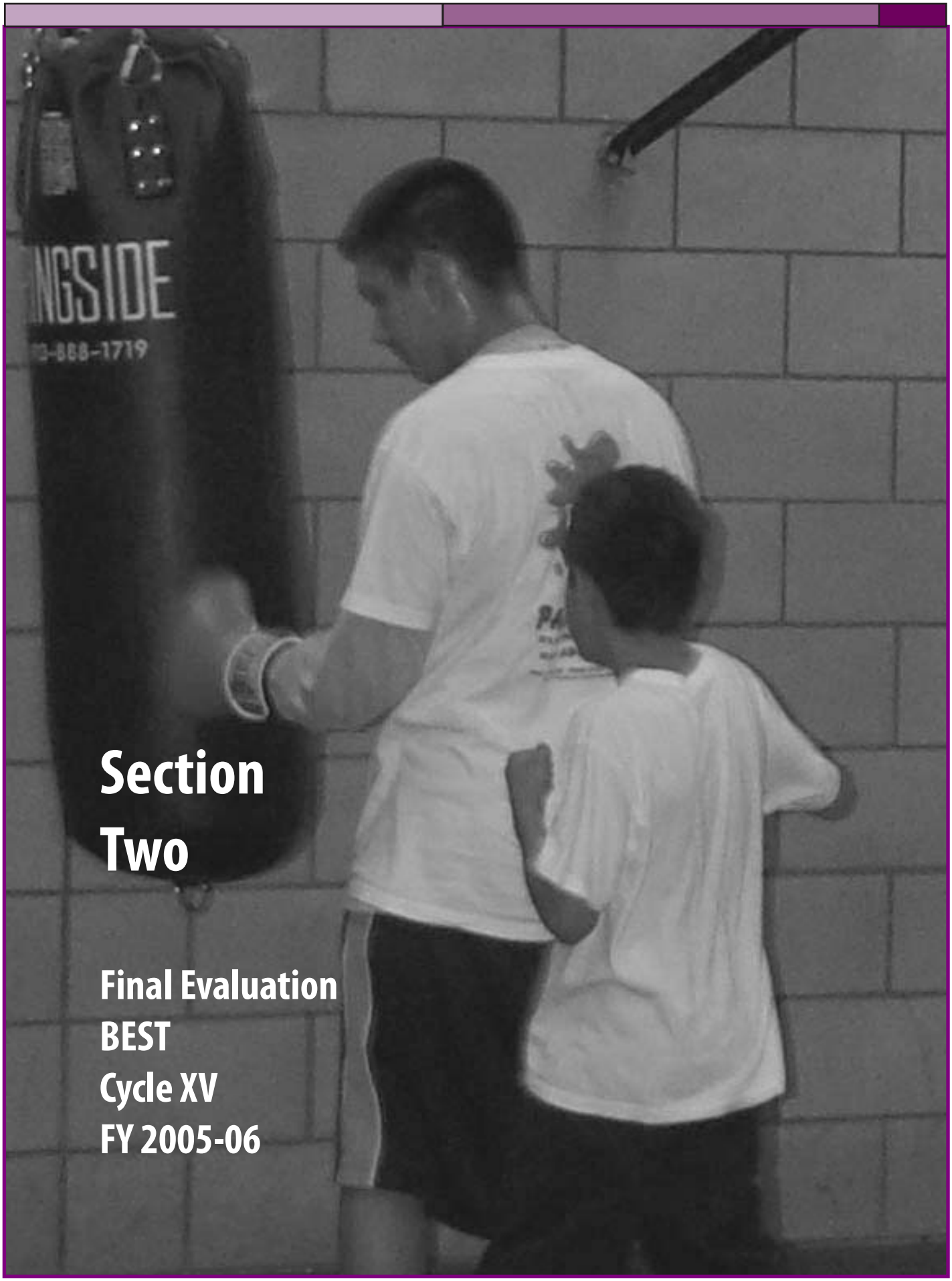


Section Two

Final Evaluation
BEST
Cycle XV
FY 2005-06

How to use this report to find what you want to know?

The BEST Evaluation Report is organized into three sections: Section One is the executive summary, Section Two is the overall evaluation of BEST effort, effect, performance, and results, and Section Three is the evaluation of the Mayor's Gang Prevention Task Force (MGPTF) Strategic Work Plan. The appendix follows these four sections and contains detailed supportive data and information on each of the BEST Grantees.

The second section includes effort, effect, performance, and results information for all BEST funded services as follows:

Effort includes the resources and work required, such as information about what providers spent their money on; 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 by children, youth, and their parents in two areas: customer satisfaction and productivity. Staff that serve the children and youth also conducted individual assessments of the changes made by their youth customers. Children, youth, parents and staff members reported on the changes in the child's or youth customer's skills, knowledge, attitudes, and behaviors caused by the BEST funded services. The level of productivity in causing changes signals the effectiveness of services.

Performance summarizes how well the BEST grantees did in meeting the BEST performance goals for effectiveness and efficiency. This analysis of performance allows the reader to compare BEST Grantees using the priority areas of the BEST Strategic Plan as reference points.

Results include population indicators such as overall health, wellness and education of the children and youth in San José. Results reflect data about how the children and youth of San José are doing over time—as a product or participant in services from multiple partners— BEST, the city, school districts, community based organizations, parents, youth and children working together.

Neither the size nor the comprehensive nature of the BEST 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 BEST program, such as the evaluation design, as well as grantee performance including the amount of services provided and their effectiveness.

BEST Cycle XV Performance Logic Model Evaluation System

The BEST 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 BEST. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out: "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 BEST 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 (Connell, J.P.; Kubisch, A.C.; Schorr, L.B.; Weiss, C.H.). All the BEST Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their BEST evaluations.

Lisbeth Schorr's Theory of Change

A description of this "Theory of Change Logic Model" 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 BEST to render thoughtful budget and policy direction, as well as continuous improvement strategies.

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

The BEST Evaluation Team continues to work with BEST grantees to design and implement this integrated evaluation system. The components of the BEST Evaluation System are comprised by Performance Measures, which are divided into three categories: Effort, Effect, and Results.

The BEST Evaluation System was also used to evaluate the efforts, effects, and performance of the MGPTF Strategic Work Plan

Effort

Effort refers to the amount of work the BEST service providers performed for their customers.

Inputs are the resources used to carry out the BEST programs: staff, volunteers, facilities, equipment, curricula, and money.

Strategies and Activities refer to how BEST grantees actually spent time with their customers and what methods or approaches were used. The evaluation answers the following questions:

- Who were the staff providing the service?
- Who were our customers?
- What service strategies did we conduct?

Output data answer the questions:

- How much service did we provide?
- How much did the services cost to deliver?

Effect

The Effect of BEST-funded services is determined by answering the following three questions:

- Were customers satisfied with our services?
- How productive were we in building new youth developmental assets and new behaviors, knowledge, skills, and/or change in attitudes in our customers?
- Were our services equally effective for all our customers?

Results

Population Results are about improvements to the whole population of youth in San Jose. Population results are not about specific programs or BEST agencies, but rather, those results that are community-wide. Generally, these are the outcomes that voters and taxpayers can understand. Other service partners, like school districts, community-based organizations, faith-based organizations, businesses, and city and county governments influence these results. These population results are also influenced by social and economic factors. The BEST Evaluation System does not try to determine who or what caused these results to improve or get worse. Instead, the system relies on the logic that perhaps positive changes resulted, in part, from BEST programs. If there is no positive change then it is logical to ask why we are expending funds for BEST.

For this year's beta test of the evaluation system, school success and juvenile crime indicators were used for population results.

Indicators are measures that answer the question, "How would we recognize these results in measurable terms if we fell over them?" This year's indicators were as follows:

- Number of San Jose high school graduates;
- Number of San Jose high school graduates eligible for University of California or California State University admissions;
- Number of San Jose school dropouts from the prior year from grades 9 through 12;
- Number of juvenile violent felony arrests;
- Number of violent juvenile hall referrals;
- Number of youth sent to the California Youth Authority;
- Number of juvenile ranch referrals;
- Number of youth of color admitted to juvenile hall.

Theory

Theory is the logic or reasoning behind the strategies and activities of the program. Theory also explains how these activities have an impact on the general population results and indicators. The BEST Evaluation System relies on the accepted theory of child and youth developmental assets. Since 1993, the BEST Program has pioneered the use of youth developmental assets as a framework for evaluating services. The BEST and MGPTF have also used the theory and research of Ted Gaebler, Mark Moore, David Osborne, Bonnie Bernard, Peter Benson, and Lisbeth Schorr to build a theory of change.

San José BEST Evaluation System Is Based On Facts

Community Crime Prevention Associates over the past 15 years has worked with the City of San José to build an evaluation system that is based on the most widely used measure of overall performance, the Malcolm Baldrige National Quality Award. The evaluation system incorporates the principals and practices of the Total Quality Improvement (TQI) movement that is widely accepted in the private sector and is rapidly being adopted by the public sector. The key to practicing continuous improvement is to base evaluation and management on facts about performance variables that are shared across grantees funded by the City of San José. This system, which was developed in San José and called the Performance Logic Model, is being used throughout the Bay Area to evaluate and manage $60 million a year in grants and initiatives by city, county, foundations, community based organizations, and school districts to build the capacity of their community organizations and public agencies to serve and practice continuous improvement.

The following statement is taken from the 2006 Baldrige Healthcare Criteria, with some health terms adjusted for human service organizations.

Management and Evaluation by Fact

These 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.

Management by Fact (1 of 11: visionary leadership, client-focused excellence, organizational and personal learning, valuing staff and partners, agility, focus on the future, managing for innovation, social responsibility and community well-being, focus on results and creating value, and systems perspective)

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.

Performance measurement should include information on client outcomes; community well-being; epidemiological data; administrative, payor, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and corporate governance and compliance. Data should be segmented by, for example, markets, service lines, and staff groups to facilitate analysis.

Analysis refers to extracting larger meaning from data and information to support evaluation, decision making, and 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, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with 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 you select should best represent the factors that lead to improved client outcomes; improved customer, operational, financial, and ethical performance; and healthier communities. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with your organization's goals. Through the analysis of data from your tracking processes, your measures or indicators themselves may be evaluated and changed to better support your goals.

BEST Performance Goals and Measures are Based on Facts

The following graphic indicated the performance goals for the BEST Performance Logic Model and where the facts and data come from that determine successful performance. In addition to the performance measure document below, the BEST Performance Logic Model also sets a performance goal for service quality (measure of consistency of service to produce desired effects) and the Service Performance Index (SPI), which is modeled after the Malcolm Baldrige National Quality Award.

BEST Performance Logic Model Evaluation System

Performance Accountability Model	Logic Model	BEST Evaluation Questions	Where We Get Data	Performance Goal	Theory of Change
EFFORT	Inputs	What did BEST spend on services?	BEST Invoices from Grantee to City of S.J.	Spend greater than 95% of funds.	THEORY OF CHANGE Child and Youth Developmental Theory as indicated in BEST Strategic Plan. Focused on Risk Avoidance, Protective, Resilience, and Social Attachment Assets as key elements in the betterment of children and youth. Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	Hire staff indicated in contract with City.	
	Customers	Who are our children and youth customers?	BEST Quarterly Reports from Grantees to City	Serve youth indicated in contract with City.	
	Strategies	What service strategies did we conduct?	BEST Quarterly Reports to City, Interviews, Surveys, and Site Visits	Provide service strategies contracted with City	
	Activities	How much service did we provide?	BEST Quarterly Reports to City of S.J., Interviews, Survey and Site Visits	Provide 95% of contracted planned services.	
	Performance Measure Outputs	How much did the service cost to deliver?	BEST Quarterly Reports to City of S.J.	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 BEST customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and BEST Grantees	No performance goals are set for those results attributed to the efforts and effects of everyone in San José working to raise healthy children and youth.	
	Population Long Term Outcomes	In general, how are the children and youth doing in San José over time? This is the result of everyone in our community working together.	Data collected by other agencies and BEST Grantees		

Effort

Section Two contains the overall evaluation data. Effort is the first of four sub-sections, followed by Effect, Performance and Results. The next 28 pages provide information related to Effort and is organized accordingly:

1. To learn about what BEST Grantees spent on services, go to page 26.

2. To learn about who the BEST-funded staff members were, go to page 28 .

3. To learn about who the BEST children and youth customers are, go to page 32 .

4. To learn about service strategies BEST Grantees used, go to page 39.

5. To learn about how much service Grantees provided and what their cost per hour is, go to page 42.

BEST and Matching Funds for FY 2005-2006

BEST managed 24 separate contracts to provide service this year to San José's youth and families. All 24 contracts were managed and evaluated using the BEST Evaluation System.

Table 7 and Table 8 list the BEST projects, funds granted, and the match provided and how much has been spent.

BEST Program Total Funds

The BEST grants and matching funds from other partners were resources to fund the effort evaluated each year. Effort is determined by using BEST grant funds and the matching funds to deliver services and care to youth and families

BEST Grants and Matching Funds

Table 7 depicts how the BEST grant and matching funds made up the funds used to operate the services. The BEST evaluation system defines these inputs as funds used to hire staff, purchase materials, and other resources needed to carry out contracted services.

BEST Grantees leveraged BEST Grant funds by 73%

Table 7

BEST Service Provider FY 2005-2006	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
Alum Rock Counseling Center	$114,618	$28,639	$143,257	25%
Bill Wilson Center	$69,000	$14,002	$83,002	20%
Cross-Cultural Community Service Center	$97,700	$19,550	$117,250	20%
Catholic Charities-YES	$207,500	$91,099	$298,599	44%
Center for Training Careers	$60,000	$54,000	$114,000	90%
California Youth Outreach	$389,875	$131,034	$520,909	34%
Eastfield Ming Quan	$69,240	$54,360	$123,600	79%
Family Children Services	$76,362	$41,605	$117,967	54%
Fresh Lifeline for Youth	$102,500	$236,842	$339,342	231%
Friends Outside	$89,000	$25,408	$114,408	29%
Filipino Youth Coalition	$90,000	$27,000	$117,000	30%
Gardner Family Care	$81,550	$46,120	$127,670	57%
George Mayne School	$70,000	$33,415	$103,415	48%
Girl Scouts	$20,000	$52,909	$72,909	265%
Mexican American Community Services Agency	$174,500	$36,619	$211,119	21%
Next Door Solutions to Domestic Violence	$33,650	$79,184	$112,834	235%
Parent for Quality Education (PIQE)	$40,000	$48,000	$88,000	120%
Pathway Society	$230,000	$48,965	$278,965	21%
ROHI Alternative Community Outreach	$185,049	$231,819	$416,868	125%
Social Advocates for Youth	$70,000	$48,510	$118,510	69%
San Jose Conservation Corp.	$48,360	$388,815	$437,175	804%
The Tenacious Group	$25,500	$29,435	$54,935	115%
UJIMA Adult & Family Services	$93,838	$18,767	$112,605	20%
Volunteer Center of Silicon Valley	$30,000	$16,874	$46,874	56%
Total All BEST Service Providers	$2,468,242	$1,802,971	$4,271,213	73%

Overall, BEST Grantees Spent 94% of BEST and Matching Funds

Grantees spent $2,397,033 of BEST funds and $1,627,367 of matching funds. The following table shows the percentage of grant funds and matching funds spent for this year. Overall, the BEST Grantees just missed the performance goal for spending 95% of their BEST grants by spending 94% of their BEST and matching funds. Some BEST Grantees did not raise and/or spend all the matching funds contracted.

Table 8

BEST Service Provider FY 2005-2006	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent Matching Funds Spent	Percent Total Funds Spent
Alum Rock Counseling Center	$114,618	$28,639	$143,257	100%	100%	100%
Bill Wilson Center	$69,000	$14,002	$83,002	100%	100%	100%
Cross-Cultural Community Service Center	$97,107	$21,628	$118,735	99%	111%	101%
Catholic Charities-YES	$207,500	$100,701	$308,201	100%	111%	103%
Center for Training Careers	$60,000	$129,380	$189,380	100%	240%	166%
California Youth Outreach	$389,875	$131,034	$520,909	100%	100%	100%
Eastfield Ming Quan	$70,407	$34,196	$104,603	102%	63%	85%
Family Children Services	$71,980	$37,818	$109,798	94%	91%	93%
Fresh Lifeline for Youth	$102,500	$236,842	$339,342	100%	100%	100%
Friends Outside	$88,002	$25,558	$113,560	99%	101%	99%
Filipino Youth Coalition	$90,000	$28,620	$118,620	100%	106%	101%
Gardner Family Care	$71,462	$26,592	$98,054	88%	58%	77%
George Mayne School	$70,000	$33,415	$103,415	100%	100%	100%
Girl Scouts	$20,000	$52,909	$72,909	100%	100%	100%
Mexican American Community Services Agency	$126,209	$34,723	$160,932	72%	95%	76%
Next Door Solutions to Domestic Violence	$33,650	$79,184	$112,834	100%	100%	100%
Parent for Quality Education (PIQE)	$40,000	$50,451	$90,451	100%	105%	103%
Pathway Society	$230,000	$50,123	$280,123	100%	102%	100%
ROHI Alternative Community Outreach	$185,049	$98,611	$283,660	100%	43%	68%
Social Advocates for Youth	$61,962	$35,590	$97,552	89%	73%	82%
San Jose Conservation Corp.	$48,360	$290,118	$338,478	100%	75%	77%
The Tenacious Group	$25,498	$30,478	$55,976	100%	104%	102%
UJIMA Adult & Family Services	$93,854	$18,825	$112,679	100%	100%	100%
Volunteer Center of Silicon Valley	$30,000	$37,930	$67,930	100%	225%	145%
Total All BEST Service Providers	$2,397,033	$1,627,367	$4,024,400	97%	90%	94%

BEST Grantee Staff Members

Evaluators were very impressed with the professionalism, dedication, and tenacity of BEST funded staff. BEST funded staff demonstrated a passion for improving the lives of youth and their families. The staff were dynamic, demonstrated respect for youth, and clearly served as caring and supportive adults in their lives. Staff is building capacity to work with some of San José's highest-risk and gang-involved youth.

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 staffs 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. Staffs 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 staffs, 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 address this evaluation criteria through interviews, questionnaires, observations, and focus groups.

BEST Funded Staff

This report contains information about the extent to which the staff of BEST funded Service Providers applied the principles of youth development. Evaluators met with staff in an interview/focus group format. Eighty-seven BEST-funded staff also completed a questionnaire about the importance of various child and youth asset development program components and how effectively they had been implemented.

The chart and table below indicate the gender and ethnicity of staff funded by BEST.

Chart 5– BEST Staff Gender

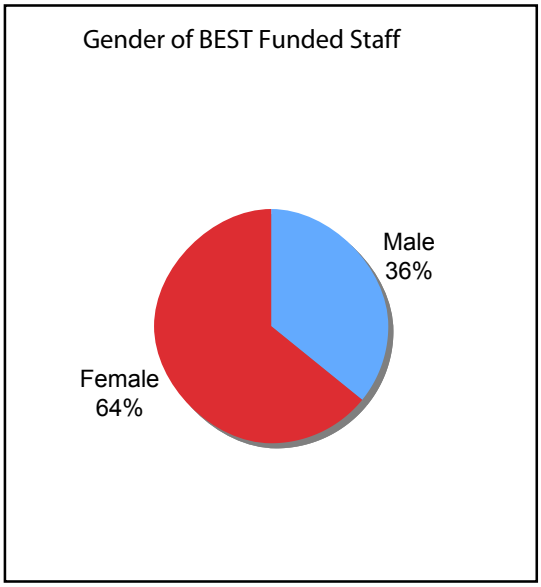


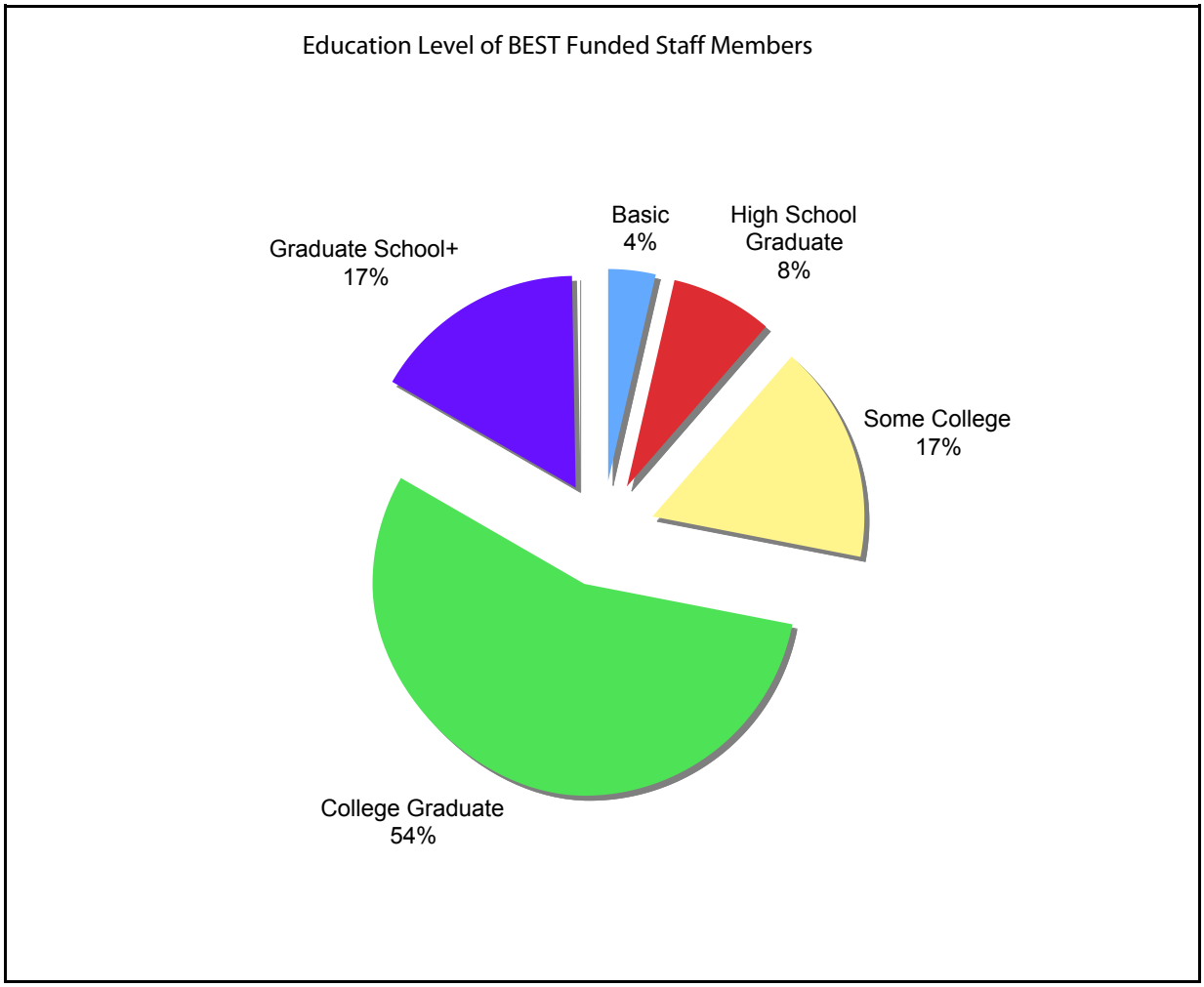
Table 9– BEST Staff Ethnicity

Ethnicity of BEST Staff		
	Number	Percent
Latino American	48	44.4
African American	10	9.3
Asian/PI American	16	14.8
Caucasian American	24	22.2
Native American	1	0.9
Mixed/Other	9	8.3
Total	108	100

Table 10 – Experience Working with Youth and Families

Years Experience		
	Number	Percent
under 3yrs exp	9	8.7
3 to 5 yrs	18	17.5
5 to 10 yrs	43	41.7
over 10 yrs	33	32.0
Total	103	100

Chart 6 –Years of Schooling



Youth Developmental Asset Theory

Youth developmental asset theory is the foundation of the current BEST Strategic Plan. Staff members were asked to evaluate their strategies based on these youth developmental assets. Each BEST 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 were implementing the component.

The table on the next page shows the ranking results, completed by 114 BEST staff members. Respondents agreed with the following observations of the evaluators:

- The Grantees have successfully engaged youths 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 development assets.

Staff members from 24 BEST 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 87 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 BEST 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. Only one goal "youth learn to respect the community," was rated as clearly less accomplished relative to importance. This goal may be either more difficult to achieve or takes longer to achieve than other goals. Possibly, training staff on ways to accomplish this goal more rapidly would be helpful. Two 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 two 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 shaded. These topics could be considered for discussions at BEST's Meeting of Service Providers.

Respecting Youth and their Safety is Ranked as the Highest Accomplishment of BEST Funded Services

Respecting their youth customers was ranked as the number one accomplishment by the 87 BEST funded staff members surveyed. Staff members agreed with the Evaluators' positive assessment of each service provider's efforts to keep children and youth safe during its services. Table 11 shows the rankings of importance and how well each of the staff members felt their services were accomplishing each statement.

Youth Developmental Asset Goals Ranked in Importance and Degree of Accomplishment by BEST Funded Staff

Table 11

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

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

BEST Grantees served 4,204 unduplicated customers.

During the year, BEST Grantees served 4,204 unduplicated, registered customers with ongoing services. Registered customers were those customers who are reported in the BEST Grant Monitoring and Evaluation System Participant I.D. Report Form. The Evaluation Team then removed duplicate customers.

The BEST Performance Logic Model Evaluation System includes the following demographic variables to describe youth customers served this year:

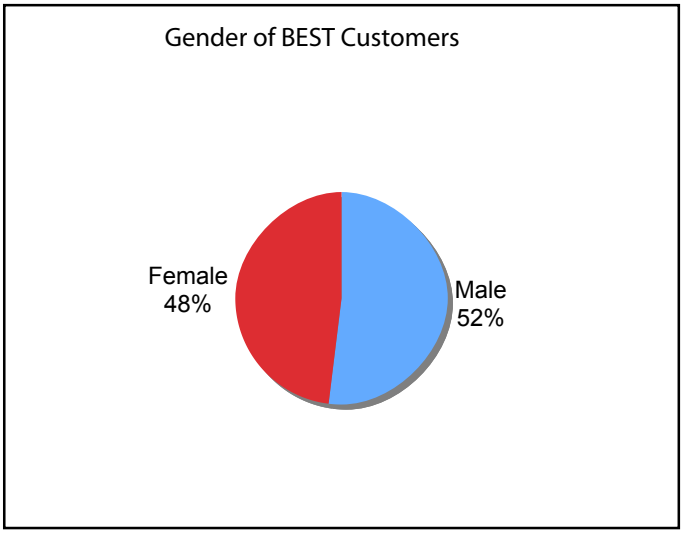
- Gender
- Ethnicity
- Age

The following table and chart show the gender of BEST customers. Child and Youth customers were 48% female, and 52% male.

Table 12

Gender of BEST Customers		
	Number	Percent
Male	2,186	52%
Female	2,018	48%
Total	4,204	

Chart 7



Ethnicity of BEST Customers

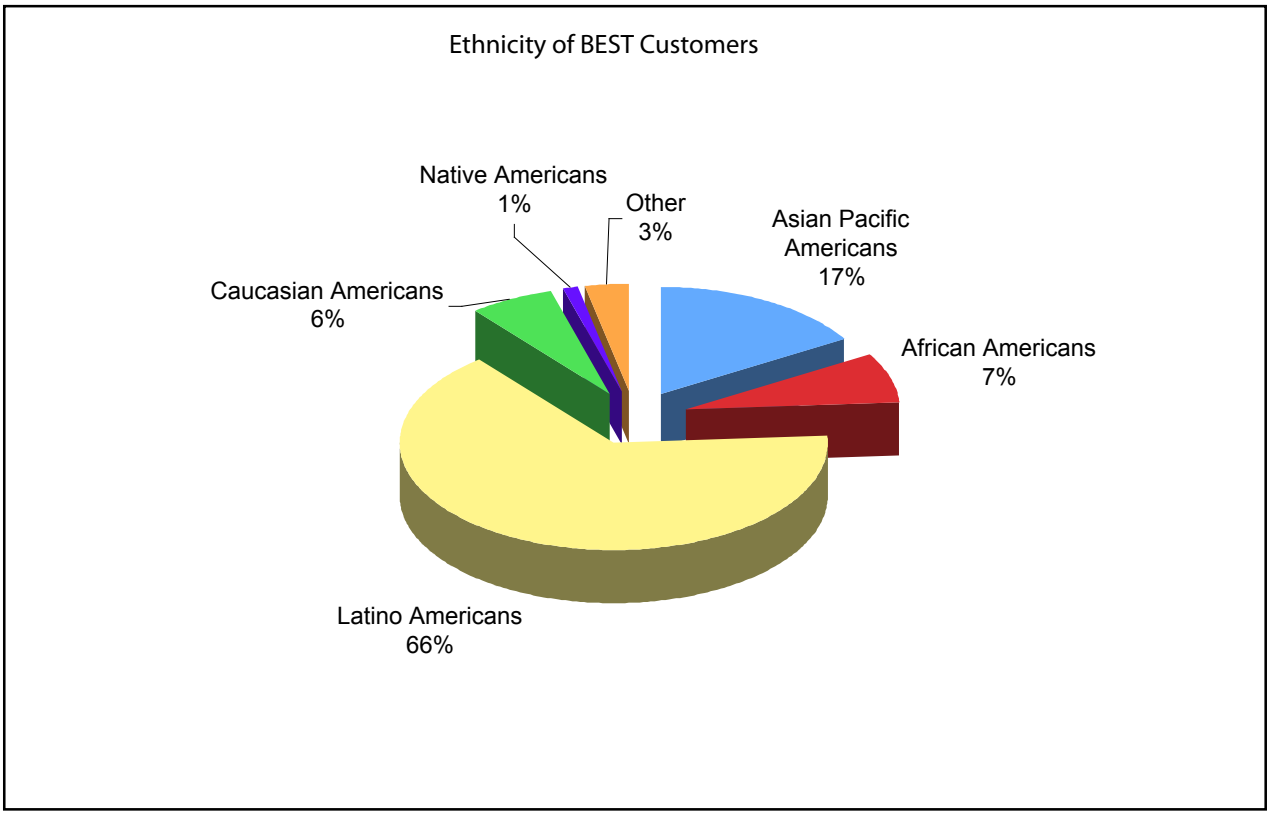
BEST Service Providers served youth from a wide range of ethnic backgrounds. The following table and chart show the ethnic makeup of BEST customers.

Table 13

Ethnicity of BEST Customers		
	Number	Percent
Asian Pacific Americans	694	17%
African Americans	307	7%
Latino Americans	2,745	66%
Caucasian Americans	269	6%
Native Americans	46	1%
Other	143	3%
Total	4,204	

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

Chart 8

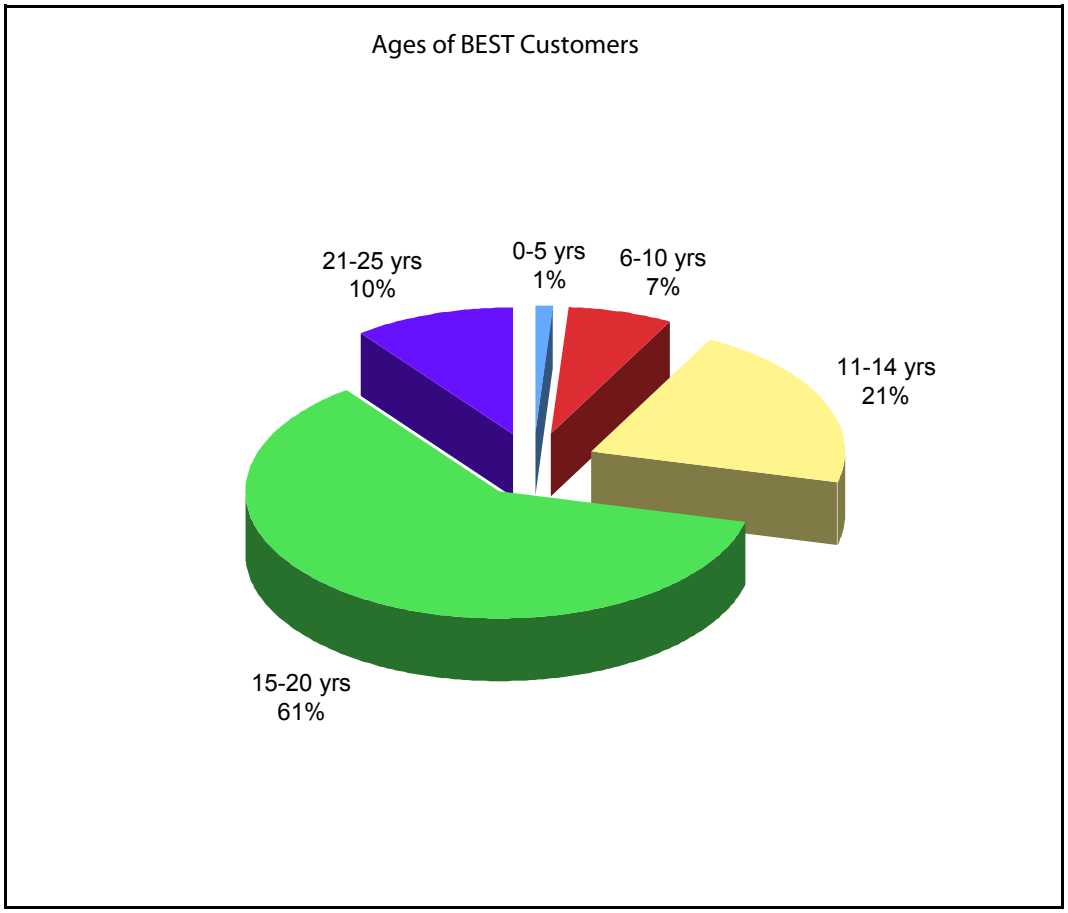


Age of BEST Customers

The chart below displays the age distribution of the 4,204 BEST customers this year. Data indicate the following:

1% of the customers are 0 to 5 years old,
7% are 6 to 10 years old,
21% are 11 to 14 years old,
61% are 15 to 20 years old,
10% are Over 20 years old.

Chart 9



Who are our youth customers? – EFFORT - Customers

Type of Youth Customer

The BEST program has used common definitions for youth customers that were adopted by the Mayor's Gang Prevention Task Force. The following categories are designed to help describe services delivered to customers. They are not intended as "labels" or exclusionary definitions.

BEST Grantees were able to increase the percentage of gang involved youth served by 174% from two years ago.

At Risk Youth- Usually 5 to 18 years of age. Demonstrates early signs of academic, attendance, and behavior problems but has had no involvement in the juvenile justice system. Knows about gangs but has no involvement in them.

High-Risk Youth- Usually 8 to 18 years of age. Has high rate of school absences and truancy. May be involved in the juvenile justice system. Not formally involved in a gang but has had numerous fights and condones violence as a method to resolve conflict and to maintain respect.

Gang Supporter- Usually between 10 and 18 years of age. "Hangs out" with gang members but does not formally join a gang. Has little involvement with the school system and usually abuses/uses alcohol and drugs. May carry weapons and has accepted intimidation and violence as the best way to resolve conflict.

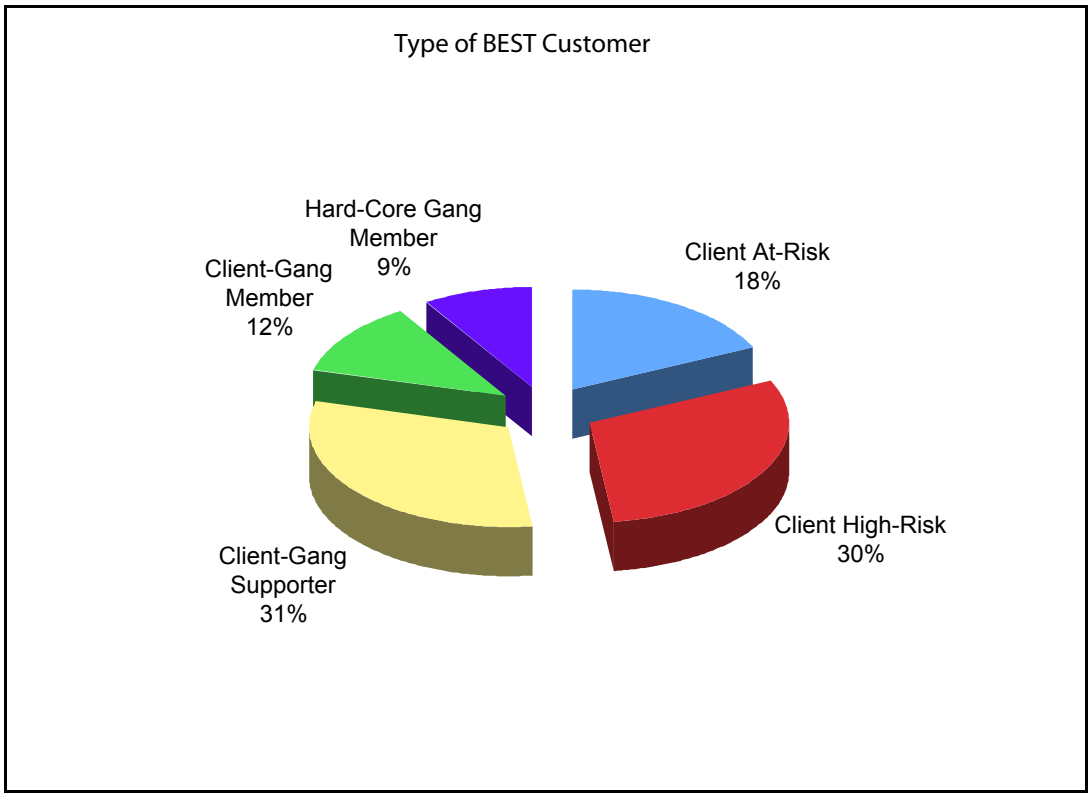
Gang Member- Usually between 12 and 18 years of age. Has joined a gang. Rejects authority figures of family, school, and others within the community. Is not yet considered a Hard Core Gang Member but may have spent time locked up in juvenile hall, a juvenile ranch, or California Youth Authority (CYA). Actively recruits new gang members.

Hard Core Gang Member- Usually 14 to 18 years of age. Has totally committed to a gang and gang lifestyle and accepts no authority other than the gang. Usually has graduated from local juvenile justice facilities to CYA. Completely rejects any value system other than that of the gang. Most likely certified as a gang member by law enforcement agencies.

Distribution of BEST Cycle XV Funds by Type of Customer Served

The following graph illustrates the distribution of type of customer served in Cycle XV. The graph indicates that 18% of customers were at-risk, 30% were high-risk youth, and 52% of customers were gang supporters, gang members, or hard-core gang members.

Chart 10



Where do BEST Customers Live in San José?

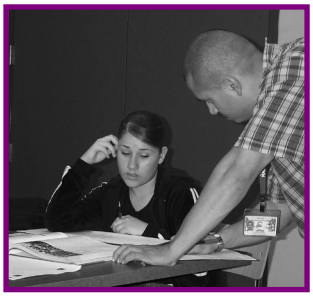


Table 14

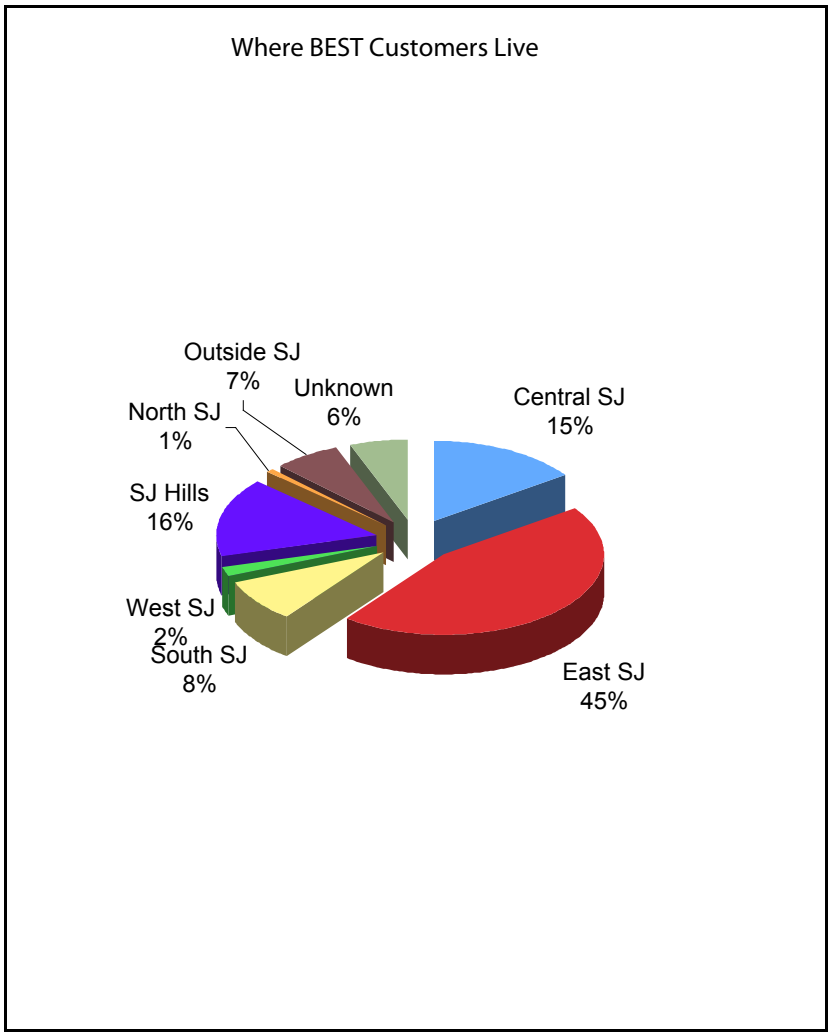
Zip Code Where BEST Customers Live	
95110,95111,95113,95125, 95126,95131,95192=1	Central SJ
95112,95116,95121,95122,95133=2	East SJ
95118,95119,95120,95123,95124,95136,95139,95141,95193=3	South SJ
95117,95128,95129,95130=4	West SJ
95127,95132,95135,95137,95138,95140,95148=5	SJ Hills
95131,95134=6	North SJ

Table 15

Where BEST Customers Live							
Central SJ	East SJ	South SJ	West SJ	SJ Hills	North SJ	Outside SJ	Unknown
15.4%	45.0%	8.5%	2.0%	15.8%	0.8%	6.7%	5.9%

ZIP Code of Customers		
Zipcode	Count	Percent
95110	65	1.8%
95111	333	9.1%
95112	172	4.7%
95113	8	0.2%
95114	1	0.0%
95115	1	0.0%
95116	487	13.4%
95117	28	0.8%
95118	58	1.6%
95119	15	0.4%
95120	9	0.2%
95121	187	5.1%
95122	764	21.0%
95123	150	4.1%
95124	31	0.9%
95125	80	2.2%
95126	62	1.7%
95127	346	9.5%
95128	39	1.1%
95129	6	0.2%
95130	6	0.2%
95131	47	1.3%
95132	66	1.8%
95133	121	3.3%
95134	32	0.9%
95135	9	0.2%
95136	60	1.6%
95137	2	0.1%
95138	18	0.5%
95139	5	0.1%
95143	1	0.0%
95148	176	4.8%
Unknown/ Outside SJ	259	7.1%
Total	3,644	100.0%
Missing	560	

Chart 11



BEST Youth Customers' Level of Developmental Assets

Youth Self-Assessment of Risk Avoidance, Protective, and Resiliency Assets

The Evaluation System used the Risk Avoidance, Protective, and Resiliency Asset Assessment (RPRA) Instrument to conduct a self-assessment of these assets for 911 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 BEST Evaluation and tested by the Evaluators on 105,613 youth in Santa Clara and San Mateo counties and 23,011 youth in Oakland. The RPRA has been accepted by over 185 community-based organizations and public agencies as a method of measuring the assets of the youth that 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 scores are at-risk youth, and high assets scores are of 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 show levels by type of asset and compares the last two years. This year's self-assessment of youth customers shows considerable growth in serving youth with low assets.

Table 16

BEST RPRA Youth Self Assessment	
Developmental Assets	**FY 05-06**
Risk Avoidance	77.6%
Protective Assets	84.2%
Resiliency Assets	77.6%
Total RPRA	**79.6%**
Social Attachment	79.8%

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. BEST youth averaged Low Assets and are considered at high-risk for anti-social behavior and other behaviors that can interfere with their health, wellness, and future success.

Chart 12

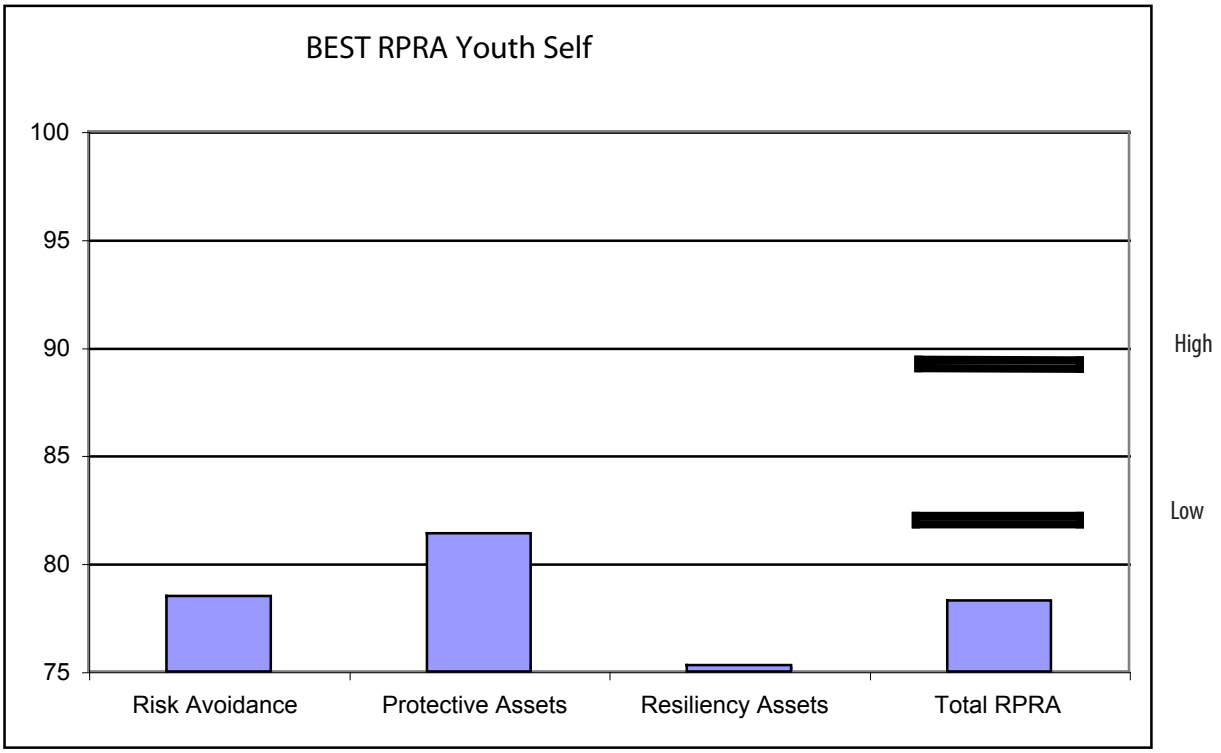
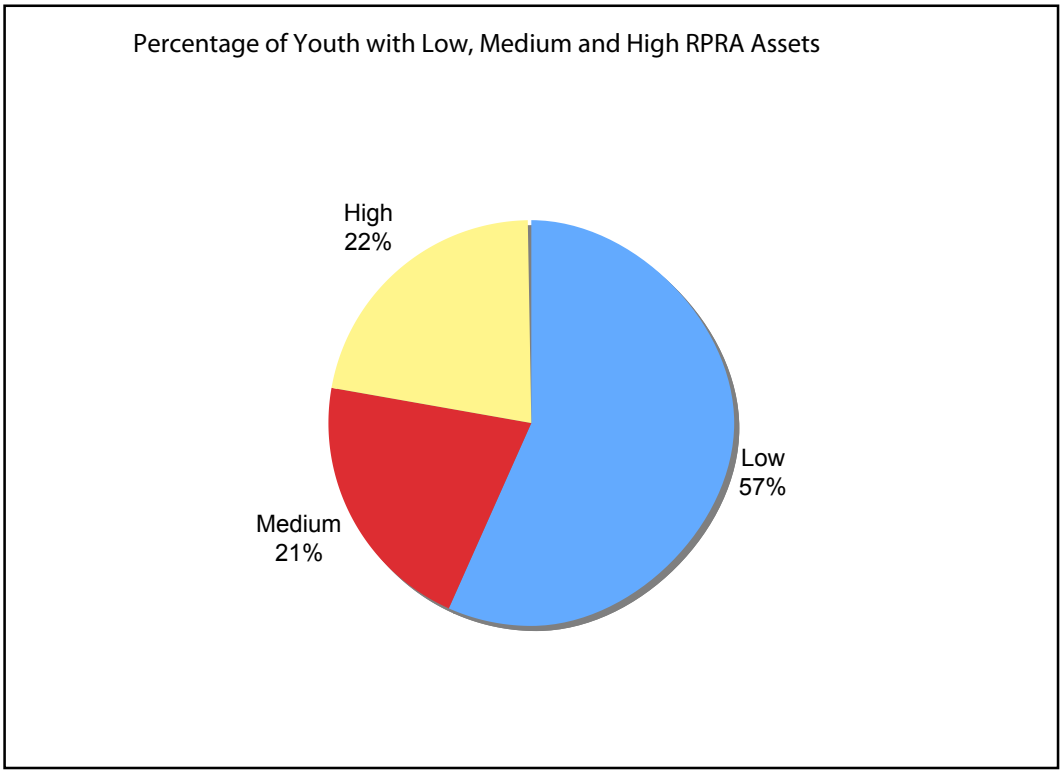


Chart 13



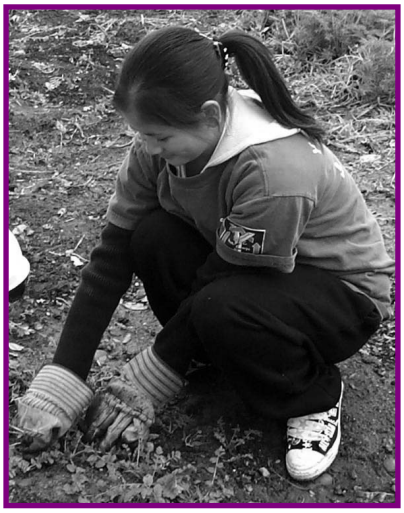
RPRA data indicate that this year's customers have higher assets than last year's. This is an area that should be tracked to make sure we are continually reaching out to our most disconnected youth. Low asset youth are at high-risk and medium asset youth are at-risk of being disconnected from school, home, and community.

BEST Grantees whose youth customers' self-assessment indicated low assets

Alum Rock Counseling Center
Bill Wilson Center
California Youth Outreach
Catholic Charities-YES
Cross-Cultural Community Service Center
Eastfield Ming Quan
Fresh Lifeline for Youth
Girl Scouts
Mexican American Community Services Agency
Next Door
Pathway Society
Social Advocates for Youth
The Tenacious Group
UJIMA Adult & Family Services
Volunteer Center of Silicon Valley

BEST Grantee whose youth customers' self-assessment indicated medium assets

Center for Training Careers
Family Children Services
Filipino Youth Coalition
Friends Outside
Gardner Family Care
ROHI Alternative Community Outreach
San Jose Conservation Corp.



Effort—Strategies Conducted by BEST Grantees

BEST Eligible Services

Services that promote healthy and pro-social lifestyles among youth exhibiting high-risk behaviors were identified as eligible services in the request for qualifications issued to fund BEST providers. These include the following:

1. **Case Management and Youth Support Groups:**
- Provides coordinated care for youth identified as delinquent, gang influenced, and/or having substance-abusing lifestyles.
- Provides weekly support groups.
- Develops a Service Intervention Plan for each youth enrolled in the program, which includes 30-day service objectives, outcome benefit goals, and a schedule of services.
- Meets one-on-one with youth to review/update service plan.
- Staff meets regularly with the parents or guardians of the targeted youth through home visits and phone contacts.

2. **Gang Mediation/Intervention/Crisis Response:**
- Provides mobile street unit that provides gang mediation and intervention services.
- Intervenes in youth altercations and volatile conditions.
- Works collaboratively with the MGPTF and the Safe School Campus Initiative.

3. **Outpatient Substance Abuse Services:**
- Provides substance abuse intervention and treatment services.
- Provides individual counseling and support groups.
- Provides services that reengage youth into the school system.

4. **Services for Adjudicated Youth:**
- Provides follow-up and aftercare support services to youth transitioning from the criminal justice system into the community.
- Provides a support system that prevents youth from re-offending.
- Provides services that aim at family reunification, stabilization of school enrollment, attendance and performance.
- Supports and advances the goals of the Juvenile Detention Reform effort.

5. **Domestic Violence Services:**
- Provides services to youth exposed to domestic violence.
- Provides support services to teens experiencing dating abuse.
- Services may include one-on-one counseling and support groups.

6. **Truancy Case Management Services:**
- Provides coordinated care services for youth identified as habitual truants.
- Develops a Service Intervention Plan for each youth enrolled in the program, which includes 30-day service objectives, outcome benefit goals, and a schedule of services.
- Meets with youth to review/update service plan – preferably in groups.
- Staff meets regularly with the parents or guardians of the targeted youth through home visits and phone contacts.
- Tracks progress of clients and their parents before and after intervention services.

7. **Day Education Programs:**
- Provides a structured day support and education program for youth who have experienced repeated academic and behavior problems in the regular school setting.
- Provides services that lead to G.E.D. or high school diploma.
- Uses ADA recovery funding in collaboration with co-sponsoring school district to provide services for truant, suspended and other disconnected or high-risk youth.

8. **Parent/Family Support Services:**
- Provides workshops for parents of youth involved in high-risk behaviors.
- Provides parent support groups.

9. **Community Gang Awareness Trainings and Capacity Building Workshops:**
- Provides trainings/workshops to BEST Service Providers for the purpose of building the ability of partner agencies to effectively work with the targeted population. These trainings should include service shadowing, mentoring and assistance in providing direct service to high-risk/gang involved youth. Service Providers can build capacity to work with the target population by actually delivering direct services to this group while being mentored by staff from other agencies who have the capacity to serve the target population.

10. **Unique Service Delivery for High-Risk Youth:**
- Provides an innovative service delivery method to work with the target population. Groups are encouraged to work together to provide services more efficiently and effectively by combining the special capacities of the varied BEST Service Providers.
- Provides a new or not widely available service to San José.

Services Delivered to Youth in Day Education Programs Grew this Year

The following two tables and a chart indicate that Day Education Programs were 32% of the effort or hours of service delivered to youth. This is an efficient strategy for BEST Providers to reach gang involved and high-risk youth in groups at their school site.

Table 17

Percentage of BEST Eligible Services		
Eligible Services	Percent Funding	Percent of Effort
Case Mgt and Support Grps	25%	27%
Gang Mediation/ Interv/Crisis	3%	4%
Outpatient Substance Services	10%	8%
Services for Adjudicated Youth	15%	9%
Domestic Violence Services	5%	4%
Truancy Case Management	7%	3%
Day Education Programs	27%	32%
Parent Family Support	8%	11%
Community Gang Awareness	2%	2%
Total for Year	100%	100%

Chart 14

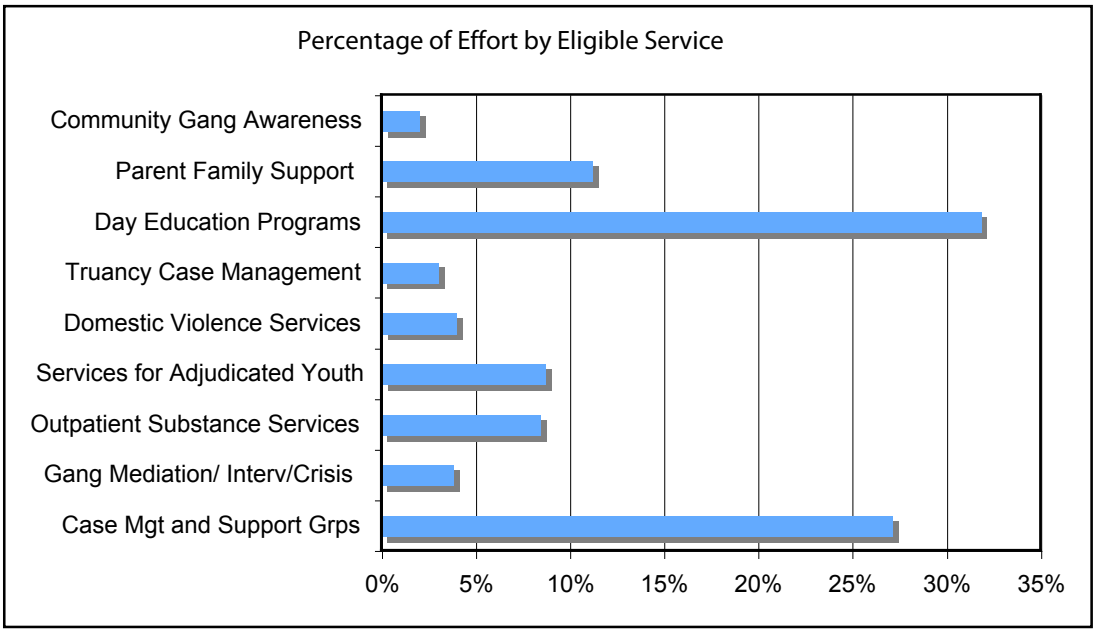


Table 18

Percentage of BEST Eligible Services			
Eligible Services	Percent of Effort This Year	Percent of Effort Last Year	Difference
Case Mgt and Support Grps	27%	32%	-5%
Gang Mediation/ Interv/Crisis	4%	9%	-5%
Outpatient Substance Services	8%	8%	0%
Services for Adjudicated Youth	9%	11%	-2%
Domestic Violence Services	4%	4%	0%
Truancy Case Management	3%	8%	-5%
Day Education Programs	32%	19%	13%
Parent Family Support	11%	8%	3%
Community Gang Awareness	2%	1%	1%

BEST Service Providers and Eligible Services Contracted

The following table shows the BEST Service providers and the percent of their service in each of the eligible service areas.

Table 19

Percentage of Eligible Services BEST Service Providers

BEST Service Provider FY 2005-2006	Case Mgt. and Support Groups	Gang Mediation/ Interv/ Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Truancy Case Mgt.	Day Education Programs	Parent Family Support	Community Gang Awareness
Alum Rock Counseling Center				62%		38%			
Bill Wilson Center	100%								
Cross-Cultural Community Service Center				21%		79%			
Catholic Charities-YES	57%					14%	26%		3%
Center for Training Careers							100%		
California Youth Outreach	2%	13%		10%			65%		10%
Eastfield Ming Quan			100%						
Family Children Services								100%	
Fresh Lifeline for Youth				100%					
Friends Outside	92%			8%					
Filipino Youth Coalition	35%	8%						57%	
Gardner Family Care					100%				
George Mayne School	33%	21%						46%	
Girl Scouts				100%					
MACSA	90%	10%							
Next Door Solutions to Domestic Violence					100%				
Parent for Quality Education (PIQE)								100%	
Pathway Society			100%						
ROHI Alternative Community Outreach	100%								
Social Advocates for Youth						100%			
San Jose Conservation Corp.							100%		
The Tenacious Group							100%		
UJIMA Adult & Family Services	100%								
Volunteer Center of Silicon Valley							100%		
Total Percentage of Eligible Services	24%	4%	8%	10%	4%	2%	32%	12%	2%

Amount of Service and Cost per Hour for Each Eligible Service Area

The following table indicates the amount of service provided for each of the BEST eligible services along with what the cost per hour was by strategy. Cost per hour is determined by dividing the funds allocated and matched by the amount of hours of service.

Table 20

Cost per Hour for BEST Eligible Services

Eligible Services	Total Funding	Actual Hours of Service	Cost Per Hour Total Funds
Case Mgt and Support Grps	$ 990,392	85,885	$ 11.53
Gang Mediation/ Interv/Crisis	$ 115,018	11,993	$ 9.59
Outpatient Substance Services	$ 384,726	26,691	$ 14.41
Services for Adjudicated Youth	$ 587,180	27,550	$ 21.31
Domestic Violence Services	$ 210,888	12,509	$ 16.86
Truancy Case Management	$ 288,938	9,523	$ 30.34
Day Education Programs	$ 1,070,487	100,715	$ 10.63
Parent Family Support	$ 315,433	35,458	$ 8.90
Community Gang Awareness	$ 61,337	6,200	$ 9.89
Total for Year	$ 4,024,400	316,524	$ 12.71

Cost per Hour for Eligible Service Areas

The following table shows cost per hour by eligible service. The table shows if costs are going up or down from last year's cost per hour. Parent Family Support, Community Gang Awareness, and Day Education Programs are showing the greatest gains in efficiency. Truancy Case Management providers are struggling this year and reviewing their strategies because their costs are way up. Evaluators are recommending that the meetings of these providers and the San José Police Department TABS Center be continued to further to review the approach and strategies.

Table 21

Cost per Hour for BEST Eligible Services

Eligible Services	Cost Per Hour Total Funds This Year	Cost Per Hour Total Funds Last Year	Difference
Case Mgt and Support Grps	$ 11.53	$ 10.35	$ 1.18
Gang Mediation/ Interv/Crisis	$ 9.59	$ 7.59	$ 2.00
Outpatient Substance Services	$ 14.41	$ 11.56	$ 2.85
Services for Adjudicated Youth	$ 21.31	$ 17.07	$ 4.24
Domestic Violence Services	$ 16.86	$ 16.47	$ 0.39
Truancy Case Management	$ 30.34	$ 17.48	$ 12.86
Day Education Programs	$ 10.63	$ 14.03	$ (3.40)
Parent Family Support	$ 8.90	$ 15.31	$ (6.41)
Community Gang Awareness	$ 9.89	$ 12.99	$ (3.10)
Total for Year	$ 12.71	$ 12.97	$ (0.26)

San José taxpayers should have some assurance that they are getting a fair deal from BEST grantees. The cost per hour of direct service allows taxpayers to understand how much they are paying for services. Focusing on intervention services has caused the cost per hour to rise, partly because lower cost prevention programs are no longer in the mix of BEST services.

Cost per Hour by BEST Service Providers

The following table indicates that the cost per hour for BEST funds was $7.57 and the cost per hour for total funds was $12.71.

Table 22

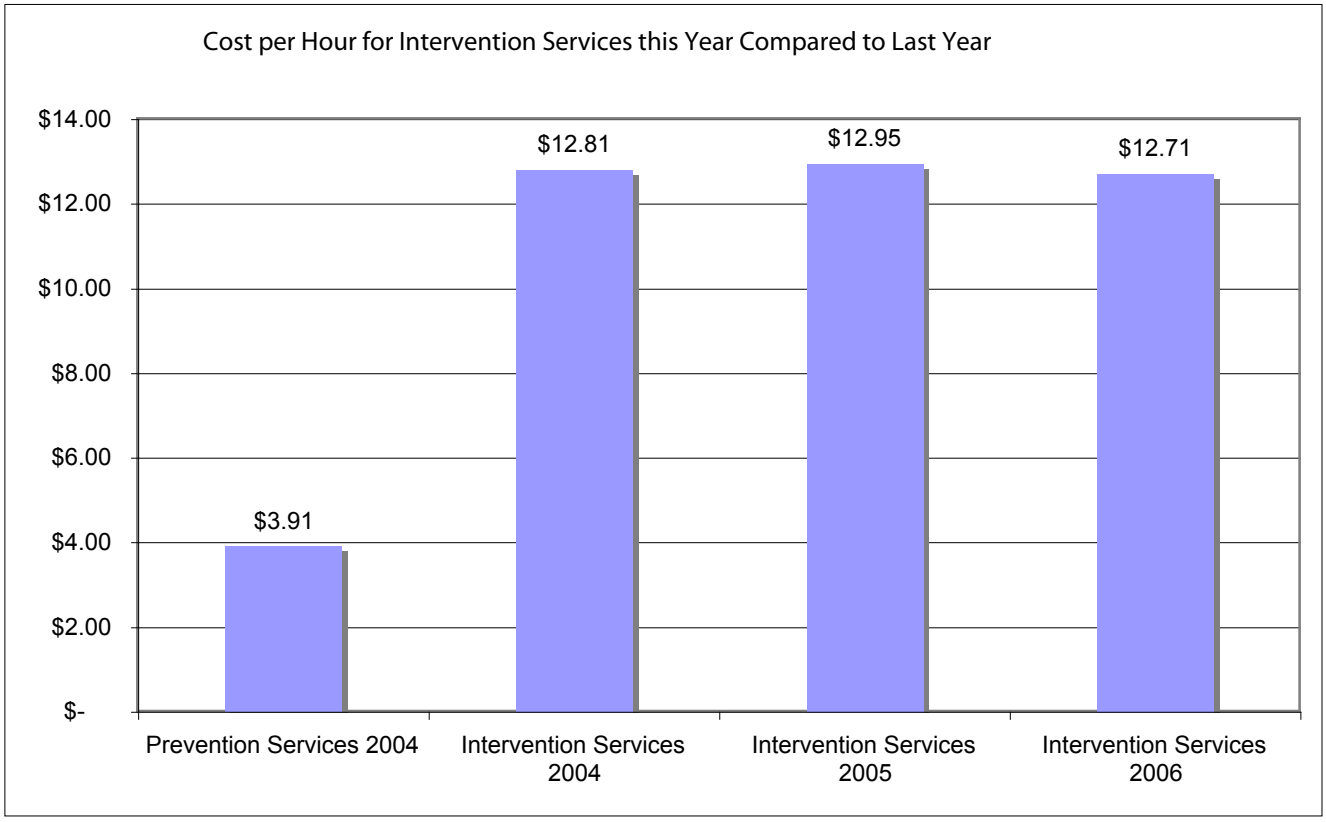
Cost per Hour of BEST Services

BEST Service Provider FY 2005-2006	BEST Funds Spent	Total Funds Spent	Actual Hours of Service for Year	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds
Alum Rock Counseling Center	$ 114,618	$ 143,257	4,556	$ 25.16	$ 31.44
Bill Wilson Center	$ 69,000	$ 83,002	7,307	$ 9.44	$ 11.36
Cross-Cultural Community Service Center	$ 97,107	$ 118,735	2,256	$ 43.04	$ 52.63
Catholic Charities-YES	$ 207,500	$ 308,201	22,635	$ 9.17	$ 13.62
Center for Training Careers	$ 60,000	$ 189,380	18,360	$ 3.27	$ 10.31
California Youth Outreach	$ 389,875	$ 520,909	55,206	$ 7.06	$ 9.44
Eastfield Ming Quan	$ 70,407	$ 104,603	4,231	$ 16.64	$ 24.72
Family Children Services	$ 71,980	$ 109,798	7,455	$ 9.66	$ 14.73
Fresh Lifeline for Youth	$ 102,500	$ 339,342	14,055	$ 7.29	$ 24.14
Friends Outside	$ 88,002	$ 113,560	7,063	$ 12.46	$ 16.08
Filipino Youth Coalition	$ 90,000	$ 118,620	29,376	$ 3.06	$ 4.04
Gardner Family Care	$ 71,462	$ 98,054	5,230	$ 13.66	$ 18.75
George Mayne School	$ 70,000	$ 103,415	7,862	$ 8.90	$ 13.15
Girl Scouts	$ 20,000	$ 72,909	4,111	$ 4.86	$ 17.74
Mexican American Community Services Agency	$ 126,209	$ 160,932	8,152	$ 15.48	$ 19.74
Next Door Solutions to Domestic Violence	$ 33,650	$ 112,834	7,279	$ 4.62	$ 15.50
Parent for Quality Education (PIQE)	$ 40,000	$ 90,451	7,642	$ 5.23	$ 11.84
Pathway Society	$ 230,000	$ 280,123	22,460	$ 10.24	$ 12.47
ROHI Alternative Community Outreach	$ 185,049	$ 283,660	33,265	$ 5.56	$ 8.53
Social Advocates for Youth	$ 61,962	$ 97,552	2,841	$ 21.81	$ 34.34
San Jose Conservation Corp.	$ 48,360	$ 338,478	32,450	$ 1.49	$ 10.43
The Tenacious Group	$ 25,498	$ 55,976	3,310	$ 7.70	$ 16.91
UJIMA Adult & Family Services	$ 93,854	$ 112,679	4,596	$ 20.42	$ 24.52
Volunteer Center of Silicon Valley	$ 30,000	$ 67,930	4,826	$ 6.22	$ 14.08
Total All BEST Service Providers	$ 2,397,033	$ 4,024,400	316,524	$ 7.57	$ 12.71

Cost per Hour Decreased Slightly from Last Year's Costs

Overall, the cost per hour for intervention programs decreased by 26 cents an hour from last year. Evaluators expect that the cost will continue to decrease for next year as service providers conduct more group and behavioral activities with their youth.

Chart 15



Effect

Effect is the second sub-section. Effect answers the question, "Is anyone better off because of the effort of BEST grantees?" The next eight pages provide information about Effect and is organized accordingly:

1. To learn whether BEST youth and parent customers were satisfied with BEST funded services, go to page 45.

2. To learn whether BEST services were effective in producing positive changes for BEST customers, go to page 47.

3. To learn whether BEST services were equally effective for all BEST customers, go to page 51.

Children, youth, and parent customers were satisfied with BEST services

Youth and Parent customers were satisfied with services as reflected by the satisfaction scores of 87% and 89%, respectively. These figures are significantly over the target goal of 70%.

The BEST Evaluation System determined whether youth and parent customers were satisfied with BEST services. Customer satisfaction is the first variable in measuring the effect of BEST-funded services. The BEST Evaluation System measures this important factor by asking youth five or older and their parents the same four standard customer satisfaction questions.

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)

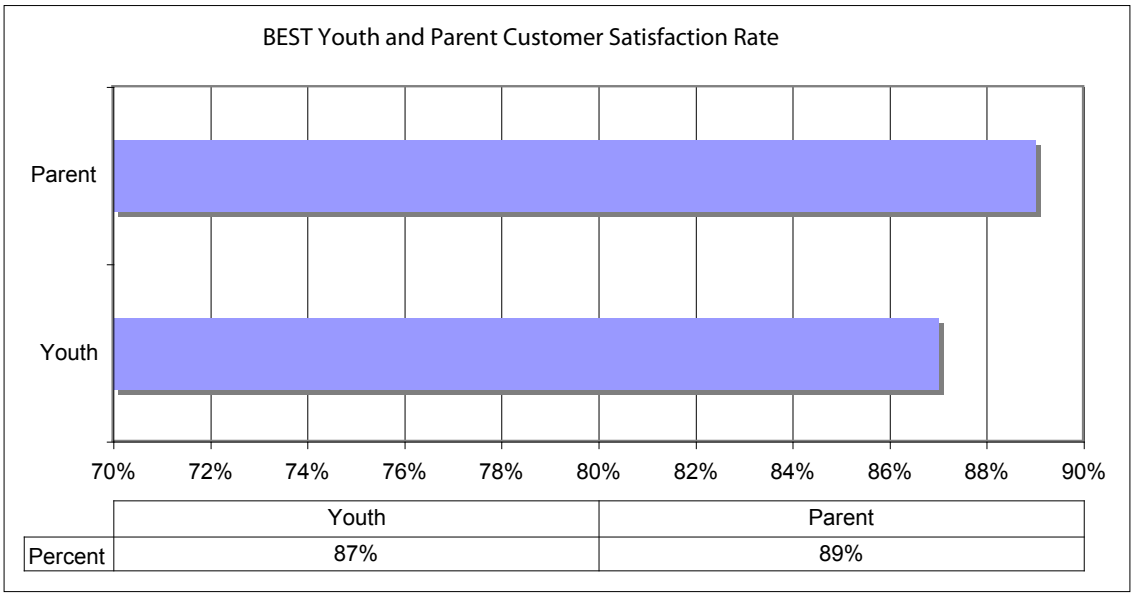
Parents were asked to rate the following:

- 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)

Summary of Customer Satisfaction Scores

The Evaluators developed a summary score for each of the 24 BEST Grantees. The summary score ranges from 100% (everyone was satisfied) to 0% (no one was satisfied). The summary score collapses the results for each of the four questions listed above. The customer satisfaction score from the winter sampling for the children and youth who completed the survey was 87%. Surveys collected during the same time from the parents of these children and youth indicated a satisfaction score of 89%. Both ratings indicate a relatively high level of satisfaction by youth and parent customers of the BEST-funded services. The BEST goal for satisfaction score is 70 percent. Together, the BEST Grantees exceeded this customer satisfaction goal with al sampling, as reported, by 2,526 youth and 1,584 parent customers.

Chart 16



Evaluators used the research of David Osborne and Ted Gaebler on good government as a framework in designing the BEST 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." The Evaluators were pleasantly surprised that there was no resistance to the concept of customer driven services. Osborne and Gaebler asked: "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)

BEST Grantees are producing new positive behaviors and skills

The effectiveness of BEST Grantees is determined by measuring whether customers are better off because of the BEST funded services. The determination is made by asking the child and youth customers, their parents, and knowledgeable staff of BEST funded services if the child and youth customers' behavior and skills have improved because of the BEST funded services. For this report, BEST collected 16,760 reports to make this determination.

All BEST funded agencies report on the following developmental asset-related targeted changes in customers:

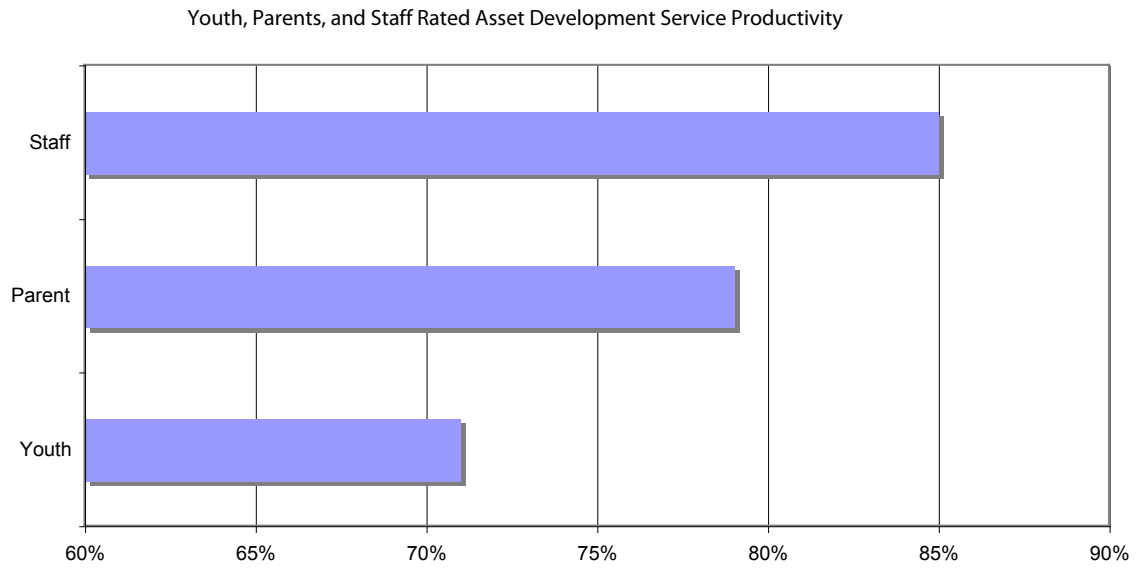
- Success in school
- Understanding of themselves and what they do well
- Communication skills
- Ability to learn new things
- Ability to connect with adults
- Ability to work with others
- Ability to stay safe

These new behaviors and skills are grouped into a single score called Developmental Asset Service Productivity. Each year, BEST's Service Productivity goal is a score of 60% or higher. For the second year the group of BEST Grantees have surpassed this goal.

BEST uses the concept of service productivity to measure the effectiveness of BEST services. In general, service productivity is a measure that describes the change that happens to a customer due to BEST-funded service. 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. Providers receive no credit if a desired change did not occur in their customer due to their services. The targeted changes in developmental asset service productivity are based on national research related to best practices in child and youth development.

Chart 17

Overall, BEST Grantees met the Youth and Child Asset Development Service Productivity Goal of 60%. Youth Asset Development Service Productivity Scores were 71%.



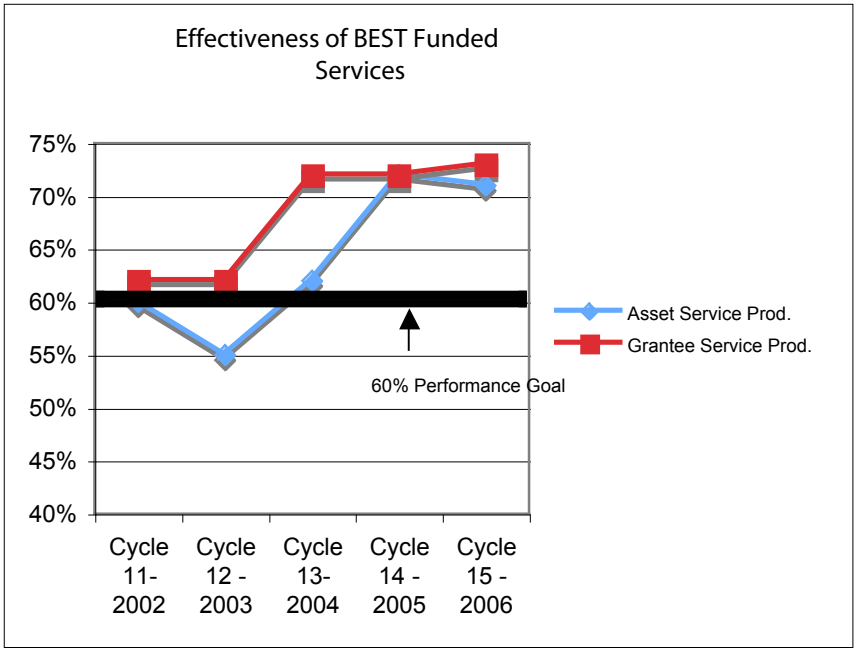
	Youth	Parent	Staff
Percent	71%	79%	85%

Effect—BEST-Funded services are producing positive changes in their Youth Customers showing 18% improvement since 2003.

For the third straight year, service providers surpassed the 60 percent 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 – the measure of effectiveness. Effectiveness has improved by 18 percent since Cycle 12 in 2003. Effectiveness is also measured by customer satisfaction, which continued to remain high and improved from last year for both participating youth and their parents.

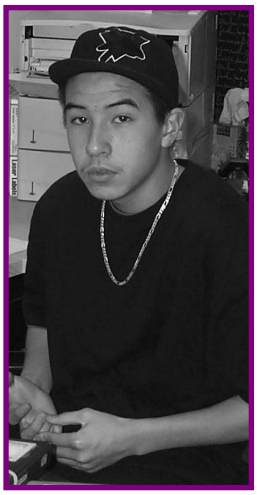
The following chart illustrates the growth in ability of BEST grantees to promote positive behavioral changes and skill development in the youth and children that they serve.

Chart 18



The cost per hour, or efficiency, must always be interpreted in the context of effectiveness. Together these variables help to determine the value of BEST services. Effectiveness is a measures of whether the children and youth served are better off because of services funded by BEST. BEST uses reports from children, youth, their parents, and the staffs serving the youth to determine what new skills and behaviors have been attained or improved. This chart shows the percentage of targeted changes achieved because of the BEST funded services, as reported by children and youth customers.

Grantee-specified New Behaviors and Skills

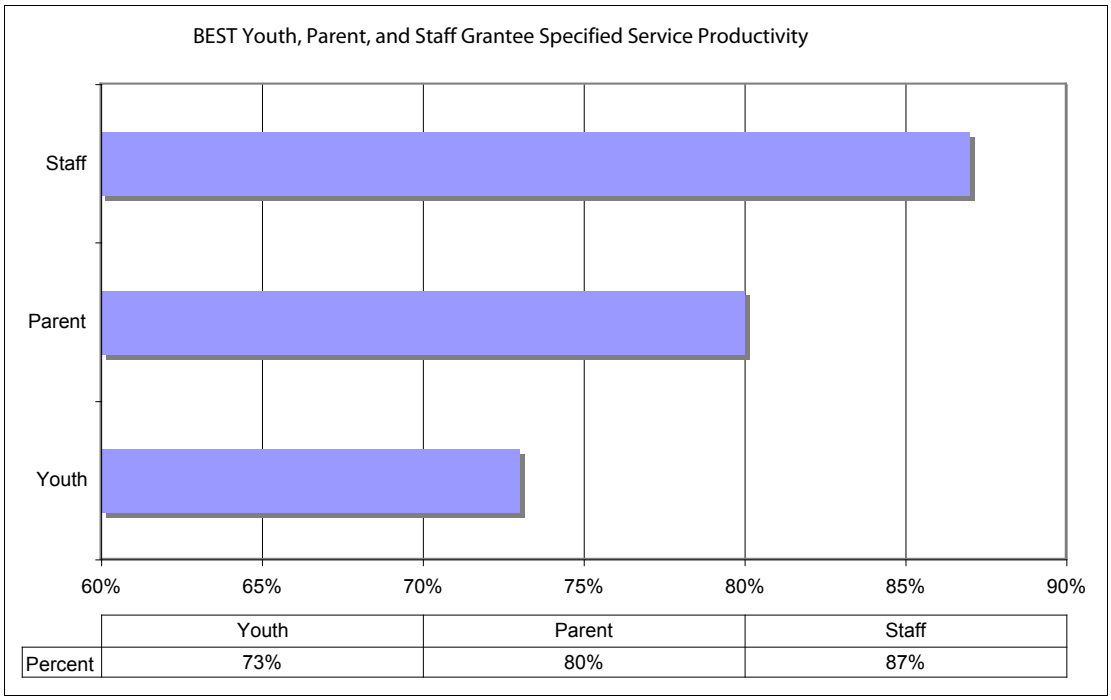


In addition to developmental assets productivity, BEST grantees are required to measure productivity related to program-specific skills and behaviors targeted for improvement. To do this, each of the BEST Grantees developed agency-specific questions that were tailored to their various programs to measure targeted changes because of the BEST funded services in specific new skills and behaviors. 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:

- Business and work behaviors and skills
- Community involvement and cultural appreciation behaviors and skills
- Health and wellness behaviors and skills
- Leadership 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 73%; the parent-rated productivity score was 80% for the grantee selected measures; and the staff-rated productivity score was 87% for the same outcome measures. This data implies that BEST customers have undergone positive change in grantee selected targeted behaviors and skills.

Chart 19



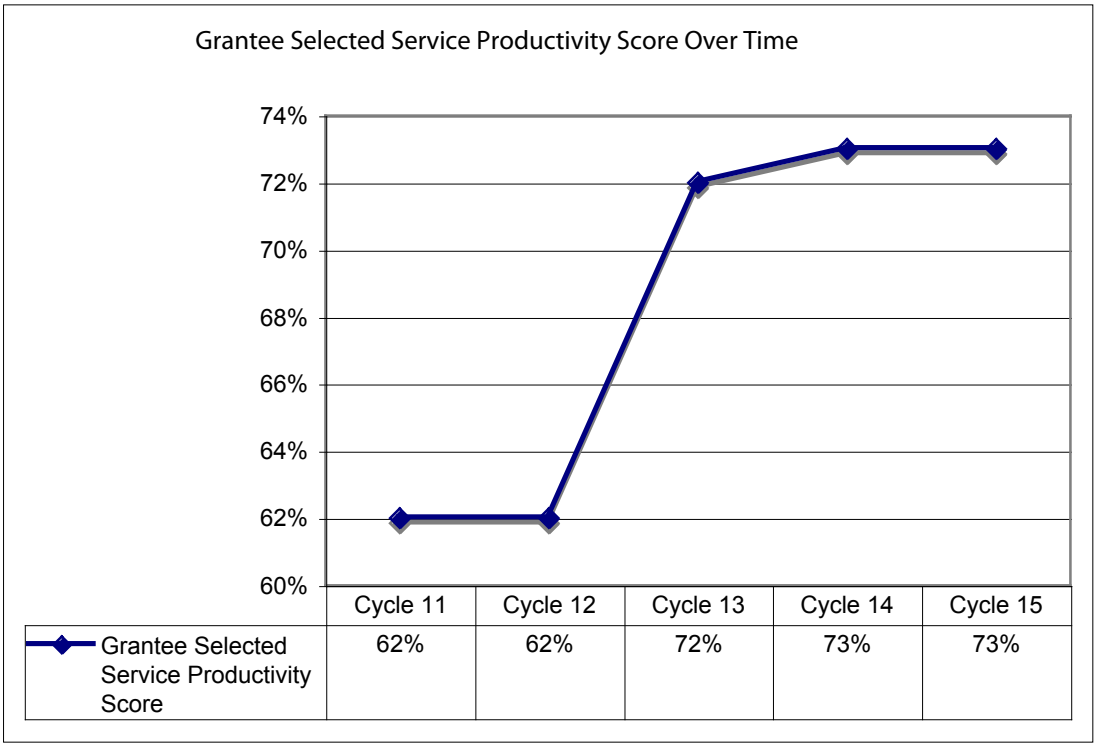
	Youth	Parent	Staff
Percent	73%	80%	87%

Note: The BEST performance goal is 60%

BEST Grantees continue to show improvement in their grantee specified service productivity scores.

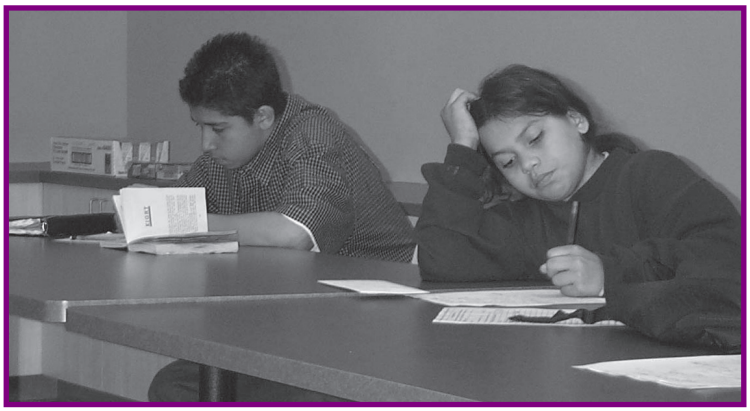
Overall the BEST Grantees are showing growth in their ability to achieve targeted changes specified by each of their contracted services. This fall's grantee specified service productivity maintained the highest score to date for BEST Grantees set last year.

Chart 20



Why is this important?
The chart shows the growth in the capacity of grantees to achieve agency specific , positive changes in its customers over time. Each BEST agency develops its own questions to measure the effects of its specific services and goals. BEST Service Providers are demonstrating continuous improvement with rising scores.

Note: The BEST performance goal is 60%



Because of grantees' services child and youth customers were connected to three new caring and supportive adults.

BEST-funded staff assessed 2,321 of their youth customers regarding whether their services helped to connect youth customer to additional caring and supportive adults. BEST grantees reported that youth were connected to an additional 2.5 caring, supportive, and pro-social adults.

Overall, youth customer participation in BEST services was high.

Additionally, the staff assessed the customers' participation level in BEST-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 BEST services was high with a score of 3.9. Research clearly shows that participation level of customers is a clear predictor of the success of the program to meet their goals for positive change in their customers.

Over two-thirds of youth customers' participation in and expectation of school, home, and community improved for the better.

Staff assessed the resiliency variables of participation in and expectations of school, home, and the community. Overall assessments indicate that three-fourths of youth customers improved their participation in (73.8%) and expectations of (76.9%) school, home, and the community.

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 that: "Quality doesn't have to be defined, you understand it without a definition." Dr. Rex Green of the BEST Evaluation Team challenges Mr. Pirsig by using the BEST Evaluation System to define quality for this report as a measure of producing targeted changes in youth consistently.

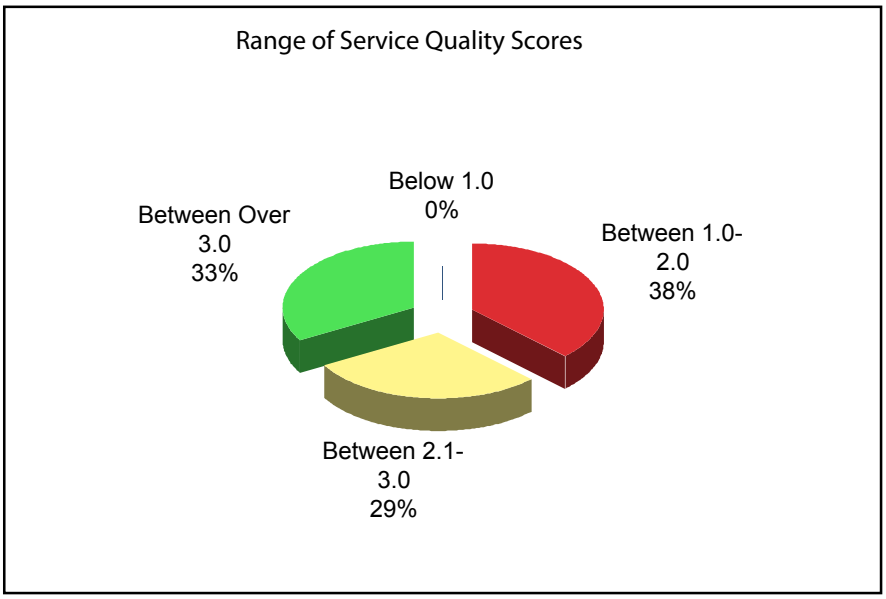
Dr. Green's measure is one of many ways quality can be defined. Even though quality is a very subjective concept to assess, by utilizing the service productivity data collected, we can measure whether the services were equally effective for all customers surveyed. If there is a wide range of effectiveness 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.

Desirable service quality levels were reached by 100% of BEST Grantees.

The following chart indicates that 100% of grantees' service quality scores exceed the desirable level of service quality of 1.0. The chart also shows that 33% of grantees exceeded a 3.0 service quality scores indicating high levels of quality and consistency of services.

Chart 21



Service Quality exceeding 1.0 is desirable. High levels of quality exceed 3.0.

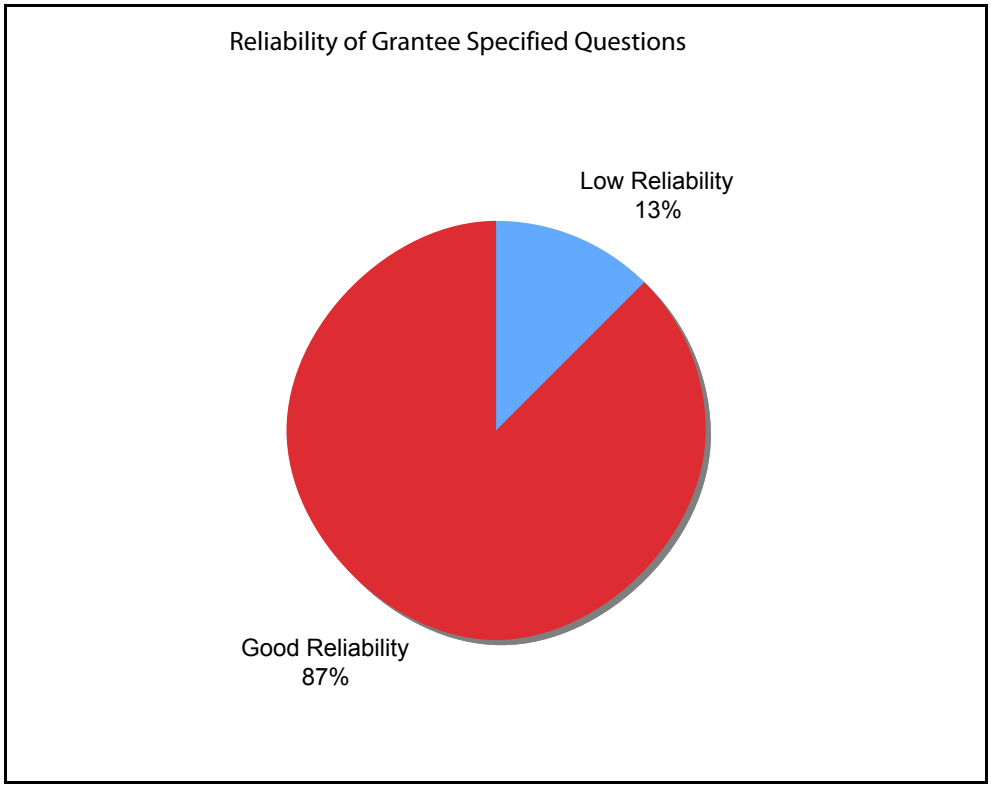
33% of BEST Grantees had a high level of Service Quality.

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).

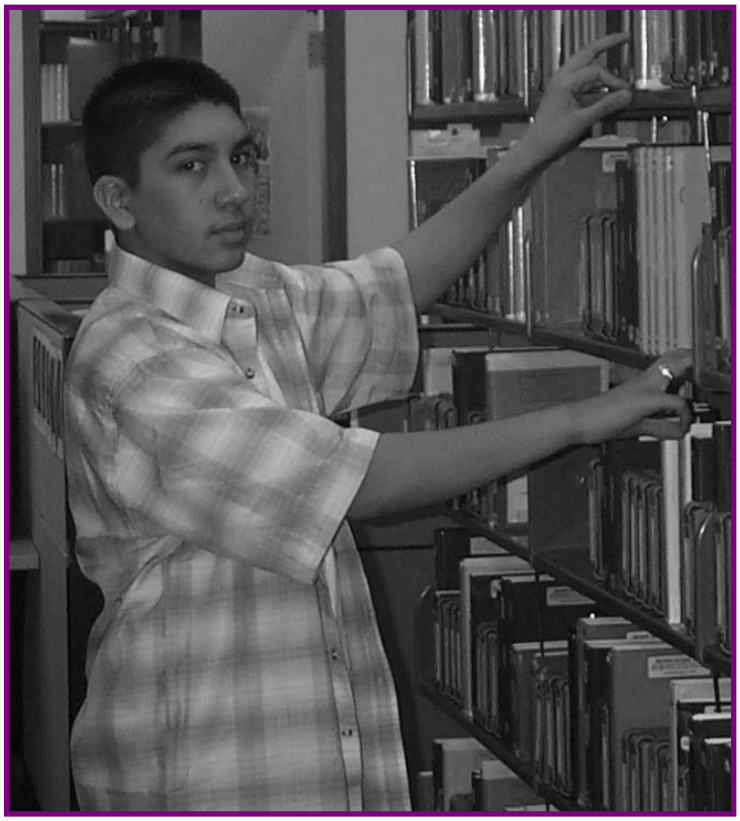
Reliability ranges from 0 or no consistency to 1, complete agreement among the agency specified items, i.e., the youth answer the items so as to create a perfect ordering of items and youth. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made 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 three grantees whose reliability of questions was low.

Chart 22



Performance

Performance is the third sub-section. Performance refers to whether BEST Grantees achieved the performance goals set by BEST.



1. To learn about what BEST Performance Goals were, go to page 54.

2. To learn about how BEST Grantee's performance was, go to page 55.

3. To learn about the BEST Service Performance Index, go to page 57.

How did BEST Grantees perform this year?

In this report, evaluators discuss the strengths and opportunities for improvement for all 24 BEST grantees. All of the BEST Grantees have strengths that are described in this report.

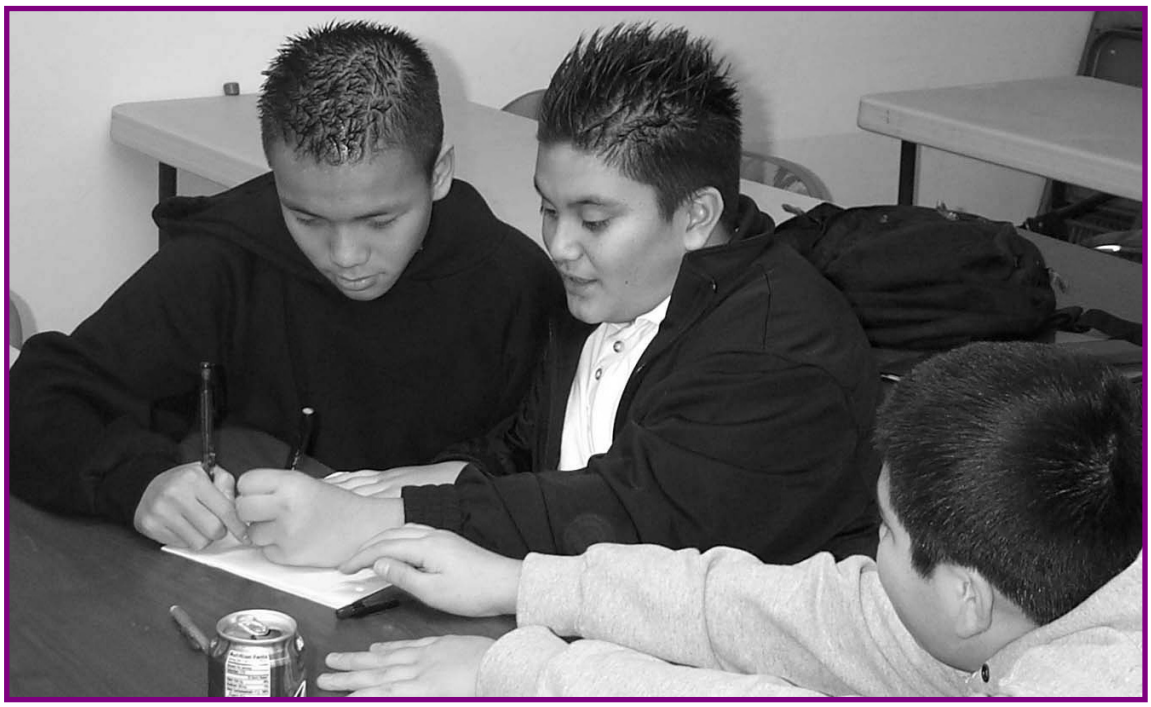
The following categories were chosen as summary indicators of performance.

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

Cost per hour of service for BEST funds is calculated by dividing the amount of BEST funds expended by the number of hours of direct service delivered in the contract period. Cost per hour of service for total funds is calculated by dividing the amount of BEST funds and matching funds by the number of hours of direct service delivered in the first six months. Groups should compare their efficiency and effectiveness to other groups providing similar services. Readers are reminded that we want to be as efficient as possible and still maintain high levels of effectiveness.

Youth customer satisfaction is determined by children's and youths' responses to four questions about their satisfaction with the services they received. The four questions are summarized into a score, which ranges from 0% (low) to 100% (very high). BEST has set a performance goal of 70% for this measure. Note to reader: one grantee Parents Institute for Quality Education, serves parents only.

Service Productivity is a measure which is used to determine the effectiveness of BEST-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a 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. 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. BEST has set a performance goal of 60% for this measure.



Summary of Efficiency and Effectiveness of BEST Grantees

BEST contracted with 24 grantees to provide intervention services for the MGPTF strategic plan. BEST sets performance goals in their contracts for the year. The following table indicates that 10 of 24 grantees met all of their performance goals for this year:

- 92% of grantees met their contracted service delivery plan.
- 96% of grantees met the BEST goal for youth satisfaction.
- 83% of grantees met the BEST goal for youth developmental asset service productivity.
- 79% of grantees met the BEST goal for grantee specified service productivity.

Table 23

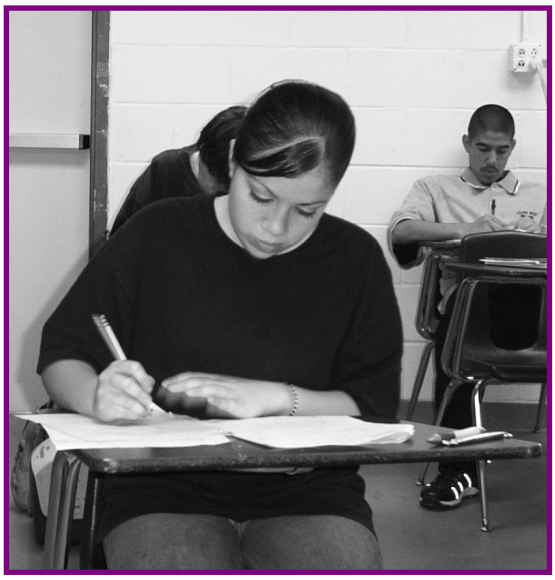
BEST Service Provider FY 2005-2006	Percent of Contracted Services for Year	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds	Youth Satisfaction Rate	Youth-rated Asset Development Service Productivity	Youth-Rated Grantee Selected Service Productivity
Alum Rock Counseling Center	148%	$25.16	$31.44	85%	65%	76%
Bill Wilson Center	141%	$9.44	$11.36	87%	79%	79%
California Youth Outreach	102%	$7.06	$9.44	95%	92%	92%
Catholic Charities-YES	143%	$9.17	$13.62	92%	77%	76%
Cross-Cultural Community Service Center	106%	$43.04	$52.63	78%	77%	73%
Filipino Youth Coalition	108%	$3.06	$4.04	89%	61%	63%
Fresh Lifeline for Youth	101%	$7.29	$24.14	84%	87%	93%
Friends Outside	117%	$12.46	$16.08	88%	75%	68%
Gardner Family Care	100%	$13.66	$18.75	93%	76%	83%
George Mayne School	114%	$8.90	$13.15	93%	91%	88%
Mexican American Community Services Agency	140%	$15.48	$19.74	84%	64%	63%
Next Door Solutions to Domestic Violence	138%	$4.62	$15.50	90%	76%	74%
Pathway Society	172%	$10.24	$12.47	89%	85%	85%
San Jose Conservation Corp.	118%	$1.49	$10.43	91%	68%	72%
Social Advocates for Youth	132%	$21.81	$34.34	65%	62%	63%
The Tenacious Group	113%	$7.70	$16.91	89%	65%	86%
UJIMA Adult & Family Services	120%	$20.42	$24.52	93%	65%	74%
Volunteer Center of Silicon Valley	118%	$6.22	$14.08	90%	71%	69%
BEST Grantees the Missed One or More Performance Goals						
Center for Training Careers	95%	$3.27	$10.31	83%	62%	57%
Eastfield Ming Quan	96%	$16.64	$24.72	65%	37%	47%
Family Children Services	126%	$9.66	$14.73	88%	70%	55%
Girl Scouts	127%	$4.86	$17.74	83%	58%	55%
Parent for Quality Education (PIQE)	92%	$5.23	$11.84	89%	83%	81%
ROHI Alternative Community Outreach	85%	$5.56	$8.53	90%	53%	54%
Total All BEST Service Providers	111%	$7.57	$12.71	87%	71%	73%

Note: Parent for Quality Education scores come from parents and are italicized

Summary of Efficiency of BEST Grantees in meeting Performance Goals

Table 24

BEST Service Provider FY 2005-2006	Percent of BEST Funds Spent	Percent Matching Funds Spent	Percent Total Funds Spent
ROHI Alternative Community Outreach	100%	43%	68%
Mexican American Community Services Agency	72%	95%	76%
Gardner Family Care	88%	58%	77%
San Jose Conservation Corp.	100%	75%	77%
Social Advocates for Youth	89%	73%	82%
Eastfield Ming Quan	102%	63%	85%
Family Children Services	94%	91%	93%



Service Performance Index

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 BEST 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 BEST 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 San José;
- improvement of overall effectiveness and productive capabilities of any organization, such as the BEST 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, 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.

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.

Nearly all states and many other countries operate similar quality award programs, utilizing the elements of our national award program. Our state award programs provide valuable feedback about an organization's quality programs, which assists the winners of state awards to compete successfully in the national award program.

How SPI Score was Calculated

The following table shows how the data generated by the BEST Evaluation System is used to provide a Service Performance Index (SPI) score.

Area	Indicator	Possible Points	Definition
Approach	Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement—how well does intent align with perceived accomplishment	125	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	125	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	20.83	Number of registered customers divided by BEST grant funds spent, then magnified to 0-1 range
	Coverage of types of surveys needed from agency—complete reporting yields more useful information	20.83	Percent of types of surveys collected relative to needed
	Comparison of actual service hours versus planned service hours	20.83	Percent of actual to planned services, converted to 0-1 range
	Level of need of youth over 10 years of age (omitted if none served)—highest priority is serving those in need	20.83	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	20.83	Count of effects scores obtained divided by total number of scores agency should have provided
	Surveys collected compared to BEST grant funds spent—were resources used to collect important information	20.83	Total surveys recorded divided by BEST 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	20.83	Percent of BEST 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	20.83	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
	Extent of services relating to gangs	41.66	Sum of percents for five categories of services for gang problems, maximum=100%, converted to 0-1
	Ten staff ratings of the quality of their work experiences—do staff feel comfortable in their workplace	20.83	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	20.83	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	167	Actual hours of service divided by amount of total funds spent, then magnified to 0-1 range; score multiplied by 3 to give this indicator one-third the weight of the effects indicators
	Satisfaction of youth—do youth like what happens	55.5	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Satisfaction of parents—do the parents like what happens to their children	55.5	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	55.5	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	55.5	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	55.5	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	55.5	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
Total SPI		1,000	

How can grantees use their SPI to improve?

The SPI results for each service provider are grouped by two clusters of BEST grantees. One cluster is early intervention services and the second cluster is high-risk intervention services. In each table all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score and the difference between the service provider's overall score and the group's average overall score. The maximum scores for each of the three areas are: Approach=250, Deployment=250, and Results=500. Overall scores of 600 or more signify good performance overall. Perfect scores are not expected, since there is always room for improvement! A score of 600 is considered good. The average SPI score by cluster was 525 for early intervention services and 594 for high-risk interventions.

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 BEST funding received;
5. Gather more than 15 surveys of each type: youth opinions, parent opinions, staff opinions, and the youth's developmental assets assessment in the fall;
6. Serve youth with lower developmental assets;
7. Collect and submit more than 10 parent surveys and 20 youth surveys so that all of the effects scores will be computed;
8. Spend 100% of their BEST 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.

SPI Scores for BEST Grantees for This Year

The 24 BEST Grantees were clustered into two groups based on the type of service, type of youth customer (percent gang involved) and asset level of youth customers as determined by their total RPRA scores. The two intervention clusters were:

- Early Intervention
- High-Risk Intervention

The performance goal for the SPI score is 600 or better. Two-thirds of the BEST grantees met or exceeded this performance goal.

Table 26 - Early Intervention Cluster SPI Scores

BEST Service Provider FY 2005-2006	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
George Mayne School	231	172	340	743	106
Filipino Youth Coalition	225	153	343	721	84
Friends Outside	214	150	282	646	9
Family Children Services	221	160	239	620	-17
Parent for Quality Education (PIQE)	101	193	312	605	-32
Volunteer Center of Silicon Valley	136	174	268	578	-59
San Jose Conservation Corp.	103	136	303	542	-95
Average SPI Score for Early Intervention				637	

Table 27 - High-Risk Intervention Cluster SPI Scores

BEST Service Provider FY 2005-2006	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
California Youth Outreach	240	190	373	804	173
Fresh Lifeline for Youth	231	194	329	755	124
Pathway Society	226	174	329	729	98
Bill Wilson Center	213	177	310	699	68
Catholic Charities-YES	192	184	302	678	47
Next Door Solutions to Domestic Violence	207	178	280	665	34
The Tenacious Group	163	199	289	651	20
Alum Rock Counseling Center	188	174	285	647	16
Cross-Cultural Community Service Center	197	172	257	627	-4
UJIMA Adult & Family Services	165	183	273	621	-10
Mexican American Community Services Agency	151	200	246	598	-33
ROHI Alternative Community Outreach	223	154	213	590	-41
Gardner Family Care	113	166	300	579	-52
Girl Scouts	220	173	177	570	-61
Social Advocates for Youth	155	168	224	547	-84
Eastfield Ming Quan	207	153	180	541	-90
Center for Training Careers	205	171	48	424	-207
Average SPI Score for High-Risk Intervention				631	

Note: Center for Training and Careers (CTC) did not have a large enough sample of surveys so their result scores were low. Evaluators are assisting CTC to improve their sampling size for next year.