



OAKLAND FUND
FOR CHILDREN &
YOUTH
Interim Evaluation
Briefing 2008-09
3/30/2009



2008-09



OFCY INTERIM BRIEFING

By Community Crime Prevention Associates



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Highlights of OFCY Services for First Half of FY 2008-09

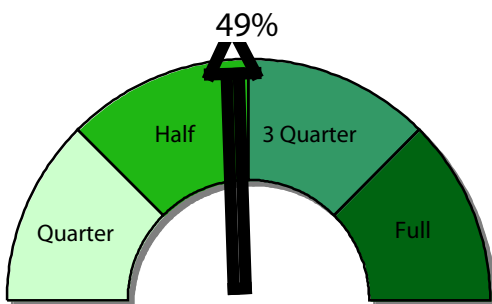
This a summary briefing of the effort, effect, and performance of grantees in the first half of this year. All the data and the evaluators comments on grantees performance are available and have been provided to the OFCY administration in data files. Grantee's can request copies of their data for the first half of the year by calling the CCPA office.

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

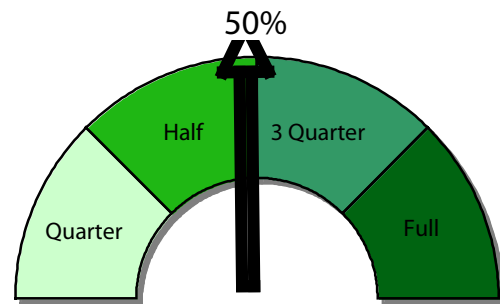
- ☞ OFCY funded 138 contracts to grantees for \$13.7 million to serve Oakland's children and youth. OFCY funds were matched with \$19.2 million for a total of \$32.8 million in total funding for this year. This is a match of 140%. Every dollar of OFCY funds spent was leveraged and matched with \$1.40 from other partners.
- ☞ This year was the sixth 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 OFCY funds. In the first six months of this year, OFCY spent \$6.8 million of the grant funds and spent \$9.2 million of the matching funds for a total of \$16.0 million in funds for services for Oakland's children and youth.
- ☞ Grantees served 22,845 unduplicated children and youth customers with 2.8 million hours of direct service. Each customer received an average of 123 hours of service and care. This effort is on track to be the highest frequency of care per average customer in the last nine years.
- ☞ For this year, the average cost per hour of service was \$2.42 for OFCY funds and \$5.67 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.

OFCY Grantees Are On Plan to Spend Funds and Deliver Services Contracted for FY 2008-09

Funds Spent First Half of Year



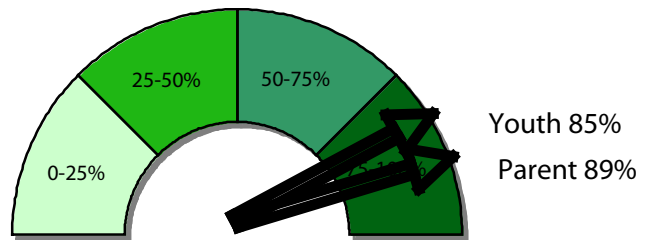
Effort Delivered First Half of Year



Effect of OFCY Funded Services in the First Six Months of This Year

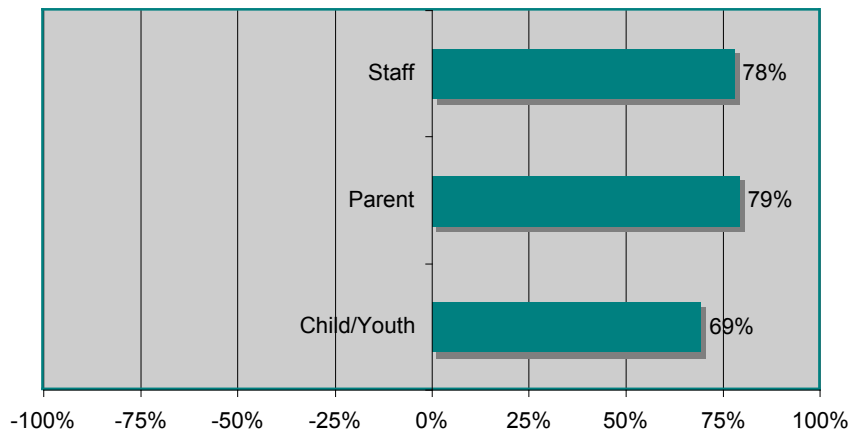
Children and youth customers gave OFCY services an 85% satisfaction rating; parents gave the same services for their child an 89% satisfaction rating. Both are positive satisfaction rates.

Effect Customer Satisfaction 1/2 Year

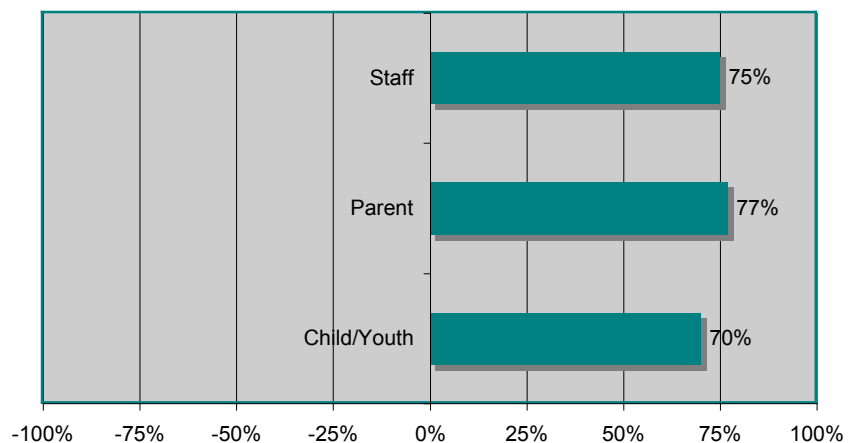


OFCY funded services were effective in producing positive changes in behaviors and skills in their children and youth customers in over two-thirds of the targeted changes. Parents indicated that funded services were effective in producing three out of four targeted changes because of the OFCY funded services. These targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop into healthy productive citizens.

All Grantees Child/Youth Asset Development Service Productivity



All Grantees Child/Youth Grantee Selected Service Productivity



OFCY children and youth, their parents, and their OFCY - funded staff completed 36,380 surveys about the effect of funded services in producing new skills and behaviors in the first half of the year sampling. Survey reports will be collected again in the spring.

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, 76% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service.

Satisfaction

- For this year, 96% of grantees met or exceeded the OFCY goal for children and youth satisfaction and 96% of grantees met the performance goal for parent satisfaction with the services and care provided to their child.

Service Productivity Asset Development Changes

- All the OFCY grantees share similar child and youth developmental asset target changes. This year, 84% of grantees met or exceeded their performance goal for growth in targeted child/youth developmental assets as indicated by their child and youth customers. Eighty-seven percent (87%) 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.

Service Productivity Grantee Selected Changes

- All of the OFCY grantees select changes to be targeted that are unique to their program because of their services. This year, 86% of grantees met or exceeded their performance goal to stimulate growth in the grantee's selected, targeted changes as indicated by their child and youth customers. Ninety-three percent (93%) of grantees met or exceeded their own performance goal regarding selected changes in youth being reported by parents or guardians.

Service Productivity Index

- For this year, 96% 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 following table summarizes the four performance goals, delivery of planned amount of service, customer satisfaction, asset development service productivity score and grantee selected service productivity score for this year.

OFCY Grantees Performance Summary for FY 2008-09		
	Number	Percent
Grantees that Met All Five Performance Goals	94	68%
Grantees that Met Four out of Five Performance Goals	24	17%
Grantees that Met Three out of Five Performance Goals	12	9%
Grantees that Met Two out of Five Performance Goals	6	4%
Grantees that Met One out of Five Performance Goals	2	1%
Grantees that Missed All Five Performance Goals	0	0%
Total Grantees	138	

- This year, 68% of the grantees or 94 grantees achieved all five major performance goals. Eight-six percent (86%) of the grantees met four out of five or all of their performance goals. No grantees missed all five of the performance goals.

At a Glance: Effort, Effect, Performance, and Results for the First Half of this Year

FY 2008-09 Grant Funds Allocated and Matched	OFCY Funds	Matching Funds	Total	Percent Match
138 OFCY Contracts	\$13,762,252	\$19,234,604	\$32,837,256	140%

Graphic 3

OFCY Performance Logic Model Evaluation System								
Logic Model	OFCY Evaluation Questions	Answers to OFCY Evaluation Questions FY 2008-2009 For First Half of the Year -138 Grantees					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	
		\$6,801,668	\$9,174,280	\$15,975,948	49%	48%		
Staff	Who were the staff providing services?	Years		Years Schooling	Male	Female	Yes 1% Transgender	
		Staff	Experience					1,105
Customers	Who are our children and youth customers?	# Unduplicated Customers		Male	Female	Unknown	Yes Met Parents made up 1% of customers	
		22,845		50%		49%		1%
		0-5 yrs.	6-10 yrs.	11-14 yrs.	15-20 yrs.	Unknown		
		10%	35%	32%	20%	2%		
		African Amer.	Latino	Asian/PI	Native Amer.	Caucasian		
		39%	35%	12%	2%	3%		
Multi Racial	Other	Level of Child/Youth Developmental Assets			MEDIUM			
5%	4%							
Strategies	What service strategies did we conduct?	Children Special Needs Ages 0 to 5	Parent Child Learning Ages 0 to 5	Community Based Comprehensive ASP Ages 6 to 14	Comprehensive After School Program Ages 6 to 10	Comprehensive After School Program Ages 11 to 14	Yes Met	
		1%	4%	8%	45%	15%		
		Summer Enrichment Ages 6 to 14	Career & College Readiness Ages 15-20	Youth Leadership Ages 15 to 20	Physical & Behavior Health All Ages	Note: Strategies are a percentage of the amount total hours of service.		
8%	4%	7%	8%					
Activities	How much services did we provide?	Planned Hours of Service for Year	Planned Hours of Service for 1/2 Year	Actual Hours of Service for 1/2 Year	Percent of Contracted Services Delivered 1/2 Year	Hours of Service per Customer	Yes Exceeded	
		5,655,134	2,485,738	2,815,643	113%	123		
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	Average # of New Caring Adults Connected to Youth	Yes Exceeded	
		\$2.42	\$5.67	\$298	\$699	4.7		
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)		Customer Level of Participation in Services	Yes > 70% Exceeded	
		85%		89%		High		
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		68%	79%	78%		
		Grantee selected		70%	77%	75%		
Service Quality and Performance	Were our services equally effective for all our customers?	Service Quality Score		Percent of Grantees with Good (>.60) Reliability	Average Service Performance Index (SPI) Score	Percent of SPI Score over 600 for 138 grantees	Yes Quality Score >1 Exceeded	
		06	Fall 07	70%	734	97%		
Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Yes Exceeded	
		6,193	10,757	7,387	12,043	36,380		

Summary of Child and Youth Resiliency Outcomes from 12,043 Individual Staff Assessments of Their OFCY Customers

- 👉 **The number of new caring adults in the lives of children and youth because of the OFCY funded programs is 4.7.**
- 👉 **The staff assessment of each child and youths' participation level in the OFCY funded program is 4.1 (between high and very high level of participation).**
- 👉 **The staff assessment of growth in child and youths' expectation levels improved in 72% of customers.**
- 👉 **The staff assessment of growth in the participation levels of child and youths' in their home, school, and the community improved in 72% of customers.**

Summary of Child and Youth Resiliency Outcomes by OFCY Strategic Plan Area

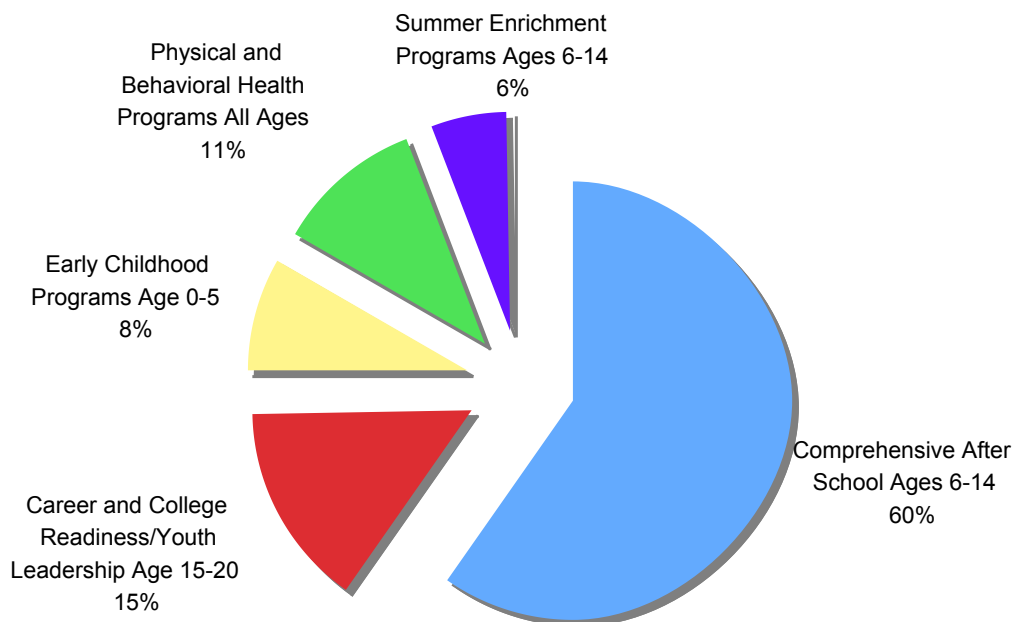
Resiliency Outcomes by Strategic Plan Priority Areas	Number of New Caring Adults	Staff-rated Level of Participation	Staff-rated Growth in Expectation Level	Staff-rated Growth in Participation--Home, School, Community
Comprehensive After School	5.07	5.07	71%	71%
Career and College Readiness/Youth Leadership	4.04	4.04	74%	73%
Early Childhood Programs	3.36	3.36	73%	76%
Physical and Behavioral Health Programs	2.55	2.55	79%	80%
Summer Enrichment Programs	5.94	5.94	72%	68%

Effort Data - Funding by Strategic Plan Priority Area

Code	OFCY Strategic Goals Funding Areas
CASP	Comprehensive After School Ages 6-14
CCRYL	Career and College Readiness/Youth Leadership Age 15-20
EC	Early Childhood Programs Age 0-5
PBH	Physical and Behavioral Health Programs All Ages
SE	Summer Enrichment Programs Ages 6-14

OFCY Funded Program	OFCY Funds	Match	Total	Percent Match	Youth Stipends & Grants	Percent of Total Funds to Youth Stipends and Grants
All Grantees	\$13,762,252	\$19,234,604	\$32,837,256	140%	\$1,539,000	5%
OFCY Strategic Goals Funding Areas						
CASP	\$7,227,317	\$12,538,930	\$19,606,647	173%	\$2,000	0%
CCRYL	\$2,472,298	\$2,579,573	\$5,051,871	104%	\$1,470,300	29%
EC	\$1,459,920	\$1,247,648	\$2,707,568	85%	\$0	0%
PBH	\$1,613,127	\$1,910,360	\$3,523,487	118%	\$32,500	1%
SE	\$989,590	\$958,093	\$1,947,683	97%	\$34,200	2%

OFCY Total Funding by Strategic Plan Goals

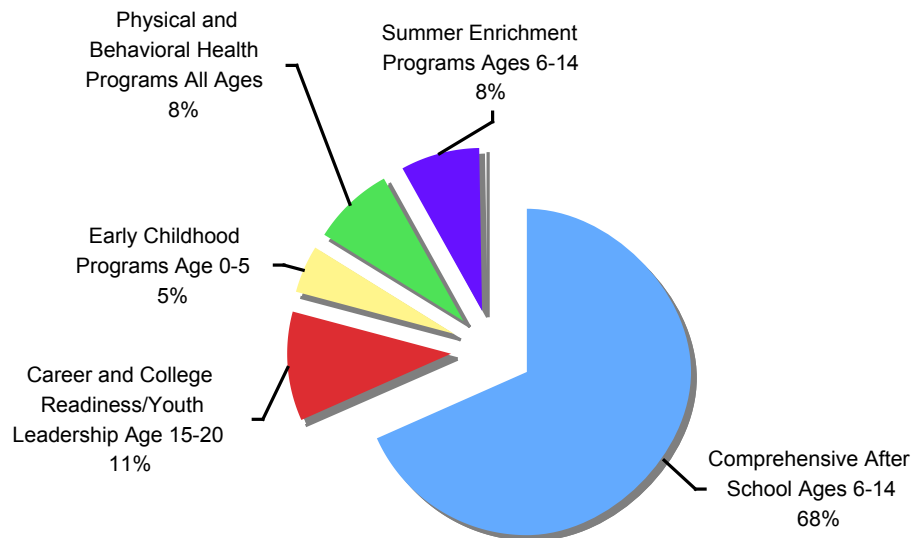


Effort Data – Hours of Service by Strategic Plan Priority Area

Code	OFCY Strategic Goals Funding Areas
CASP	Comprehensive After School Ages 6-14
CCRYL	Career and College Readiness/Youth Leadership Age 15-20
EC	Early Childhood Programs Age 0-5
PBH	Physical and Behavioral Health Programs All Ages
SE	Summer Enrichment Programs Ages 6-14

OFCY Funded Program	Planned Hours of Service for Year	Planned Hours of Service for 1/2 Year	Actual Hours of Service for 1/2 Year	Percent of Contracted Services Delivered for Year	Percent of Contracted Services Delivered Year for 1/2 Year	Hours of Service per Customer for 1/2 Year
All Grantees	5,655,134	2,485,738	2,815,643	50%	113%	123
OFCY Strategic Goals Funding Areas						
CASP	4,231,347	1,747,548	1,922,463	45%	110%	157
CCRYL	538,016	239,919	308,209	57%	128%	92
EC	258,181	115,282	129,880	50%	113%	46
PBH	419,426	193,763	229,270	55%	118%	73
SE	208,164	189,226	225,821	108%	119%	168

OFCY Total Hours of Service by Strategic Plan Goals



Cost per Hour Data by Strategic Plan Priority Area

Code	OFCY Strategic Goals Funding Areas
CASP	Comprehensive After School Ages 6-14
CCRYL	Career and College Readiness/Youth Leadership Age 15-20
EC	Early Childhood Programs Age 0-5
PBH	Physical and Behavioral Health Programs All Ages
SE	Summer Enrichment Programs Ages 6-14

OFCY Funded Program	Actual Cost per Hour OFCY Funds for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Contacted Cost per Hour for Year Total Funds	Cost per Customer Total Funds for 1/2 Year	Unduplicated Number of Customers	Number of New Caring Adults Because of OFCY Funds
All Grantees	\$2.42	\$5.67	\$5.81	\$699	22,845	4.69
OFCY Strategic Goals Funding Areas						
CASP	\$1.70	\$4.48	\$4.63	\$705	12,215	5.07
CCRYL	\$3.69	\$7.14	\$9.39	\$655	3,359	4.04
EC	\$5.81	\$10.95	\$10.49	\$507	2,804	3.36
PBH	\$2.95	\$7.93	\$8.40	\$582	3,120	2.55
SE	\$4.29	\$8.51	\$9.36	\$1,427	1,347	5.94

Cost per Hour by Strategic Goals



Effectiveness Data by Strategic Plan Priority Area

Code	OFCY Strategic Goals Funding Areas
CASP	Comprehensive After School Ages 6-14
CCRYL	Career and College Readiness/Youth Leadership Age 15-20
EC	Early Childhood Programs Age 0-5
PBH	Physical and Behavioral Health Programs All Ages
SE	Summer Enrichment Programs Ages 6-14

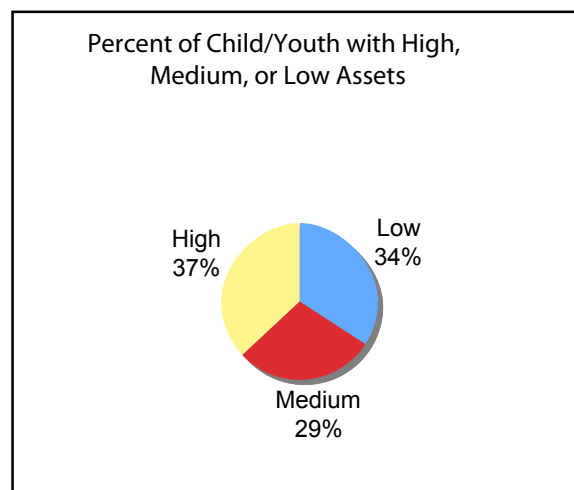
OFCY Fall 2008 Effectiveness Scores	Youth Satisfaction Rate	Parent Satisfaction Rate	Youth-rated Asset Development Service Productivity	Parent-rated Asset Development Service Productivity	Staff-rated Asset Development Service Productivity	Asset Level
All Grantees	84.7%	88.5%	69.2%	79.2%	77.9%	MEDIUM
Strategic Goals						
CASP	83.8%	87.7%	68.0%	79.5%	77.0%	MEDIUM
CCRYL	86.6%	87.0%	70.9%	75.2%	86.9%	MEDIUM
EC	88.6%	89.2%	72.4%	90.6%	79.1%	MEDIUM
PBH	87.6%	90.5%	71.9%	78.3%	72.1%	MEDIUM
SE	84.7%	92.1%	72.0%	76.4%	81.6%	MEDIUM

OFCY Fall 2008 Effectiveness Scores	Youth-rated Agency Service Productivity	Parent-rated Agency Service Productivity	Staff-rated Agency Service Productivity	Youth-rated Academic Service Productivity	Parent-rated Academic Service Productivity	Staff-rated Academic Service Productivity
All Grantees	69.5%	77.0%	75.3%	64.7%	72.6%	66.0%
Strategic Goals						
CASP	67.8%	76.1%	72.4%	64.7%	72.6%	66.0%
CCRYL	74.2%	74.8%	89.3%	XR	XR	XR
EC	66.1%	90.4%	80.5%	XR	XR	XR
PBH	72.2%	76.9%	72.8%	XR	XR	XR
SE	72.6%	78.2%	82.8%	XR	XR	XR

NOTES: XR indicates data not required given the type of services

Risk Avoidance, Protective, and Resiliency Asset Assessment of OFCY Customers

Grantees surveyed 6,193 youth to assess their assets with a normed RPR instrument. The largest group of customers had high assets, medium asset students are at-risk and low asset customers are high-risk for drug use, early pregnancy, dropping out of school and involvement in the juvenile justice system.



Summary of Performance by Four Summary Performance Goals by Strategic Plan Priority Area

Community Based Comprehensive After School Programs - 9 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall Total SPI Score
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Grantee Selected Service Productivity	
Ala Costa Centers- Ala Costa Centers After School Expansion	100%	\$18.73	91%	80%	68%	684
Camp Fire USA, Oakland East Bay Council- Kids With Dreams	108%	\$10.54	87%	70%	74%	690
East Oakland Boxing Association- Smart Moves Education Program	107%	\$3.40	91%	81%	80%	775
EOYDC Community After School Program	102%	\$5.76	90%	82%	74%	765
Oakland Parks and Recreation-Inclusion Center ASP	126%	\$5.50	92%	83%	80%	764
Oakland Parks and Recreation-Oakland Discovery Centers ASP	94%	\$3.96	89%	81%	78%	830
The American Indian Child Resource Center- Nurturing Native Pride ASP	116%	\$6.69	89%	79%	86%	757
Grantees that Missed One or More Performance Goals						
CIVICORPS (EBBC) ASP	125%	\$5.96	83%	48%	53%	694
East Bay Agency for Children-Hawthorne FRC ASP	60%	\$7.48	92%	84%	78%	751
Community Based Comprehensive After School Programs Total	103%	\$7.38	89%	76%	74%	745

Middle Comprehensive After School Programs - 19 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall Total SPI Score
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Youth Satisfaction Rate	Youth-rated Asset Development Service Productivity	Youth-rated Grantee Selected Service Productivity	
BACR - James Madison ASP	117%	\$3.99	80%	60%	63%	769
Oakland Leaf -UPA Urban Arts ASP	107%	\$6.45	90%	71%	63%	735
OASES -Westlake ASP	154%	\$5.07	77%	61%	61%	767
OUSD - Thurgood Marshall Program Inspire ASP	104%	\$4.45	82%	60%	69%	761
Safe Passages -CCPA ASP	105%	\$7.27	78%	64%	68%	616
Spanish Speaking Citizens' Foundation Peralta ASP	96%	\$11.06	86%	83%	88%	716
Grantees that Missed One or More Performance Goals						
Aspiranet-Melrose Leadership Academy ASP	78%	\$4.25	67%	55%	53%	760
BACR - Bret Harte ASP	100%	\$5.71	83%	63%	55%	707
BACR - Claremont ASP	86%	\$4.99	81%	58%	54%	666
East Bay Asian Youth Center-Roosevelt ASP	171%	\$3.64	73%	55%	58%	755
OUSD -West Oakland Middle School ASP	145%	\$1.99	68%	50%	36%	699
OUSD -Alliance ASP	123%	\$3.29	77%	59%	59%	777
OUSD -Elmhurst ASP	131%	\$3.01	74%	56%	56%	747
Safe Passages -Edna Brewer ASP	86%	\$7.47	79%	41%	52%	663
Safe Passages -Frick ASP	93%	\$7.11	92%	74%	59%	695
Safe Passages -ROOTS ASP	25%	\$31.45	90%	84%	82%	608
Safe Passages -United for Success ASP	66%	\$5.58	72%	49%	49%	666
Urban Services YMCA of the East Bay -Cole ASP	176%	\$2.81	80%	53%	46%	707
Urban Services YMCA of the East Bay -Explore ASP	123%	\$5.05	68%	46%	42%	699
Middle Comprehensive After School Programs Total	110%	\$4.82	79%	60%	59%	711



Elementary Comprehensive After School Programs - 52 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Grantee Selected Service Productivity	Total SPI Score
Aspiranet-Carl B. Munck ASP	98%	\$2.59	86%	66%	66%	802
Aspiranet-Howard ASP	207%	\$1.05	86%	76%	67%	827
Aspiranet-RISE ASP	121%	\$2.18	79%	71%	72%	814
Aspiranet-Webster (East Oakland Pride) ASP	164%	\$1.02	90%	74%	81%	818
BACR - Community United ASP	93%	\$5.28	92%	82%	76%	774
BACR - Emerson ASP	106%	\$4.30	95%	83%	84%	847
BACR - Esperanza Stonehurst ASP	104%	\$4.04	89%	77%	71%	825
BACR - Hoover YAH Village ASP	97%	\$4.44	78%	60%	60%	748
BACR - Lafayette ASP	157%	\$3.03	97%	94%	91%	868
BACR - Martin Luther King ASP	117%	\$3.92	89%	65%	64%	756
BACR - P.L.A.C.E. Prescott ASP	124%	\$4.18	95%	87%	80%	850
BACR - Sankofa Academy ASP	131%	\$3.34	88%	75%	73%	783
BACR - Santa Fe Shooting Stars	121%	\$4.02	88%	75%	67%	797
BACR - Stonehurst/Korematsu High Hopes ASP	125%	\$3.38	89%	77%	71%	823
BACR -Greenleaf ASP	157%	\$4.55	84%	71%	64%	751
BACR -Lockwood ASP	91%	\$5.33	92%	80%	77%	799
East Bay Agency for Children-Sequoia ASP	122%	\$2.50	88%	77%	83%	853
East Bay Asian Youth Center - Bella Vista ASP	123%	\$5.48	92%	87%	88%	823
East Bay Asian Youth Center - La Escuelita ASP	124%	\$5.11	88%	74%	79%	756
East Bay Asian Youth Center- Franklin ASP	143%	\$4.37	84%	69%	71%	816
East Bay Asian Youth Center-Garfield ASP	158%	\$3.89	89%	80%	77%	813
East Bay Asian Youth Center-Manzanita ASP	122%	\$4.12	87%	69%	77%	825
Girls, Inc. - Parker ASP	120%	\$11.10	82%	61%	67%	677
Higher Ground Neighborhood Development -Allendale ASP	160%	\$1.68	79%	61%	65%	761
Higher Ground Neighborhood Development -New Highland ASP	100%	\$2.26	86%	68%	77%	805
Higher Ground Neighborhood Development -Sobrante Park ASP	104%	\$2.51	90%	81%	85%	669
Learning for Life -Burckhalter ASP	120%	\$2.82	91%	85%	87%	818
Learning for Life -Horace Mann ASP	98%	\$3.82	86%	68%	77%	809
Lighthouse Community Charter School ASP	120%	\$6.79	81%	60%	68%	673
Oakland Leaf- Ascend ASP	88%	\$6.22	83%	69%	66%	762
OASES -Cleveland (QUEST) ASP	116%	\$5.62	81%	65%	64%	743
OASES -Lincoln (LEAP) ASP	117%	\$7.64	96%	94%	93%	817
OUSD - Laurel Community Partnership ASP	95%	\$4.01	86%	74%	73%	796
OUSD - Maxwell Park ASP	107%	\$5.53	82%	68%	68%	740
OUSD -Lakeview ASP	93%	\$3.46	86%	74%	71%	807
OUSD-Manzanita Seed ASP	98%	\$3.37	83%	67%	72%	738
OYC - Awesome Extended Learning Program ASP	108%	\$3.98	85%	79%	80%	830
OYC - Fruitvale ASP	107%	\$4.35	84%	62%	62%	736
Spanish Speaking Citizens' Foundation -Laezar ASP	95%	\$5.11	87%	77%	85%	783
Grantees that Missed One or More Performance Goals						
Aspiranet-EnCompass ASP	82%	\$4.69	84%	64%	62%	745
Aspiranet-Grass Valley ASP	75%	\$3.42	73%	39%	57%	671
Aspiranet-International Community School (ICS) ASP	69%	\$3.97	85%	68%	60%	715
Aspiranet-Peralta ASP	79%	\$2.87	80%	54%	52%	761
Aspiranet-Piedmont ASP	121%	\$2.66	83%	55%	49%	750
Aspiranet-Think College Now ASP	114%	\$2.00	80%	59%	66%	809
BACR - Bridges ASP	48%	\$10.34	79%	61%	66%	643
BACR - Glenview ASP	57%	\$7.79	83%	64%	62%	671
BACR - Jefferson ASP	68%	\$7.88	85%	73%	65%	725
BACR - Markham ASP	79%	\$5.70	85%	64%	74%	724
BACR - Whittier ASP	109%	\$5.02	83%	52%	57%	630
BACR -Learning Without Limits ASP	79%	\$6.76	82%	66%	63%	756
Higher Ground Neighborhood Development -Brookfield Village ASP	101%	\$2.61	79%	58%	62%	706
Elementary Comprehensive After School Programs Total	111%	\$3.88	86%	70%	71%	757
Comprehensive After School Total - 80 Grantees	110%	\$4.48	84%	68%	68%	785

Career and College Readiness/Youth Leadership - 19 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Youth Satisfaction Rate	Youth-rated Asset Development Service Productivity	Youth-rated Grantee Selected Service Productivity	Total SPI Score
Alameda County Medical Center- Model Neighborhood Program	244%	\$7.14	85%	86%	90%	774
Alternatives in Action- HOME Project Oakland	113%	\$13.19	85%	66%	71%	687
Asian Community Mental Health Services- AYPAL	119%	\$7.29	90%	72%	77%	755
East Side Arts Alliance- ESAA Youth Arts Program	102%	\$4.07	98%	89%	89%	866
Next Step Learning Center- Success At Seventeen Plus	120%	\$4.35	95%	81%	91%	832
Opera Piccola- Artgate Advance	98%	\$12.93	84%	64%	71%	670
Spanish Speaking Citizens Foundation- YLACC	130%	\$16.93	89%	81%	78%	681
The Youth Employment Partnership, Inc. – Career Try-Out	132%	\$10.04	87%	73%	84%	676
Youth Alive- Teens on Target Prevention	100%	\$19.01	85%	63%	68%	616
Youth Together- Building Leadership, Building Community	114%	\$6.17	84%	78%	65%	764
Youth UpRising- Youth Grants 4 Youth Action	231%	\$1.05	90%	82%	83%	823
Grantees that Missed One or More Performance Goals						
Alameda County Health Care Services Agency- Young Men in Leadership Project	93%	\$28.59	89%	69%	64%	569
Centro Legal De La Raza- Youth Law Academy	58%	\$21.82	83%	60%	62%	635
EBAYC- Wildcats Wellness Center	155%	\$7.55	78%	51%	57%	665
Family Violence Law Center- RAP (Relationship Abuse Program)	108%	\$30.20	73%	47%	52%	521
Girls Inc. of Alameda County- Eureka Teen Achievement Internship Program	81%	\$19.78	93%	81%	75%	712
Leadership Excellence- Youth Leadership Program	88%	\$4.96	90%	68%	71%	726
Oakland Kids First -REAL HARD	87%	\$14.65	88%	69%	76%	676
OASES- SOAR New Immigrant Services	83%	\$30.29	68%	53%	54%	607
Career and College Readiness/Youth Leadership Total	128%	\$7.14	87%	71%	74%	698

Early Childhood Programs - 10 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Parent Satisfaction Rate	Parent-rated Asset Development Service Productivity	Parent-rated Grantee Selected Service Productivity	Total SPI Score
Bring Me a Book Foundation- Oakland Early Learning Collaborative	158%	\$8.34	96%	96%	96%	791
Children Hospital and Research Center- Development Playgroups Playgrounds	135%	\$30.18	93%	94%	92%	721
Family Paths Inc.- The Oakland Early Childhood Mental Health Collaborative	209%	\$11.39	91%	89%	93%	762
LADLER- Teens & Tots	136%	\$34.80	89%	72%	66%	609
Museum of Children's Art (MOCHA)- Little Studio Residency Program	136%	\$8.13	91%	90%	91%	794
Grantees that Missed One or More Performance Goals						
City of Oakland- Department of Human Services- San Antonio Even Start	103%	\$10.01	62%	95%	94%	761
East Bay Agency for Children- Hawthorne - Parent & Early Childhood	68%	\$11.97	95%	92%	88%	757
Jumpstart for Young Children - Oakland	82%	\$5.34	88%	90%	90%	841
Oakland Parks and Recreation SandBoxes to Community Empowerment	84%	\$12.29	93%	80%	79%	643
The Link to Children (TLC)- Early Childhood Mental Health Services	128%	\$19.37	88%	59%	67%	385
Early Childhood Programs Total	113%	\$10.95	89%	91%	90%	706



Physical and Behavioral Health Programs - 14 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Grantee Selected Service Productivity	Total SPI Score
Alameda Family Services- DreamCatcher	136%	\$6.16	86%	68%	66%	630
AMERICA SCORES Bay Area- Oakland Scores	105%	\$3.60	92%	80%	78%	841
BORP- Sports and Recreation For Disabled You	90%	\$18.00	93%	74%	84%	736
First Place for Youth- Healthy Transition Project	108%	\$48.45	87%	66%	69%	592
Native American Health Center Inc.- Indigenous Youth Voices	135%	\$4.70	95%	88%	88%	851
OBUGS- Planting a Future	128%	\$8.05	88%	69%	70%	722
Project Re-Connect	99%	\$34.18	83%	76%	77%	611
Sports 4 Kids- Sports 4 Kids After School Program	105%	\$3.97	89%	70%	72%	840
Unity Council- Neighborhoods Sports Initiative	102%	\$2.14	79%	70%	61%	796
Grantees that Missed One or More Performance Goals						
AIDS Project of the East Bay- LGBT Youth Health and Wellness Conductors	183%	\$3.23	75%	45%	36%	633
American Lung Association of California- Oakland Kicks Asthma	46%	\$53.17	92%	65%	88%	658
Big Brother Big Sisters of the Bay Area- Youth Mentoring Service	85%	\$61.36	95%	80%	78%	600
OUSD International High School-Refugee and Immigrant Wellness Project	48%	\$15.47	83%	73%	74%	635
Through the Looking Glass- Service to Children with Disability Issues	120%	\$14.00	89%	55%	87%	702
Physical and Behavioral Health Programs Total	118%	\$7.93	88%	72%	72%	703

Summer Enrichment Programs - 15 Grantees

OFCY Funded Program	Efficiency		Effectiveness			Overall
	Percent of Contracted Services Delivered Year for 1/2 Year	Actual Cost per Hour Total Funds for 1/2 Year	Child/Youth Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Child/Youth-rated Grantee Selected Service Productivity	Total SPI Score
Aim High- Aim High Oakland (Summer)	107%	\$10.46	75%	61%	63%	649
Alta Bates Summit Foundation-Middle School Youth- Medicine Summer Camp	104%	\$7.28	80%	67%	74%	715
Destiny Arts Center- Camp Destiny- Summer	113%	\$7.99	90%	71%	67%	712
East Bay Asian Youth Center- San Antonio Summer Sports Program	126%	\$5.41	89%	82%	74%	781
EOYDC- Summer Cultural Enrichment Program	124%	\$3.24	83%	63%	68%	803
Family Support Services of the Bay Area- Kinship Summer Youth Program	110%	\$12.50	87%	82%	87%	744
Girls Inc. of Alameda County- Concordia Park Young Girls Summer Program	222%	\$4.40	83%	71%	71%	724
Girls Inc. of Alameda County- Eureka Teen Achievement Summer Program	114%	\$11.58	85%	68%	68%	694
Leadership Excellence- Oakland Freedom School + Youth Leadership Program	101%	\$10.02	89%	82%	86%	749
MAFEI- Prescott Circus (Summer)	103%	\$8.94	96%	93%	93%	754
Oakland Leaf- Oakland Peace Camp (Summer)	100%	\$9.43	87%	72%	76%	749
Oakland Parks and Recreation Summer Camp Explosion	149%	\$12.92	85%	72%	71%	665
Oakland Parks and Recreation-Discovery Centers (Summer)	102%	\$4.22	88%	78%	76%	790
OASES Summer Playhouse	142%	\$12.21	85%	66%	57%	620
The American Indian Child Resource Center- Summer Urban Rez	131%	\$25.63	90%	74%	77%	662
Summer Enrichment Programs Total	119%	\$8.51	85%	72%	73%	721



Notes on low SPI Scores for grantees that were -100 or more below the mean for their strategic area.

Strategic Area	OFCY Funded Program	Total SPI Score	Average for SPI for Strategic Area	Difference from Average for SPI for Strategic Area	Reason low SPI Scores for grantees that were -100 or more below the mean for their strategic area.
Summer Enrichment Programs	OASES Summer Playhouse	620	721	-101	Adequate service quality or consistency of service delivered lowered SPI score. Grantee selected service productivity scores miss performance goal.
Physical and Behavioral Health Programs	Big Brother Big Sisters of the Bay Area- Youth Mentoring Service	602	703	-101	High cost per hour of \$61.36 an hour lowered SPI scores.
Physical and Behavioral Health Programs	First Place for Youth- Healthy Transition Project	592	703	-111	Relatively high cost per hour of service which also lowered two of the deployment scores. New activity structure should lower cost for the spring.
Comprehensive After School Programs	BACR - Bridges ASP	642	755	-113	Adequate service quality or consistency of service delivered lowered SPI score.
Comprehensive After School Programs	BACR - Whittier ASP	630	755	-125	Low survey count effected SPI score. If larger sample taken in the spring should improve SPI score.
Career and College Readiness/ Youth Leadership	Alameda County Health Care Services Agency- Young Men in Leadership Project	569	698	-129	Needed to collect more youth and parent surveys to receive credit for all effect scores; relatively high cost per hour of service which also lowered two deployment scores
Career and College Readiness/ Youth Leadership	OASES- SOAR New Immigrant Services	562	698	-136	Youth customer satisfaction asset develop scores were low. Cost per customer was high
Comprehensive After School Programs	Safe Passages -CCPA ASP	615	755	-140	Low survey count effected SPI score. If larger sample taken in the spring should improve SPI score.
Comprehensive After School Programs	Safe Passages -ROOTS ASP	607	755	-148	Low survey count effected SPI score. If larger sample taken in the spring should improve SPI score.
Career and College Readiness/ Youth Leadership	Family Violence Law Center- RAP (Relationship Abuse Program)	521	698	-177	Needed to collect more youth and parent surveys to receive credit for all effect scores; relatively high cost per hour of service which also lowered two deployment scores
Early Childhood Programs	The Link to Children (TLC)- Early Childhood Mental Health Services For High Risk	385	705	-320	Turned in only 7 parent surveys, needed to submit at least 15 to receive credit in effect scores; relatively high cost per hour of service which also lowered two deployment scores

Notes on low percent of contracted services for first half of year. Performance goal is 95%, these grantees were below 90%.

Strategic Area	OFCY Funded Program	Percent of Contracted Services Delivered Year for 1/2 Year	Percent of Contracted Services Delivered for Year	Comments
Comprehensive After School Programs	Safe Passages -ROOTS ASP	25%	10%	Low enrollment of participants in planned activities. Working on increasing enrollment.
Physical and Behavioral Health Programs	American Lung Association of California- Oakland Kicks Asthma	46%	21%	Slow start on target to meet plan if planned increase in services happens in the second half of year.
Comprehensive After School Programs	BACR - Bridges ASP	48%	18%	Some activities began late and the program is recruiting new students for the second half of the year.
Physical and Behavioral Health Programs	OUSD International High School-Refugee and Immigrant Wellness Project	48%	20%	Staff turnover and challenges of motivating high school youth to stay after school.
Comprehensive After School Programs	BACR - Glenview ASP	57%	22%	Need to recruit more students in the second half of the year. Start a month later than planned with new staff.
Career and College Readiness/Youth Leadership	Centro Legal De La Raza- Youth Law Academy	58%	28%	Number of sessions is behind in first half of the year, expect to make up the hours of service in second half of the year.
Comprehensive After School Programs	East Bay Agency for Children-Hawthorne FRC ASP	60%	24%	Less sessions than planned. Program needs to make up for slow start in first quarter by adding additional activities in the second half of the year.
Comprehensive After School Programs	Safe Passages -United for Success ASP	66%	27%	Less participants and sessions than planned. Additional activities and sessions need to be planned for the second half of the year.
Comprehensive After School Programs	BACR - Jefferson ASP	68%	25%	Some activities were not offered will be replaced in the second half of the year.
Early Childhood Programs	East Bay Agency for Children- Hawthorne - Parent & Early Childhood	68%	33%	Less sessions than planned due to a slow start. Additional sessions or activities need to be planned for the second half of the year to make up for short fall.
Comprehensive After School Programs	Aspiranet-International Community School (ICS) ASP	69%	28%	Less participants than planned. Program changed from last year with less enrichment activities. Contracted services are having difficulty meeting their participant goals.
Comprehensive After School Programs	Aspiranet-Grass Valley ASP	75%	32%	Smaller numbers of students per class than planned.
Comprehensive After School Programs	Aspiranet-Melrose Leadership Academy ASP	78%	33%	Less sessions and participants than planned. Should be able to make up units in second half of year.
Comprehensive After School Programs	BACR -Learning Without Limits ASP	79%	29%	A few activities did not happen and will be replaced with new activities. Should be able to make up units of service.
Comprehensive After School Programs	BACR - Markham ASP	79%	30%	Some activities did not happen and new activities will be planned for second half of the year. Some activities need more students to be recruited.
Comprehensive After School Programs	Aspiranet-Peralta ASP	79%	34%	Few participants than planned. Working to make up units of service by year end.
Career and College Readiness/Youth Leadership	Girls Inc. of Alameda County- Eureka Teen Achievement Internship Program	81%	58%	Number of participants in first quarter less than planned. Has a plan to make up units of service by years end.
Comprehensive After School Programs	Aspiranet-EnCompass ASP	82%	32%	Many of enrichment courses not offered as planned. Should come close to meeting the plan by year ends as activities are added.
Early Childhood Programs	Jumpstart for Young Children - Oakland	82%	34%	One planned site did not get operating because of changes at the pre-school site.
Career and College Readiness/Youth Leadership	OASES- SOAR New Immigrant Services	83%	36%	Number of participants lower than planned. Actively recruiting new participants should meet plan by year end.
Early Childhood Programs	Oakland Parks and Recreation SandBoxes to Community Empowerment	84%	42%	Less sessions than planned in the first half of the year. Has plan to make up sessions in second half of year.
Physical and Behavioral Health Programs	Big Brother Big Sisters of the Bay Area- Youth Mentoring Service	85%	37%	First year in OFCY should consider using BBBS school based model in the future to lower costs of service.
Comprehensive After School Programs	Safe Passages -Edna Brewer ASP	86%	36%	Less participants than planned should make plan by year end.
Comprehensive After School Programs	BACR - Claremont ASP	86%	35%	Some activities need a few more students. Enrollment should increase in the spring.
Career and College Readiness/Youth Leadership	Oakland Kids First -REAL HARD	87%	37%	Fewer sessions than planned, should meet plan by year end.
Career and College Readiness/Youth Leadership	Leadership Excellence- Youth Leadership Program	88%	50%	Less participants than planned for some activities
Comprehensive After School Programs	Oakland Leaf- Ascend ASP	88%	38%	Few less sessions than planned. Will pick up in second half of the year.

**Notes on low customer satisfaction scores for first half of year.
Performance goal is 70%, these grantees are below 70%.**

OFCY Funded Program	Fall-08	Fall-07	Spring-08	Spring-07	Fall-08	Fall-07	Spring-08	Spring-07	Comments
Aspiranet-Melrose Leadership Academy ASP	67%				78%				Middle school expanded day program. Students are required to attend.
Urban Services YMCA of the East Bay - Explore ASP	68%	73%	62%	55%	67%	79%	78%	80%	Middle school expanded day program. Students are required to attend.
OASES- SOAR New Immigrant Services	68%	93%	90%	94%	77%	96%	88%	93%	Past satisfaction scores were high, Need to do a focus group with youth to determine the reduction in both youth and parent satisfaction scores.
OUSD -West Oakland Middle School ASP	68%				69%				Both youth and parent satisfaction scores are slightly below target. Recommended that staff do a focus group and listen to youth and parents to improve satisfaction.



Notes on low service productivity scores for first half of year. Performance goal is 60%, these grantees are below 60%.

OFCY Funded Program	Youth-rated Asset Development Service Productivity				Parent-rated Asset Development Service Productivity	Staff-rated Asset Development Service Productivity	Youth-rated Grantee Selected Service Productivity	Parent-rated Grantee Selected Service Productivity	Staff-rated Grantee Selected Service Productivity	Youth-rated Academic Service Productivity	Parent-rated Academic Service Productivity	Staff-rated Academic Service Productivity	Comments
	Fall-08	Fall-07	Spring-08	Spring-07	Fall-08	Fall-08	Fall-08	Fall-08	Fall-08	Fall-08	Fall-08		
Aspiranet-Grass Valley ASP	39%				45%	27%	57%	21%	23%	51%	48%	12%	Youth , Parents, and Staff are low. Need to discuss with program before spring sample.
Safe Passages -Edna Brewer ASP	41%				76%	81%	52%	72%	71%	36%	63%	48%	Youth surveys are lower than targeted goal.
AIDS Project of the East Bay-LGBT Youth Health and Wellness Conductors Project	45%					60%	36%	XR	50%	XR	XR	XR	Historically tough group of youth to get positive responses to target changes.
Urban Services YMCA of the East Bay -Explore ASP	46%	44%	43%	68%	61%	86%	42%	45%	73%	38%	46%	65%	Similar to previous years.
Family Violence Law Center- RAP (Relationship Abuse Program)	47%				14%	87%	52%	13%	97%	XR	XR	XR	First year, need to discuss with staff.
CIVICORPS (EBBC) ASP	48%	61%	65%	66%	73%	86%	53%	74%	91%	XR	XR	XR	Lower scores than previous years. First year with own scores, should review frequencies with staff.
Safe Passages -United for Success ASP	49%				72%	45%	49%	74%	28%	39%	69%	27%	Middle school students need to practice cognitive behavior activities to assist them to debrief benefits of care.
OUSD -West Oakland Middle School ASP	50%				74%	60%	36%	62%	56%	44%	71%	64%	Middle school students need to practice cognitive behavior activities to assist them to debrief benefits of care.
EBAYC- Wildcats Wellness Center	51%				63%	93%	57%	64%	85%	XR	XR	XR	New program should discuss doing more cognitive behavior activities and debriefing sessions with students.
BACR - Whittier ASP	52%	70%	69%		79%	81%	57%	70%	46%	52%	76%	41%	Youth scores are lower than previous years. Should review with staff
OASES- SOAR New Immigrant Services	53%	81%	83%	82%	61%	87%	54%	62%	78%	XR	XR	XR	Need to review what happen this fall compared to previous years.
Urban Services YMCA of the East Bay -Cole ASP	53%				64%	83%	46%	64%	59%	48%	74%	73%	Middle school students need to practice cognitive behavior activities to assist them to debrief benefits of care.
Aspiranet-Peralta ASP	54%				59%	61%	52%	58%	56%	42%	43%	34%	First year with own scores should review frequencies with staff.
Aspiranet-Piedmont ASP	55%				81%	67%	49%	78%	71%		74%	70%	First year with own scores should review frequencies with staff.
East Bay Asian Youth Center-Roosevelt ASP	55%	56%	54%	46%	77%	60%	58%	75%	50%	53%	70%	60%	Similar to previous years. Middle school students are a tough group to get to practice self awareness.
Aspiranet-Melrose Leadership Academy ASP	55%				77%	90%	53%	71%	96%	45%	65%	84%	Extended day for middle school.
OUSD -Elmhurst ASP	56%	53%	51%	56%	74%	84%	56%	70%	81%	47%	62%	58%	Middle school students need to practice cognitive behavior activities to assist them to debrief benefits of care.
BACR - Claremont ASP	58%	49%	49%	48%	69%	71%	54%	64%	61%	51%	60%	46%	Middle school students need to practice cognitive behavior activities to assist them to debrief benefits of care.
Higher Ground Neighborhood Development -Brookfield Village ASP	58%				74%	57%	62%	95%	54%	63%	81%	44%	Close to targeted goal.
Aspiranet-Think College Now ASP	59%	63%	61%		89%	89%	66%	89%	88%	61%	83%	76%	Close to targeted goal.
OUSD -Alliance ASP	59%				75%	81%	59%	73%	78%	47%	66%	54%	Close to targeted goal.
					Staff-rated Asset Development Service Productivity	Parent-rated Grantee Selected Service Productivity	Staff-rated Grantee Selected Service Productivity						
	Fall-08	Fall-07	Spring-08	Spring-07	Fall-08	Fall-08	Fall-08						Comments
The Link to Children (TLC)- Early Childhood Mental Health Services For High Risk	59%	69%	82%	81%	47%	67%	41%						Just missed parent score tough to see growth in high-risk customers. Staff also did not see target changes.

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.¹ 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."

¹ Evaluation and Program Planning 28 (2005) 83–94. Available at 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 seven 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
E F F O R T	Inputs	What did OFCY spend on services?	OFCY Invoices and Staff Interviews	Spend greater than 95% of funds.	T H E O R Y O F C H A N G E 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.
	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.	
E F F E C T	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%.	
R E S U L T S	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.	Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.
	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's 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.

