681	747
Project Re-Connect	306	586		673	725	683	731
Safe Passages - Frick Middle School							641
SFSU - Havenscourt ASP						559	556
SMAAC	514	587	644	610	631	603	
Spanish Speaking Citizens' Foundation 1-3 programs	454	621	644	703	635	684	686
Spanish Speaking Citizen's Foundation-Youth ASP	454	621	644	703	635	684	662
SSCF - Pathways ASP @ Lazear							762
Spanish Speaking Citizens' Found.-UA ASP							633
Spanish Speaking Unity Council				551	438	654	
Sports4Kids	671	783	873	836	861		818
The Link to Children-Reduction of Violence					583	705	678
The Mentoring Center		501		601	398		
Through The Looking Glass				381	397	669	634
Urban Promise Academy				545	620		780
Volunteer Center and Force for Change	389	683	337				
West Oakland Community School-Extended Day Program	486	570					
YMCA of the East Bay				608	596	556	647
Young Women United For Oakland/Tides Center	185	586					
Youth Alive	402	617	641	669	685	510	712
Youth Employment Partnership	312	567	615	669	704	679	577
Youth Sounds ARC Associates			649	600	619	714	
Youth Together	462	654	641	650	665		746
Youth UpRising - Youth Grants						730	808
Average across Organizations	468	599	645	668	643	652	726
Median	470	598	644	671	667	669	733

# Appendix E

## OFCY Evaluation Team



### Community Crime Prevention Associates

Community Crime Prevention Associates (CCPA) was established in 1991 and has field offices in San José, San Mateo, and Oakland, California. CCPA has completed all of its contracted work, including strategic plans and evaluations, on time and on budget. CCPA's evaluation recommendations have an 85% acceptance rate. CCPA specializes in improving community capacity to improve neighborhoods and the quality of life for all residents. For example, CCPA has assisted the County of Santa Clara to design, implement, and evaluate over \$224 million in programming allocated to build healthy and resilient communities, families, and youth over the past 15 years. For the past eight years, CCPA has served as the evaluator for the Oakland Fund for Children and Youth (OFCY), a funding stream that distributes \$20 million annually to youth service agencies. CCPA built an evaluation system for OFCY which has produced effort and effect data about 78 community-based programs this year and 110 grant funded programs next year. CCPA is currently assisting 130 community-based organizations, 278 schools, and 48 governmental agencies to obtain funding, implement services, and build evaluation systems to practice continuous improvement -- ultimately to build effective and efficient services for safer neighborhoods.

CCPA is proud to have been retained by its clients over time:

- assist the City of San José to continuously improve the efforts, effects, and results of their Mayor's Gang Prevention Task Force and various prevention programs for the past 15 years;
- assist the County of Santa Clara Probation Department to strengthen its juvenile justice programs for the last 10 years;
- assist the Oakland Fund for Children and Youth to maximize after school and other opportunities for child and youth development for the last seven years; and
- assist the County of San Mateo Probation Department and its community-based partners to evaluate their prevention and intervention programs for the past four years.

CCPA has business licenses in the cities of Oakland, San José, and Alameda, California.

**Community Crime Prevention Associates**  
Administrative Office  
2019 Clement Avenue, Building 6  
Alameda, CA 94501  
Oakland Field Office  
4063 Patterson Ave.  
Oakland, CA 94619  
<http://www.ccpahome.com/>

## Experience, Expertise, and Capacity

CCPA has extensive has experience and expertise in assisting communities, public agencies, and community-based organizations to:

- find the resources to address the needs of their target populations;
- identify and access community assets, as well as to increase community capacity to improve neighborhoods and the quality of life for residents;
- develop and implement common data systems, identify data variables that produce usable information, and develop data collection strategies in order to more effectively and efficiently measure outcomes from interventions;
- develop performance measurement, quality assurance, customer satisfaction, and other evaluation systems to measure and compare performance and productivity across a wide array of service providers;
- develop and implement systems to provide integrated and coordinated service delivery provided by multiple service providers through the use of a managed grant program with common data elements and common outcomes;
- design and implement assessment systems for communities to measure risk, protective, and resiliency factors found in communities, schools, and homes;
- design and implement continuum of services for prevention, intervention, and suppression programs through the coordination of a Community Crime Prevention Task Force;
- address school dropout and truancy prevention through programs that engage high-risk youth in their own learning;
- partner with schools to build programs that focus on important outcomes such as high school completion and college acceptance;
- develop and implement comprehensive re-entry strategies to reduce recidivism of youth returning to their homes, schools, and communities following detention;
- develop and implement a systems of graduated sanctions to address juvenile delinquency;
- craft and execute evaluation systems that measure inputs, process, outputs and outcomes of prevention and intervention programs by using a performance - logic model approach;
- engage in professional development programs designed to facilitate change and new service delivery systems;
- engage in an effective and comprehensive strategic planning process that involves the community stakeholders;
- conduct board development; and
- design and implement community-wide, multiple stakeholder reform initiatives related to the juvenile justice system.

## Current Contracts

Currently, CCPA has the following contracts -- to assist in planning, coordination, implementation, and evaluation over \$40 million in annual allocations for direct services to children and youth:

- Oakland Fund for Children and Youth Evaluation
- Oakland Unified School District – 21<sup>st</sup> Century Evaluation
- San José Mayor’s Gang Prevention Taskforce - BEST Program Evaluation
- San José Unified Safe Schools Evaluation
- San José After School Program
- San José Weed and Seed Evaluation
- San José State University Gear Up Program
- San José Healthy Neighborhood Venture Fund
- Santa Clara County Alternative Placement Academy Evaluation
- Santa Clara County Aftercare Program Evaluation
- Santa Clara County Status Offender Program Evaluation
- Santa Clara County Restorative Justice Program Evaluation
- Santa Clara County Assessment Center Evaluation
- Santa Clara County Truancy Reduction Services Evaluation
- Santa Clara County Weed and Seed Evaluation
- San Mateo County TANF Evaluation
- Santa Rosa Mayor’s Gang Prevention Task Force Measure O Evaluation

CCPA has assisted in the following strategic action plans:

- San Jose Healthy Neighborhood Venture Fund Strategic Work Plan. 2008-2011
- Strategic Plans for San Jose Mayor's Gang Prevention Task Force 1992-2012
- Santa Rosa Gang Prevention Strategic Plan 2007-2010
- San Jose Weed and Seed strategy, implementation plan 1996-1999
- San Jose Police Department Professional Development System 2000-2002
- Santa Clara County Juvenile Justice Action Plan for years 1998-2004
- Santa Clara County Children Shelter Strategic Plan 2000
- San Jose Youth Anti -Tobacco Collaborative 2002

## CCPA Partners and Associates

**Peter Ellis** is the founding partner of CCPA. Dr. Ellis has been involved in community organizing and building community capacity for the past 40 years. He continues to apply and research resiliency variables as they relate to the development of pro-social and successful youth development. Dr. Ellis has spent the last 15 years developing and researching the impact of community-driven programs designed to improve the quality of life for youth, families, and communities. Specifically, Dr. Ellis has served as the principal researcher for developing and implementing the evaluation of the 78 youth service programs funded by the Oakland Fund for Children and Youth. Also, since 1992, Dr. Ellis has provided technical assistance and consultation in applying current research about youth and family resiliency to the San José Mayor's Gang Prevention Task Force annual strategic plan. He assisted the Task Force to develop a nationally recognized community coalition model to direct services to high-risk youth. Dr. Ellis is a past member of the Golden Feather Union School Board and past president of the Butte County School Board Association, as well as a co-founder of the University of Phoenix. Dr. Ellis earned his Ph.D in Community Education and Administration from the University of Michigan.

**Shirly S. Lee** is currently coordinating the Juvenile Detention Reform (JDR) effort in Santa Clara County. Ms. Lee secured funds for the JDR effort and led the process to garner support from Santa Clara County policy makers, law and justice practitioners, and other community stakeholders. JDR is a comprehensive movement to reduce reliance on detention as a way to work with troubled youth, create community-based alternatives to detention, and improve conditions of confinement. Ms. Lee is also involved in evaluating numerous youth service programs in Santa Clara and San Mateo Counties, and the Cities of San José and Oakland. Ms. Lee was trained by the Industrial Areas Foundation (IAF) in community organizing and worked in the Pico-Union district of Los Angeles. Ms. Lee completed her undergraduate degree at the University of California, Los Angeles and earn a J.D.R. degree at Stanford University.

**Rachel Camacho** has ten years experience working with youth and youth-led programs in both northern and southern California. Ms. Camacho assists in the overall coordination of the OFCY youth evaluator component and works closely with community-based providers to build their capacity to conduct program evaluations. Currently, Ms. Camacho serves as the lead for the CCPA's evaluation of Santa Clara County's Juvenile Justice Crime Prevention Act funds – over \$5 million in youth service programs and the City of San Jose After School Programs - \$7 million in after school programs. Ms. Camacho has also successfully performed grant writing and worked to develop programs and strategies that assist young people to raise their expectations for their future. Ms. Camacho earned her M.A. in Education at Claremont Graduate University.

### CCPA Associates

CCPA Associates are all independent consultants who have worked on numerous CCPA contracts for evaluation and strategic planning.

**Rex S. Green** is the Principal Advisor of GreenScene Results Group, a consulting firm devoted to assisting health and human service organizations improve the effectiveness of their services. Dr. Green led or assisted with over 15 grant-funded studies of the effects of health and human services on recipients for several research organizations. He has reviewed numerous submissions for publication to research journals and has written over 20 journal articles and book chapters on measuring and improving service effectiveness. Within the past seven years, he earned certificates of expertise in knowledge and management of health information systems from the American Health Information Management Association and in the application of quality improvement techniques and tools from the American Society for Quality. Dr. Green works with health and human service agency managers to incorporate client monitoring systems and performance indicators into routine agency operations. Dr. Green earned his Ph.D. in Quantitative Psychology from the University of Southern California.

**Patrick Dwyer** has extensive experience in law enforcement and community policing. He has been the Chief of Police for the City of Palo Alto and since retiring has worked as interim Chief of Police for the cities of Hayward and Sunnyvale.

He retired from the San José Police Department as a Captain after 32 years of service. He has been a national leader in the community policing, crime prevention, and detention reform. He has served on the board of numerous community based organizations and Rotary Clubs. He is the law-enforcement consultant to the Annie E. Casey Foundations and Santa Clara County for their Juvenile Detention Reform efforts. Pat was a member of the "Si Se Puede" Program Management Team (Multi-Agency, Community Development Program) that served as the original model for San Jose's Project Crackdown that was adopted by the federal government for their Weed and Seed national strategy. Chief Dwyer has a B.A. from San José State University and is a graduate of the California Law Enforcement Command College and the FBI Law Enforcement Executive Development Seminar.

**Octave Baker** specializes in helping nonprofit organizations and community-based groups build capacity. He consults on: Strategic planning, Developing community-based collaboratives and partnerships, Leadership development, Organizational change, and Cultural competence and inclusion. Dr. Baker received his doctorate in Community and Organizational Psychology from the University of Michigan in Ann Arbor. He holds certificates from (1) the Gestalt Institute of Cleveland in organization and systems development, (2) the Stanford Institute of Intercultural Communication, and (3) the Professional School of Psychology in Sacramento, CA, in Executive Coaching. In addition, he is certified to facilitate the Drucker Foundation Self-Assessment Instrument for strategic planning with nonprofit organizations. Dr. Baker co-founded Communication Training Consultants (CTC) in 1981, now based in Oakland, CA. He is a partner with CTC and a faculty member in the Engineering Management and Leadership Program at Santa Clara University.

**Maria Elena Riddle** has dedicated 34 years to education-related services ranging from pre-school through the university level. She is one of the founders of The National Hispanic University and its acting President for 18 months in 2003-2005. She has recently retired from The National Hispanic University after 32 years of service. She is continuing to dedicate her life to insuring educational opportunities for all our children and youth. She has served as the Director of Child Care at the Vida Bilingual Children's Center, Upward Bound program, Educational Talent Search program, and was responsible for all state and federal contracts at The National Hispanic University. She has extensive experience in organizing and delivering parent education programs and teacher professional development programs. Ms. Riddle has dedicated her career to assisting parents and their children to maximize the educational opportunities available to them. She specializes in assisting groups to collaborate across public and private sectors to implement solutions to community problems. Maria Elena is language proficient in Spanish. Ms. Riddle completed her master's degree in education from Santa Clara University and has held an elementary teaching credential and bilingual specialist credential.

**Marco Antonio Cruz** has dedicated his career to assisting youth to build the assets to succeed in college and career. Marco was Dean of Services for National Hispanic University where he assisted in the development and accreditation of the NHU. He has a graduate degree from Santa Clara University. Marco is bi-lingual and has extensive experience working with communities to build capacity to work together to solve problems. He has recently facilitated and written the City of San José Mayor's Gang Prevention Task Force Strategic. Marco has started a charter school Latino College Prep. He has consulted with numerous community-based organizations on capacity building and fund development.

**Eury Ramos** has extensive experience developing, managing, and evaluating children, youth, and family education programs. He has supervised the operations of five Head Start Centers and designed professional development curriculum. Dr. Ramos monitored the implementation of the Federal Performance Standards for the Head Start Programs and was the director of the first bilingual childcare center in California. He has also worked in numerous housing projects to assist residents link to pre-school, school services, and community services. Dr. Ramos has developed health education and risk assessment programs and delivered these programs at pre-school centers, church groups, and non-profit organizations. He is fluent in verbal and written Spanish language. Dr. Ramos earned his Ed.D. from the University of San Francisco in International Multicultural Education.

**Mark Browne** served as the director of a residential treatment center which included an emergency shelter and diagnostic assessment center. In addition to creating and overseeing the assessment center program, Mr. Browne was responsible for the design of the core behavior management systems in operation at all five different program sites. These various programs were initiated as part of an effort to develop a continuum of care in children's services and, in collaboration with a number of sponsors and partners, operated as an integrated service delivery system for the children and families of Massachusetts and Rhode Island. Mr. Browne has worked with the Santa Clara County Children's Shelter as a consultant to assist in improving services to the youth served by the Shelter. He also worked with numerous community-based organizations in Santa Clara County in assisting agencies to build additional capacity to meet their missions. Mr. Browne earned his graduate degree in psychology from the University of Rhode Island.

**Tanya Maria Baker-Riddle** coordinates the activities of the OFCY evaluation process. Mrs. Baker-Riddle conducts the recruitment, training, and oversight of a 30-member Youth Evaluation Team. As the coordinator of the OFCY evaluation process, Mrs. Baker-Riddle works closely with over 80 community-based providers in collecting data,



disseminating information, and scheduling site visits. She also worked for The National Hispanic University as a Talent Search College Advisor for middle school students and as an Upward Bound Head Residential Advisor for high school students. Mrs. Baker-Riddle is language proficient in Spanish and earned her undergraduate degree in Liberal Studies and minored in Spanish from California State University, Hayward.

**Andrea Flores Shelton** joined Community Crime Prevention Associates in 2006. Andrea worked for the County of Santa Clara from 1999 to 2005 as a Senior Policy Aide to Supervisor Blanca Alvarado specializing in criminal and juvenile justice. Her budget and policy experience focused on increasing the community's capacity to be system partners, ensuring system accountability, and improving system responses to the County's diverse constituencies. During this period, she assisted in establishing the Juvenile Detention Reform (JDR) initiative as a County priority and in developing the Center for Learning and Achievement, a Valley Medical clinic that identifies and treats learning disabilities. In 2004, she led the campaign to pass a countywide measure shifting Probation Department authority from Superior Court to the County Executive. Andrea will lead the JDR coordination efforts and join the evaluation teams for the County's Juvenile Justice Crime Prevention Act programs and the City of San José's B.E.S.T providers and after-school homework centers. She was educated at San Jose State University with a major in Sociology.

## **Community Crime Prevention Associates Performance Logic Model Evaluation Approach Publications**

### **Demonstrating the Effectiveness of Performance Logic Model Evaluation Approach**

Once programs being evaluated by CCPA using this evaluation approach began generating effects data in sufficient quantity, our team started analyzing the data to create some articles to share with the field. Two articles was published in 2005, a second article is scheduled to appear later in 2005, and two more articles are under review. Copies of these articles are available upon request from the CCPA office. The following are brief descriptions of the four studies.

#### **Summarizing Performance Logic Model Approach**

An explanation of our evaluation approach was published in the journal, "Evaluation and Program Planning," an international journal published by Elsevier Science, in the Winter 2005 issue. The article was submitted for publication to this journal in April 2003, based on data collected during the 2001-2 school year from OFCY customers. This journal uses a blind review process, so that reviewers can provide objective feedback to authors. The article was accepted for publication in September 2004 following two rounds of review.

This article describes the passing of a citywide initiative to earmark funds for programs serving youth after school lets out, how OFCY began, and how it operates. The performance logic model for evaluating programs is explained, as well as how the data are collected, and then are combined to form an overall index of performance. Some of the results from the annual report for the 2001-2 school year are included, along with an analysis showing to what extent next year's funding decisions related to the performance data from the fall of 2002. However, no specific OFCY agencies are mentioned by name. The importance of studying the effects of services utilizing measures of service productivity was underscored, since it is difficult, if not impossible, to discern the contribution of services to customer changes in developmental assets when applying more standard types of client outcome measures. This summary provides a good starting point for learning about our evaluation approach. We recommend reading this article before reading any of the following three articles.

#### **Does Measuring Service Productivity Work?**

Whenever an innovative measurement method is introduced, it is essential that the characteristics of the new method be examined. This type of study focuses on the measure's psychometrics—reliability, validity, generalizability, and any special properties of the measure being cited as advantages.

Our second article, appeared in the same journal "Evaluation and Program Planning" later this spring of 2005, compares one application of our measure of service productivity in the spring of 2002 with two applications of our measure of developmental assets in both the fall and spring for programs operating in two different cities. Typically, we recommend applying the standard measure of developmental assets only in the fall, to carefully assess levels of developmental assets of youth being served. These scores tell us whether programs are serving youth with more or fewer developmental assets. Ideally, programs should target those youth with fewer assets. For several reasons, applying this measure twice to the same youth customers really does not take good aim at what services accomplish, but rather on what changes youth experience overall, regardless of the causal factor. Nevertheless, we wanted to demonstrate that our two types of measures of developmental assets performed more similarly than each

measure with other measures that focused on different phenomena, such as satisfaction with services. We also compared their reliabilities, while expecting that the longer measure would achieve higher reliability, but not too much higher. The psychometric results from analyzing the data collected from programs in one city strongly supported our expectations, while data analyzed from the other city provided support, with qualifications. We were satisfied that our recommendation that service productivity only needs to be assessed one time is sound. Also, we demonstrated that our measure of service productivity was more sensitive to what the agencies' services accomplish than the repeated application of our longer, standard measure.

#### **Do After-school Programs Increase Success in School?**

The article for this case-control study of OFCY customers compared to similar youth not receiving OFCY services is still under review by a different evaluation journal. We expect to hear sometime later in 2005 whether this journal wants to publish the article, as it was submitted in December 2004. First, it must undergo the blind review process.

A case-control study design supports making direct comparisons of two matched groups, post-hoc. Data about school performance were obtained from the Oakland Unified School District (OUSD) in July and August 2004. During the prior spring OFCY agencies supplied lists of names of their youth customers that they wanted to know more about, especially their success in school. OUSD also supplied information about all youth attending the same schools and grades in school as the OFCY customers. Once sufficient data were identified, the list of cases for each group contained 204 each. Multiple regression analyses were applied to sort out whether school performance differed between groups. Performance variables included reading, mathematics, and language SAT9 scores, fall and spring GPAs, attendance rate, and days suspended from school. Three years of performance data were studied. Only OFCY customers who received OFCY services for at least two semesters were included in the comparison. Following the adjustment of related measures in each regression analysis, it was learned that only school attendance rates were significantly higher for OFCY customers. OFCY customers did perform better than their peers on most of the measures, but not to a significant degree.

#### **Promoting Youth Development**

This article about the different ways OFCY programs promote youth development was submitted to a third journal for review, as part of a special issue relating to involvement of youth in community activities by giving them important roles to increase their commitment to building a better quality of life for all residents. We submitted this article for blind review in July 2004. We should hear about the possibility of publishing the article in the spring of 2005.

Some of the same background information about OFCY as was presented in the first article mentioned above had to be repeated for a different audience in this article. The first set of examples of how OFCY youth are contributing to their community was taken from experiences our youth evaluators receive. The youth evaluation team includes about 20-30 high school youth. They interview and film each OFCY agency, then write up brief descriptions of their observations. A DVD is created as a special training tool for summarizing what OFCY accomplishes. The DVD is presented to OFCY stakeholders in the spring of each school year. The other types of experiences OFCY youth gain by participating in the after-school programs are noted. Also, the roles other youth can play as part of the operation of OFCY are described, such as serving on the OFCY Planning and Oversight Committee or assisting OFCY administrative staff. Many of these positions receive either wages or stipends, giving youth an economic incentive to contribute.

#### **What About our Reports?**

Of course, twice a year CCPA publishes reports to the Planning and Oversight Committee and Oakland City Council members. The OFCY annual report specifically described the activities and performance of each of 81 service agencies, requiring over 500 pages. CCPA is committed to providing performance results in a timely manner. Turnaround times for most reports are about one month. This turnaround time provides the information decision-makers want when they can make the best use of it. Each report includes not only tables covering the activities and performance of each participating agency, but also it includes explanations of the results and graphs summarizing key statistics. We feel these publications are just as important, if not more so, than articles circulated in research journals. Nevertheless, it is valuable to synthesize what we learn for a wider audience.

# Appendix F

## Sampling Methodology

### Collecting a Representative Sample of Customer Data about Effect

Rex S. Green, Ph.D.

The evaluation of effect relies on the collection of data from representative samples of youth, staff, and parents on two occasions, late fall and mid-spring. In order to obtain the opinions of the youth customers at a time when they have received enough service to make some change in their behavior for the better, the first week in December and the third week in April are designated as the best times to collect these data. The sampling strategy involves asking all youth customers who appear for service during the specified week to fill out one survey form per customer. During that week and the following week, agency staff should complete one survey form on each youth customer they are familiar with, with only one staff person providing the report per customer. At about that same time, one or more strategies for obtaining parent feedback can be employed, such as sending the parent form home with the youth customer, mailing them to all parents, telephoning parents and asking the questions by phone, or handing forms to parents when they pick up their child.

Because there have been several problems with the collection of effect data, some suggestions for improving the representativeness of the sample follow.

The delivery of services varies from one program to another. Here are some of the most common types of service delivery we are aware of: (1) ongoing flow with new customers arriving and others leaving every week; (2) customer core that continues in service throughout the period, augmented by new arrivals, who sometimes do not receive more than one session or week of service; and (3) blocks of customers who are replaced at regular intervals, such as every 4 weeks by a different group. Also, the number of youth customers varies from just over 5 to well over 500 across programs.

A representative sample of youth customers also varies from one program to another. No one rule, such as "90% of all customers should be surveyed", can be applied to all OFCY programs. Here are some guidelines for assisting your program to obtain a representative sample of youth customers this coming fall and spring depending on type of service delivery and size of customer base.

No. Served	Size of Core Group	Type of Delivery	Goal	Strategy
5	5	Customer core	100%	1-2 weeks to reach all customers
50	0	Ongoing flow	70%	1 week per month, Oct., Nov., Dec. or Mar., Apr. May
30	5	Customer blocks	90%	Next to last week of every block
250	25	Customer core and ongoing flow	90% of core/10% of non-core	2-3 weeks
500	0	Ongoing flow	50%	Every other week starting in Oct. or Mar., depending on turnover
>1,000	200	Customer core	60% of core/10% of non-core	1-2 weeks

We recommend you collect survey forms from staff members who know the youth customer. Thus, during and immediately following the collection of data from the youth customers, staff should complete their forms. Expect one form per customer from the staff member who is most familiar with the customer. Keep pursuing staff for the data until you obtain a representative sample: 6-25 customers, get 90%; 26-50 customers, get 80%; 51-100 customers, get 70%; 101-250 customers, get 60%; over 250 customers get 50%.

Because it is proving difficult to obtain data from parents, we are not recommending targets for numbers of forms collected. We recommend that the fewer clients you serve, and the fewer the number of forms youth customers and staff complete, the greater the proportion of parents of youth customers that needs to be sampled. For programs serving over 20 parents, make sure you get at least 20 completed surveys. Our goal for parents in large sampling of child and youth customers is 50% of the number of child/youth surveys turned in for parents.

2007-2008  
GRANTEE PERFORMANCE SUMMARY

ATTACHMENT A  
TABLE 4

	OFCY Grant Funded Programs	06-07 SPI	07-08 SPI	06-07 / 07-08 Variance	Average Satisfaction of Parents	Parent Asset Development Changes	Parent Agency Productivity	% Contracted Services Delivered
Early Childhood	MOCHA Little Studio Residency Program	735	785	104%	88%	85%	92%	136%
	Lao Family Community Dev.-Even Start	729	802	93%	89%	97%	90%	145%
	City of Oakland, DHS-Even Start	713	842	121%	94%	100%	91%	116%
	Center for Early Intervention a Deafness	691	716	104%	100%	96%	98%	140%
	Family Paths - Early Childhood Initiative	683	742	111%	89%	86%	82%	190%
	Bring Me A Book Foundation-Oakland's 1st Teachers	679	802	112%	93%	87%	93%	156%
	The Link to Children-Reduction of Violence	654	678	98%	91%	82%	85%	126%
	Children's Hospital - Dev. Playgroups	624	654	113%	88%	82%	80%	149%
	La Clinica De La Raza-Teens a Tots	602	615	102%	89%	77%	79%	132%
	<b>Total</b>	<b>6,111</b>	<b>6,636</b>					
<b>Averages</b>	<b>678.98</b>	<b>737.33</b>						<b>144%</b>
<b>Performance Target</b>	<b>600</b>	<b>600</b>			<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>
	OFCY Grant Funded Programs	2006-07 SPI	07-08 SPI	Variance (06-7/07-8)	Average Satisfaction of Youth	Asset Development Changes	Grantee Selected Changes	% Contracted Services Delivered
Summer Enrichment	Oakland Discovery Centers Summer Program	735	829	109%	92%	78%	75%	110%
	Girls Inc. Eureka Teen Achievement	694	714	103%	86%	61%	63%	167%
	Leadership Excellence-Freedom School	684	690	101%	75%	61%	61%	106%
	Marcus A. Foster Ed. In.-Prescott Circus Theatre	675	747	111%	67%	79%	87%	121%
	Family Support Services- Youth Program	630	645	102%	77%	57%	62%	93%
	<b>Total</b>	<b>3,417</b>	<b>3,625</b>					
<b>Averages</b>	<b>683.39</b>	<b>725.00</b>			<b>79%</b>	<b>67%</b>	<b>70%</b>	<b>119%</b>
<b>Performance Target</b>	<b>600</b>	<b>600</b>			<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>
	OFCY Grant Funded Programs	2006-07 SPI	07-08 SPI	Variance (06-7/07-8)	Average Satisfaction of Youth	Asset Development Changes	Grantee Selected Changes	% Contracted Services Delivered
Physical and Behavioral Health	Bay Area Oakland SCORES	670	764	114%	90%	70%	71%	111%
	Bay Area Outreach & Recreation Program (BORP)	710	733	102%	95%	76%	86%	119%
	First Place Fund for Youth Healthy Transitions	602	602	103%	83%	69%	71%	147%
	Jack London Aquatic Center-Rowing Revolution	375	665	175%	87%	63%	77%	99%
	Native American Heath Center-Youth Voices	681	808	107%	95%	85%	90%	124%
	OBUGS-Planting a Future	711	712	96%	85%	68%	64%	127%
	Project Re-Connect	678	731	98%	92%	83%	88%	129%
	Sports4Kids After School Program	788	818	107%	88%	68%	74%	86%
	Through The Looking Glass-Families w/ Disabilities	705	634	83%	95%	88%		91%
	<b>Total</b>	<b>5,921</b>	<b>6,467</b>					
<b>Averages</b>	<b>657.88</b>	<b>718.56</b>			<b>90%</b>	<b>74%</b>	<b>78%</b>	<b>115%</b>
<b>Performance Target</b>	<b>600</b>	<b>600</b>			<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>

2007-2008  
GRANTEE PERFORMANCE SUMMARY

ATTACHMENT A  
TABLE 4

	OFCY Grant Funded Programs	2006-07 SPI	07-08 SPI	Variance (06-7/07-8)	Average Satisfaction of Youth	Asset Development Changes	Crantee Selected Changes	% Contracted Services Delivered
Career and College Readiness and Youth Leadership	Alameda County Health Care Foundation	652	666	114%	76%	58%	67%	114%
	Alameda Family Services-DreamCatcher	652	719	108%	86%	75%	79%	117%
	Asian Community Mental Health Services-AYPAL	693	751	106%	94%	83%	90%	148%
	BEST/EXCEL HS - Youth Leadership	414	610	154%	88%	63%	31%	65%
	Dimensions Dance Theater - Intern Program	715	822	117%	90%	67%	74%	106%
	East Bay Asian Youth Center -RISE	600	672	111%	81%	64%	58%	100%
	East Oakland Comm. HS - Avenues Project	738		0%				
	Eastside Arts Alliance Youth Center	725	847	110%	89%	80%	80%	103%
	Global Education Partnership-EETP	611	790	105%	74%	68%	86%	138%
	La Clinica De La Raza-Youth Brigade	564	604	110%	81%	63%	52%	135%
	Next Step Learning Center-Success at 17	769	857	112%	92%	83%	90%	131%
	Oakland Kids First-Real Hard	625	649	106%	83%	60%	66%	95%
	OASES SOAR Career & College Readiness	723	712	96%	90%	83%	77%	106%
	Opera Piccola -ArtGate Advance	630	638	113%	85%	57%	65%	110%
	Spanish Speaking Citizen's Foundation-Youth ASP	684	662	96%	85%	77%	74%	103%
	The Youth Employment Partnership	643	577	96%	77%	53%	62%	84%
	Youth ALIVE I- Teens on Target	669	712	111%	90%	73%	79%	102%
	Youth Together- Youth Leadership	714	746	106%	87%	73%	71%	123%
	Youth UpRising - Youth Grants	730	808	112%	89%	74%	77%	138%
		<b>Total</b>	<b>12,551</b>	<b>12,842</b>				
	<b>Averages</b>	<b>660.60</b>	<b>675.89</b>		<b>85%</b>	<b>70%</b>	<b>71%</b>	<b>112%</b>
	<b>Performance Target</b>	<b>600</b>	<b>600</b>		<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>

2007-2008  
GRANTEE PERFORMANCE SUMMARY

ATTACHMENT A  
TABLE 4

	OFCY Grant Funded Programs	2006-07 SPI	07-08 SPI	Variance (06-7/07-8)	Average Satisfaction of Youth	Asset Development Changes	Crantee Selected Changes	% Contracted Services Delivered	
Comprehensive Afterschool	Ala Costa Center After School	614	696	119%	88%	71%	52%	100%	
	American Indian Child Resource Center	590	868	145%	90%	90%	89%	115%	
	BACR - Bret Harte ASP	679	797	117%	85%	71%	83%	123%	
	BACR - Claremont ASP	525	690	138%	67%	49%	52%	100%	
	BACR - Emerson/Peralta ASP	676	746	105%	85%	63%	60%	123%	
	BACR - Hoover ASP Kids Rock	618	679	103%	88%	74%	75%	100%	
	BACR - Madison ASP	604	713	114%	76%	46%	54%	144%	
	BACR - Martin Luther King ASP- Unity of Dreams	607	723	118%	83%	63%	56%	121%	
	BACR - Prescott ASP	589	763	123%	87%	90%	88%	126%	
	BACR - Santa Fe Shooting Stars	650	740	111%	88%	72%	73%	110%	
	BACR - Stonehurst High Hopes ASP	619	800	125%	90%	76%	80%	120%	
	BACR-Sankofa Academy ASP	725	714	111%	78%	56%	51%	108%	
	BAVC-Youth Sounds -Kismet ASP	556		0%				50%	
	CRECE Elmhurst ASP	721	722	101%	69%	51%	69%	126%	
	Dimensions Dance Theater - Rites of Passage	715	822	117%	90%	67%	74%	141%	
	East Bay Agency for Children - Hawthorne ASP	600	754	131%	83%	69%	65%	106%	
	East Bay Agency for Children-Sequoia ASP	619	735	129%	80%	56%	63%	79%	
	East Bay Asian Youth Center- Franklin ASP	744	757	108%	83%	68%	76%	149%	
	East Bay Asian Youth Center-Garfield ASP	689	815	121%	86%	75%	78%	141%	
	East Bay Asian Youth Center-Manzanita ASP	650	739	122%	79%	65%	65%	148%	
	East Bay Asian Youth Center-Roosevelt ASP	602	661	111%	70%	54%	62%	107%	
	East Bay Conservation Corps-Charter ASP	627	644	103%	82%	65%	55%	111%	
	East Oakland Boxing Assoc. Smart Moves	720	793	107%	94%	83%	79%	121%	
	Girls Inc. - Lockwood ASP	636	691	107%	86%	76%	79%	119%	
	Oakland Discovery Centers	692	790	116%	88%	77%	68%	107%	
	Oakland Leaf- Ascend Sunset Warriors ASP	680	764	111%	80%	58%	58%	110%	
	Oakland Leaf -UPA Urban Arts ASP	590	780	131%	90%	81%	75%	116%	
	Oakland Parks a Recreation-Inclusion Center	602	745	125%	89%	73%	68%	119%	
	OASES Lincoln ASP/LEAP	704	799	107%	93%	92%	94%	114%	
	OASES-Westlake ASP	727	766	103%	89%	79%	74%	122%	
	OYC - Acorn-Woodland ASP	626	715	115%	82%	73%	72%	143%	
	OYC - Encompass Academy ASP	616	673	115%	77%	62%	58%	105%	
	OYC - Fruitvale ASP	639	678	112%	80%	63%	66%	92%	
	SFSU - Havenscourt ASP	559	678	103%	57%	35%	43%	125%	
	Spanish Speaking Citizens' Foundation ASP	603	633	103%	78%	66%	69%	102%	
	YMCA of the East Bay - Explore ASP	650	647	96%	62%	43%	40%	99%	
		<b>Total</b>	<b>23,062</b>	<b>25,730</b>					
		<b>Averages</b>	<b>469.70</b>	<b>735.14</b>		<b>68%</b>	<b>55%</b>	<b>56%</b>	<b>97%</b>
		<b>Performance Target</b>	<b>600</b>	<b>600</b>		<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>

2007-2008  
GRANTEE PERFORMANCE SUMMARY

ATTACHMENT A  
TABLE 4

	After School Enrichment Grantees	2006-07 SPI	07-08 SPI	Variance (06-7/07-8)	Average Satisfaction of Youth	Asset Development Changes	Grantee Selected Changes	% Contracted Services Delivered
ASES	BACR - Bridges After School Program		776		84%	69%	72%	108%
	BACR - Glenview After School Program		856		98%	99%	99%	138%
	BACR - Jefferson After School Program		738		85%	74%	73%	160%
	BACR - Lafayette After School Program		804		87%	81%	85%	201%
	BACR - Markham After School Program		676		84%	66%	67%	105%
	BACR - Whittier		658		87%	69%	77%	81%
	Higher Ground Neighborhood Development		788		86%	69%	69%	91%
	Lao Family- ASPIRE for Higher Learning Project		736		79%	70%	73%	100%
	OUSD - Edna Brewer		673		71%	36%	25%	117%
	OUSD - Howard		762		84%	63%	60%	157%
	OUSD - Lakeview		754		83%	75%	78%	148%
	OUSD - Laurel		773		76%	58%	60%	105%
	OUSD Maxwell Park		750		76%	53%	65%	182%
	OUSD - Reach		769		84%	70%	67%	249%
	OUSD - Horace Mance		686		80%	55%	64%	95%
	OUSD - Think College Now		797		82%	61%	70%	107%
	OUSD - Thurgood Marshall Academy		778		80%	69%	63%	91%
	OASES - Quest ASP @ Cleveland Elementary		677		79%	61%	61%	106%
	OASES - Safe Harbor After School Program		682		74%	57%	65%	142%
	Safe Passage Frick		641		83%	63%	62%	115%
	East Bay Asian Youth Center--Higher Learning @ BV &		821		86%	77%	80%	165%
	Girls Inc. - Parker After School Program Collaborative		738		79%	70%	76%	113%
	SSCF - Pathways After School Enrichment Program @		762		89%	76%	84%	211%
	Moss Beach Homes - Melrose		712		62%	49%	48%	115%
	Moss Beach Homes - Piedmont Avenue After School Pr		722		75%	54%	56%	88%
Moss Beach Homes - RISE Community After School Pr		609		80%	59%	56%	56%	
Moss Beach Homes - Webster Academy After School P		620		75%	55%	47%	184%	
	<b>Total</b>		<b>19,758</b>					
	<b>Averages</b>		<b>731.78</b>		<b>81%</b>	<b>65%</b>	<b>67%</b>	<b>131%</b>
	<b>Performance Target</b>	<b>600</b>	<b>600</b>		<b>75%</b>	<b>60%</b>	<b>60%</b>	<b>90%</b>
	<b>Note:</b> Over the last seven years, the OFCY evaluatio has been measuring quality through the use of Service Performance Index (SPI). The CCPA evaluation team developed the Service Performance Idex (SPI) to mathematically intergrate the performance data. The following table lists the measures and indicates how measures are scored and combines into one aggregate index of performance, the SPI. Points were calculated on the scale of 0 to 1000. The points totals vary for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what the organization does to implement the design, and results refer to what is achieved.							

2007-2008 SUMMARY PERFORMANCE  
14 Grantees - Missed Performance Targets

<b>BACR: Madison</b>					
BACR has made strides over the past two years; the organization is working on professional development which should enhance their ability to improve upon the Asset Development Change (46%) and Grantee Selected Change outcomes (54%). Although BACR's SPI score of 713 ranks them among efficient service providers, their ability to execute programming and affect results falls short of OFCY's other Comprehensive Afterschool service providers.					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance.</b>	46%	54%	144%	76%	713

<b>BEST/Excel - Youth Leadership</b>					
BEST/Excel's Youth Leadership program's major challenge was maintaining a consistent level of participation. As a consequence, the program did not perform as expected; the Youth Leadership Program completed only 65% of the contracted units of services. Working closely with school staff and teachers to establish effective recruitment plan and establish incentives for ongoing participation will increase the percentage of service delivered. Additionally, high turnover in school and program administration has also challenged the programs Grantee Selected Change scores.					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance.</b>	63%	31%	65%	88%	610

<b>Mossbeach AspiraNet - Webster Academy ASP</b>					
Staff development activities including lesson planning, classroom management and conflict resolution may increase the capacity of program staff to serve the needs of youth and families. The program should strengthen the referral process with school site faculty in order to address effectively their Asset Development score (55%). Additionally, a stronger program would enhance both Asset Development Change and Grantee Selected Change scores (47%).					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance.</b>	55%	47%	184%	75%	620

<b>Oakland Leaf - Ascend ASP</b>					
Oakland Leaf staff could benefit from additional planning time and time to confer as well as share information with school site staff regarding the academic needs of the students. Coordination is the missing link to this program's success. Although their SPI score (764) suggest that the program is a high performer, the Asset Development Change (58%) and Grantee Selected Change (58%) scores signal that the Oakland Leaf - Ascend program struggles to execute their program effectively; the program has a good program design and reaches a many students, but how they execute the program lags behind other Afterschool Program grantees.					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance.</b>	58%	58%	110%	80%	764



2007-2008 SUMMARY PERFORMANCE  
14 Grantees - Missed Performance Targets

<b>CRECE - Elmhurst ASP</b>					
Parental involvement and participation in performances are an on-going challenge for the program. Staff are encouraged to look for unique ways to involve parents if they are unable to observe performances. CRECE's has a strong program model, but have not been able to execute their design effectively, which is highlighted by their relatively low satisfaction percentage.					
	Asset Development Change	Grantee Selected Change	Contracted Services Delivered	Satisfaction	SPI
<b>Summary Indicators of Performance.</b>	51%	69%	126%	69%	722

<b>OUSD - Edna Brewer</b>					
Increasing coordination between school site staff/faculty and the afterschool program can increase how effectively the program the academic needs of the youth they serve. Also, generating buy-in and support from teachers would impact the programs Asset Development Change (36%) score and also allow the program to improve their Grantee Selected Change (25%) score.					
	Asset Development Change	Grantee Selected Change	Contracted Services Delivered	Satisfaction	SPI
<b>Summary Indicators of Performance.</b>	36%	25%	117%	71%	673

<b>BACR - Claremont ASP</b>					
Expanding the youth leadership component and giving more responsibility to middle school students to assist in activities would impact how satisfied students feel with the program--67% of respondents were satisfied. The program still has problems meeting their Grantee Selected Change target and the program needs to develops ways to build in more involvement and student awareness about their behavior if their score (52%) is going to change. Finally, Asset Development Change exercise must be bolstered.					
	Asset Development Change	Grantee Selected Change	Contracted Services Delivered	Satisfaction	SPI
<b>Summary Indicators of Performance:</b>	49%	52%	100%	67%	690

<b>Mossbeach Homes/ApriraNet - Piedmont Avenue ASP</b>					
Staff could benefit from staff development activities in behavior management, literacy and mathematics skill development, youth development and conflict resolution, which would increase the capacity of program staff to serve the needs of youth and families. The Piedmont Ave population has a diverse set of needs and skill levels and requires that the program meet those by developing strategies that will maintain a consistent level of engagement across the entire youth population. The entire population has to be engaged in order for both of the programs Asset Development Change score (54%) and the Grantee Selected Change score (56%) to improve. Additionally, a more dynamic program would increase program numbers and therefore impact the programs ability to complete more of the contracted services delivered.					
	Asset Development Change	Grantee Selected Change	Contracted Services Delivered	Satisfaction	SPI
<b>Summary Indicators of Performance:</b>	54%	56%	88%	75%	722

2007-2008 SUMMARY PERFORMANCE  
14 Grantees - Missed Performance Targets

<b>Mossbeach Homes/ApriraNet - RISE Community ASP</b>					
<p>The lack of consistent communication between parents regarding program expectations and policies has impacted the program. Hiring a bilingual staff would address the communication needs of non-English speaking parents. Staff could also benefit from behavior management, cultural competence, conflict resolution, and budget management workshops, which in turn would increase the program's capacity, impacting their Asset Development Change (59%) and Grantee Selected Change (56%) scores. The RISE Community program completed slightly more than half of their Contracted Services Delivered (56%); however, as the program becomes more sensitive to the needs of the population the percentage of service delivered should also improve.</p>					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance:</b>	59%	56%	56%	80%	609

<b>Mossbeach Homes/ApriraNet - Melrose Leadership Academy ASP</b>					
<p>Staff training on lesson planning and behavioral management may increase the capacity of program staff to serve the needs of the youth, and improve the Asset Development Change score (48%) as well as the Grantee Selected Change score (49%). Boosting performance on these key measures should improve how satisfied students are with the program.</p>					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance:</b>	48%	49%	115%	62%	712

<b>YMCA of the East Bay - Explore ASP</b>					
<p>Program staff are encouraged to raise the level of expectation of student participants and create a culture of pride in the after school program. Developing a set of core values that program participants could learn would help the program increase their Asset Development (43%) and Grantee Selected Change (40%) scores as well as improve how satisfied program participants are with the program.</p>					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance:</b>	43%	40%	99%	62%	647

<b>Youth Employment Partnership - Career Try Out</b>					
<p>YEP has a large Latino population and should hire more Latino speaking counselors to more effectively serve their population. Additionally, staff and administrators could benefit from working with the parents of clients they serve. Limited communication between program staff and parents has impacted their Assent Development Score (among the lowest) and improve the program's ability to complete more of their Contracted Services Delivered. These two shortfalls have affected the program's SPI score (among the lowest).</p>					
	<b>Asset Development Change</b>	<b>Grantee Selected Change</b>	<b>Contracted Services Delivered</b>	<b>Satisfaction</b>	<b>SPI</b>
<b>Summary Indicators of Performance:</b>	53%	62%	84%	77%	577

2007-2008 SUMMARY PERFORMANCE  
14 Grantees - Missed Performance Targets

<b>SFSU - Havenscourt ASP</b>					
The Havenscourt Collaborative experienced a number of challenges this year, ranging from scheduling to time management. These challenges impacted program consistency, which in turn affected the program's Assent Development Change (35%) and Grantee Selected Change (43%) scores. As a result of the program's struggle to provide consistent programming only 57% of participants were satisfied with the program.					
	<i>Asset Development Change</i>	<i>Grantee Selected Change</i>	<i>Contracted Services Delivered</i>	<i>Satisfaction</i>	<i>SPI</i>
<b>Summary Indicators of Performance:</b>	35%	43%	125%	57%	678

<b>Bay Area Video Coalition - Cole School</b>					
The Bay Area Video Coalition had a difficult time making the transition from high school to Cole school. The program started late in the year and the told to focus much of its survive during the day. The program did not collect any survey instruments and generally had trouble participating this year.					
	<i>Asset Development Change</i>	<i>Grantee Selected Change</i>	<i>Contracted Services Delivered</i>	<i>Satisfaction</i>	<i>SPI</i>
<b>Summary Indicators of Performance</b>	0%	0%	50%	0%	0

## Service Performance Index Calculation

Area	Indicator	Possible Points	Definition
<b>Approach</b>	Evaluation team ratings of program strategy and design Will the strategy produce more assets for youth	125	Original scale was 1-100, adjusted to 0-1, with 50=0, to eliminate unused range (increase spread); final score multiplied by 2 to increase its weight
	Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement How well does intent align with perceived accomplishment	62.5	Sum of differences between importance and achievement across 28 items, adjusted for the number of staff reporting; scale reversed and shrunk to 0-1
	Staff ratings of 9 agency exemplary practices How capable of doing well is this service team	62.5	Original scale was 1-5, adjusted to 0-1, averaged across all staff reporting for each agency
<b>Deployment</b>	Cost per customer Lower means more can be served	27.8	Number of registered customers divided by HNVF grant funds spent, then magnified to 0-1 range
	Coverage of types of surveys needed from agency Complete reporting yields more useful information	27.8	Percent of types of surveys collected relative to needed
	Level of need of youth over 10 years of age (omitted if none served) Highest priority is serving those in need	27.8	RPRA total scores with range reversed, then the range reduced before adjusting to 0-1 where 1 reflects low assets and high need, 0 maximum assets
	Percent of effects scores collected Complete reporting yields more useful information	27.8	Count of effects scores obtained divided by total number of scores agency should have provided
	Surveys collected compared to HNVF grant funds spent Were resources used to collect important information	27.8	Total surveys recorded divided by HNVF grant funds spent, then magnified to 0-1 range
	Expending of grant funds being on schedule Did spending match or exceed needs as indicated in proposal	27.8	Percent of HNVF funds expended during fiscal year that were awarded
	Representativeness of sample of youth surveys collected relative to youth served How well do these results tell the complete story of how youth fared	27.8	Percent of youth served that were surveyed, adjusted upward as more youth were surveyed, since the larger agencies can survey a smaller percent of their youth customers; scores exceeding 1 capped at 1
	Ten staff ratings of the quality of their work experiences Do staff feel comfortable in their workplace	27.8	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring
Staff ratings of 10 organizational management best practices Do managers lead effectively	27.8	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring	
<b>Results</b>	Cost per hour of service Getting more services for the money	166.67	Actual hours of service divided by amount of total funds spent, then magnified to 0-1 range; score multiplied by 5 to give this indicator 1/3 weight to the effects indicators
	Satisfaction of youth Do youth like what happens	55.55	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Satisfaction of parents Do the parents like what happens to their children	55.55	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Asset development productivity reported by youth Did the services produce more youth assets	55.55	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Agency-specific productivity reported by youth Did the services accomplish selected goals for the youth	55.55	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Service quality reported by youth for asset development Was the approach taken equally effective for all customers in increasing youth assets	55.55	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
	Service quality reported by youth for agency-specified questions Was the approach taken equally effective for all customers in meeting specified goals	55.55	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
<b>Total</b>		<b>1,000</b>	

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2008 OCT 16 PM 6:27

# OAKLAND CITY COUNCIL

*Margaret Fujita*  
City Attorney

RESOLUTION No. \_\_\_\_\_ C.M.S.

## RESOLUTION ADOPTING THE OAKLAND FUND FOR CHILDREN AND YOUTH FINAL EVALUATION REPORT FOR FISCAL YEAR 2007-2008

**WHEREAS**, the Measure K/Kids First! Initiative amended the City Charter in 1996, and established the Oakland Fund for Children and Youth ("OFCY") to help young people grow to become healthy, productive, and honorable adults; and

**WHEREAS**, the Measure K/Kids First! Initiative called for the appointment of a 19 member Planning and Oversight Committee ("POC"); and

**WHEREAS**, the Measure K/Kids First! Initiative calls for the POC to present an annual independent process and outcome evaluation report to the Oakland City Council for adoption; and

**WHEREAS**, the City contracted with Community Crime Prevention Associates (CCPA) to conduct an independent process and outcome evaluation for fiscal year 2007-2008; and

**WHEREAS**, for fiscal year 2007-2008 \$12,124,269 in OFCY grant funding was awarded for 105 contracts to qualified organizations providing direct services to children and youth; and

**WHEREAS**, CCPA conducted an outcome evaluation of all fiscal year 2007-2008 OFCY grantees' projects to determine the effort invested and the effect achieved; and

**WHEREAS**, CCPA has presented their findings in an outcome and evaluation report, that has been submitted to City Council; now therefore, be it

**RESOLVED**: That the City Council hereby adopts the 2007-2008 fiscal year independent process and outcome evaluation report of the OFCY, prepared by CCPA.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 20\_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, and PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
of the City of Oakland, California