

Individual Grantee Evaluations FY 2008-09

Santa Rosa CHOICE

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Big Brothers, Big Sisters of Northern California

Hermanos Mayores, Hermansa Mayores

Agency Description:

Big Brothers Big Sisters of the North Bay is changing how children grow up in the North Bay by offering professionally supported mentoring relationships between a caring adult and a child in need. Our matches meet weekly and engage in fun activities together, and in the process become trusted friends offering children the chance to learn and grow and providing new experiences and opportunities. BBBS staff offer regular, on-going support to the match, providing guidance, referrals, crisis intervention, mediation, and encouragement to the mentor, the youth, and the family. We currently serve 1,500 youth ages 6-17 in Marin, Napa, Solano and Sonoma Counties. Of the families we serve, 80% are single-family households and 95% are low-income households.

Through Choice O funds, we implement the Hermanos Mayores, Hermansa Mayores program, which connects caring mentors with Latino/Latina youth and children living in Spanish speaking families in Santa Rosa. The bilingual and bicultural staff of the program work to prevent and reduce barriers to accessibility and participation from language/cultural differences and financial limitations, while preventing youth violence and gang involvement

Program and Staff Strengths

BBBS of the North Bay should be commended for filling a need to have more mentors available for Latino children in Santa Rosa. The program although new, has tried several avenues of recruitment including collaboration with other agencies and even though numbers were low at the beginning of the cycle, recruitment has increased. Mentors come from all facets of life and give “littles” an opportunity to connect with a caring adult in the community. BBBS hosts optional events for their matches to attend and makes phone calls and provide resources for the mentors (“biggs”).

Program and Staff Opportunities for Improvement

When the program year began BBBS had a difficult time finding staff to run the program, thus creating miscommunication. BBBS staff missed one vital meeting thus not learning important information about the evaluation process, although this ultimately effected the agency, the staff should be commended for going the extra mile to collect and meet the needs of the evaluation team. BBBS may also want to work on lowering the cost of service per hour, implementing in school programs or direct service programs with the youth, may help lower costs.

Success Stories

When I think of “success stories,” the first that comes to mind is that of Big Sister Alex and her 8-year-old Little Brother David. Alex and David have been matched since October 2008 or about 9 months. Not long after they were matched, Mom and her 4 children were evicted from their home. Now homeless, three of the children were sent to live with relatives while David and Mom stayed with various neighbors. Since then, they have been reunited, currently living at the Catholic Charities homeless shelter in Santa Rosa. Mom was also pregnant during this period and in poor health, and needed to be hospitalized due to pre-mature contractions. She has since given birth to a boy. Alex was there for David through all these changes and turmoil, getting together with him weekly to provide him with some distraction as well as emotional support, which certainly helps explain his extraordinary resilience despite very stressful circumstances.

Big Brother Tyler and 11-year-old Little Brother Anthony will be celebrating their first year anniversary on July 31st, which they will do with a road trip to Disneyland in August. Anthony’s father and also his uncle are incarcerated because of gang-related activities. Anthony lives with his elderly and disabled grandmother who is his legal guardian. His mother is not involved in his life whatsoever. Tyler is a student in the police academy, preparing himself for a career in law enforcement. In addition to weekly outings for recreation, Tyler has been very much involved in Anthony’s education, helping him with homework and special projects and attending school open houses and meetings with his teacher and grandmother. He also encourages Anthony to read through visits to the local library and bookstores. Tyler clearly serves as a positive male role model for Anthony, presenting him with an alternative to the gang culture that he has grown up with in his family and which still persists in his neighborhood.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Big Brothers Big Sisters					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$29,000	Match \$22,600	Total \$51,600	Percent Match 78%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$29,000	Matching Funds Spent \$24,256	Total Funds Spent \$53,256	Percent of SR CHOICE Funds Spent 100%	Percent of Total Funds Spent 103%	Yes
	Staff	Who were the staff providing services?	FTE Staff 1.3	Years Experience 22.5	Years Schooling 17.0	Male 50%	Female 50%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 40	Male 50%	Female 50%	Level of Youth Developmental Assets Medium		Native American are 3% of customers
			0-3 yrs 0%	4-11 yrs 45%	12-19 yrs 28%	20-59 yrs 28%	60+ yrs 0%	
			Latino Americans 53%	African Americans 0%	Asian Pacific Islander Americans 3%	Caucasian Americans 28%	Other/Multi-Racial 15%	
			Client At-Risk 80%	Client High-Risk 20%	Client-Gang Supporter 0%	Client-Gang Member 0%	Hard-Core Gang Member 0%	
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 1,872	Actual Hours of Service for Cycle 2 for Year 2,289	Percent of Contracted Services Delivered for Year 122%		Hours of Service per Customer 57	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$12.67	Actual Cost per Hour Total Funds \$23.27	Cost per Customer SR CHOICE Funds \$725	Cost per Customer Total Funds \$1,331	Average # of New Caring Adults Connected to Youth 1.6	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 95%		Average Satisfaction of Parents (0-100% on 4 items) 96%		Customer Level of Participation in Services Very High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60% Missed Parent Goal
			Asset development changes		77%	70%	75%	
			Grantee selected changes		72%	52%	61%	
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Yes Average SPI > 600
3.7			2.1	Decreasing	Good	642		
Survey Sample	How many customers did they survey?	Youth Surveys 25	Parent Surveys 31	Staff Surveys 31	RPRA Surveys 27	Total Surveys 114	Need to increase sample size	



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

Big Brothers Big Sisters of North Bay Hermanos Mayores, Hermanos Mayores

(Youth Survey)

9% My success at school (job/training) is better:

73% My understanding of who I am and what I can do is better:

64% My ability to communicate is better:

100% My ability to learn new things is better:

82% My ability to connect with adults is better:

55% My ability to work with others is better:

64% My ability to stay safe is better:

64% I understand the dangers of gang violence better:

55% I can solve problems without violence better:

73% My self-confidence is better:

36% My ability to get along with peer is better:



Community Action Partnership

Padres Unidos

Agency Description

Community Action Partnership of Sonoma County is a dynamic multi-program human services organization dedicated to partnering with low-income populations to improve lives through both innovative direct service, and advocacy. Incorporated in 1967, this 501(c)(3) agency has become one of the largest service organizations in northern California. Community Action partnership was described by the Press Democrat columnist and noted historian, Gaye Le Baron as “arguably the most productive human services agency on the North Coast.”

There are over 1,100 Community Action Agencies that make up a nation-wide network of anti-poverty agencies. Community Action as a movement maintains a promise to each of the communities in which they operate, which is; Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other. Community Action Partnership of Sonoma County was designated by the county Board of Supervisors as the official anti-poverty agency for the county of Sonoma.

Our goal in Sonoma County is to stand up for those struggling in the grips of poverty, provide much-needed intervention services, as well as being a voice those whose needs go unheard. We accomplish this through the implementation of culturally relevant and other best practices in programming and through community collaboration and partnerships.

Program and Staff Strengths

Community Action Partnership’s (CAP) Padres Unidos class should be commended for its popularity and longevity in the community especially among the Hispanic population. Community Action Partnership uses a strong and comprehensive curriculum for Padres Unidos. On-site childcare and homework help for school age children helps parents be able to commit to the program. The staff is interchangeable, diverse, caring and can fill in for each other without program interruption. Staff members are seeing more couples and single fathers participate in the program, which is exciting. Parents often take the class several times due to the relationships that they build with other parents and the staff members.

Program and Staff Opportunities for Improvement

Padres Unidos is a fabulous program when parents are actively enrolled in the program, however it is recommended that Community Action Partnership develop a more comprehensive follow up plan for clients once they complete the program. The ability to follow up on referrals made in the program would help overall program outcomes. It is also recommended that CAP develop a plan to provide more staff development opportunities.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System

Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Community Action Partnership Padres Unidos					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$39,597	\$43,039	\$82,636	109%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$39,597	\$43,039	\$82,636	100%	100%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			1.3	14.3	15.3	33%	67%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female			Yes
			102	39%	61%			
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
			0%	0%	0%	97%	3%	
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		100%	0%	0%	0%	0%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		15%	25%	35%	20%	5%		
Strategies	What service strategies did we conduct?	High Risk Intervention for High Risk Youth					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes	
		2,643	149	149%		39		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds		Yes	
		\$10.05	\$20.97	\$388	\$810			
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
					92%		Average	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes					
		Grantee selected changes			91%	98%		
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Yes Average SPI > 600	
		4.2	5.0	Increasing	Low	724		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	Yes	
			51	84		135		

Community Gang Presentations

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System							
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Community Action Partnership Community Gang Presentations				Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match	
			\$11,807	\$5,699	\$17,506	48%	
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent
			\$11,807	\$5,699	\$17,506	100%	100%
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female
			0.5	14.3	15.3	33%	67%
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female		
			370	34%	66%		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs
			0%	45%	28%	28%	0%
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial	
		58%	0%	0%	6%	35%	
Strategies	What service strategies did we conduct?	Community Gang Awareness Presentations					Yes
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	
		629	761	121%		2	
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	
		\$15.52	\$23.00	\$32	\$47		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services
					94%		Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report on Changes	Parent Report on Changes	Staff Report on Customer
			Asset development changes Grantee selected changes			96%	
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	
			97				

Success Stories

Family Two: Parents dealing with sexual abuse of 12 year-old daughter.
Cohort 18

Initially, one of the co-facilitators and the program coordinator met with a couple of parents because they had concerns about 12 year old hanging out with an “adult person”. First, they shared with us that they believed that their daughter left school with this “adult person”, without any permission. Our advice was to speak to the assistant principal to find out if this really happened, if it had happened.

During this meeting, we interviewed the 12-year- old daughter, as well. When asked about what her parents were saying, she denied any sort of thing happening. While we were interviewing the girl, we mentioned that she needed to be truthful because, if any of this had happened, this “adult person” could be in trouble and most of all, it was inappropriate for this “adult person” to be hanging out with a minor, without her parent’s permission and above all, it was against the law. She denied it and all of a sudden, she started crying.

We also asked questions about any activity on My Space Internet site, since the parents also mentioned this matter. After a while, she was able to provide us with a password. We checked her account (one of many) and the page that we were seeing looked not harmful. After that, we went back with the parents to finish our meeting. The goal of this meeting was for her parents to follow up with the school, in regards of her daughter leaving school campus with an unauthorized person.

Later on, these parents came back and were interviewed by the other co-facilitator and after few answers; this co-facilitator found out that the 12 year-old was being sexually abused by the “adult person”, a 24 year-old “adult person”. The older woman had taken the daughter out of school, written inappropriate messages on her My Space account and challenged the parents to stop her from seeing the young girl.

After paying attention to all of this, this co-facilitator immediately contacted a Santa Rosa Police Sex Crimes Detective and they started an investigation. In a short time and with substantiated evidence, the involved “adult person” was arrested and charged with several sex crimes. Currently, this “adult person” still is incarcerated. We still communicate with the parents, as they attended our booster sessions on “Gang Awareness”, “How the Probation Department works” and “How to work with the police collaboratively”.

Both parents are happy to know that their clear, constant and direct communication with Padres Unidos staff resulted in the arrest of this 24-year-old “adult person”. They say that it was devastating to know the truth but at the end, they positively know they did the right thing.

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: “Because of this program . . .”

Community Action Partnership – Padres Unidos

(Parent Survey)

97% My ability to support my child in school is better:

97% My ability to communicate with my child is better:

83% My ability to help my child learn new things is better:

89% My child and I know how to stay safe from violence, abuse, and other harm is better:

89% My ability to set guidelines and rules and practice active supervision with my child is better:

96% My ability to show love and affection to my child is better:

83% My confidence in handling behavior problems in my child is better:

Gang Awareness for Parents Evaluation – Community Action Partnership

(Parent Survey)

92% My ability to identify signs of gangs is better:

89% My ability to talk with my child about gangs is better:

88% My ability to find resources for my child is better:

88% My ability to help my child get out and stay out of gangs is better:

89% My knowledge of how to keep my child out of gangs is better:

77% My confidence in being able to control gang behavior in my child and his friends is better:



California Youth Outreach

Gang Mediation and Intervention Services

Agency Description

California Youth Outreach is a non-profit organization that provides Gang Intervention Services to youth and young adults that are gang involved and that are on the fringes of becoming involved in gang activity on a regular basis. CYO's Street Outreach program targets those that are normally not approachable by those in mainstream society due to their active participation and influence in gangs. Some of them are those that have influence on the streets that can impact others to push gang activity and violence in the community. These youth and young adults are serviced in neighborhoods that are traditionally known for generations of gangs in Santa Rosa and throughout the rural areas of Sonoma County, in the Juvenile Hall Facility, in various schools in Santa Rosa, and at the Local Conservation Corps with youth on Sonoma County Probation and those on CDCR Youth Parole.

CYO brings a strategy to the City of Santa Rosa to help direct youth away from the gang lifestyle and present to them alternatives they feel are beneficial to their lives as well as service their needs which they have trouble doing for themselves outside from the support of the gang. The key to the strategy is to build relationships with the gang-involved individuals. Once they are shown that there are positive, responsible, and caring adults that can give them direction outside of the gang life, services to them can be delivered. These services range from recreational and social activities that can help them learn how to act and behave in a traditional social circle outside of their neighborhood, to support groups to incarcerated youth that are looking to phase out of the gang life while they are locked up and after they are released to the community, to one-on-one services to build capacity in youth so they can learn how to receive and access services to fulfill their personal needs that they had trouble doing on their own. CYO also helps build capacity in collaborating agencies by providing Gang Awareness Training to other professionals that work with gang-involved youth to help update them on the latest strategies and techniques to service the youth.

Program and Staff Strengths

CYO has made a significant impact on the community within the year that they have been funded through CHOICE/MEASURE O. Their collaboration with the school, faith-based groups and police department is to be commended. The staff members are caring and go out of their way, to not only, counsel the young people, but to meet and support their families. Staff also advocate for the youth at schools, in court and at places of employment. CYO may want to consider sharing with other agencies how they build relationship and mentorship's as this is a huge strength. The curriculum that CYO uses is effective and speaks honestly to the youth about the risks and consequences of gang life.

Program and Staff Opportunities for Improvement

Although CYO has embedded themselves in the community, fund development is a need to allow CYO to establish a centralize office or location as well as their remote offices with schools and churches. Funds would allow a female staff to be hired as a way of recruiting more young women into the program. Ultimately more staff at CYO would enable more youth to be reached on the street level.

Success Stories and Quotes

Able was expelled from his high school for gang violence and involvement; he was referred to California Youth Outreach (CYO) by another measure o funded program. CYO found Able entering a continuation school with rival gang members, at this point Able was disassociating from his gang involved friends, he was recognized by rival members and was now going to school concerned for his safety, CYO was able to help find a safe school and give the care and support services to help Able raise his GPA from a 1.7 to 3.6. Able is actively involved in CYO programming and is talking about college. He says, "If it wasn't for Measure O programming he doesn't know where he would be"

Tony went to youth authority and Corcoran State Prison at the age of 16; upon release he contacted California Youth Outreach (CYO) for assistance in CYO's re-entry services. With his record it was impossible to find employment through the help of measure O's California Youth Outreach Program Tony is now employed and enrolled in a high school diploma program.

Kevin says, "Measure O saved my life".

Jose says, "Measure O and California Youth Outreach made me a taxpayer!"

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions California Youth Outreach Gang Intervention and Mediation					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$149,881	\$46,891	\$196,772	31%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$149,881	\$48,044	\$197,925	100%	101%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			3.0	12.0	14.0	100%	0%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Yes
			296	82%	18%	Low		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
			0%	1%	93%	6%	0%	
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		70%	5%	4%	17%	1%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		5%	5%	5%	15%	70%		
Strategies	What service strategies did we conduct?	High Risk Intervention for High Risk Youth					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes	
		6,958	21,854	314%		74		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes	
		\$6.86	\$9.06	\$506	\$669	5.1		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			71%		91%		Very High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report on Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		66%	95%	100%	
			Grantee selected changes		65%	96%	100%	
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Yes Average SPI > 600	
		1.8	1.7	Decreasing	Good	686		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	Good	
		122	86	124	181	513		



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

California Youth Outreach Gang Mediation and Intervention Services

(Youth Survey)

61% My success at school (job/training) is better:

68% My understanding of who I am and what I can do is better:

68% My ability to communicate is better:

65% My ability to learn new things is better:

65% My ability to connect with adults is better:

63% My ability to work with others is better:

58% My ability to stay safe is better:

68% My ability to think clearly is better:

65% My ability to ask for help is better:

60% I avoid dangerous situations better:

54% I produce more:

55% I participate in positive activities more:



Double Punches Boxing Youth Fitness

Agency Description:

Double Punches Boxing mission is to provide an outlet for young people who tend to avoid team sports and have shown little self-confidence and academic success. These are youth who because of little parental supervision, limited positive role models, failure in school and lack of a positive self-image are drawn to gang affiliation. Double Punches Boxing Club uses a boxing program, combined with academic tutoring, to help youth develop a sense of self-worth, experience greater success in school and develop physical fitness skills. The program stresses fundamentals, discipline and skills rather than brute force and toughness.

The Club combines physical and academic activity while motivating and rewarding academic success. The current club has a boxing ring, punching bags, weight equipment AND a study area with computers. If a young person is doing reasonably well in school-C's or better in all subjects-they can be eligible for a discount. For those that are not doing well in school, tutorial services are provided. Such tutorial services cover academic subject matter as well as homework assistance. These tutors also serve as mentors to our youth.

Double Punches Boxing goals are to reduce the dropout rate, the level of gang involvement and to increase academic success as indicated by increased grade point averages and graduation from high school. An overriding concern is to increase the self-image and sense of self-worth of youth in the area and ensure that by the time the youth reaches 18, he has had academic success, developed measurable physical fitness skills and has begun to show positive behavior within the community.

Program and Staff Strengths

Although Double Punches is a boxing program they should be commended for looking at youth holistically. Participants are taught that discipline is needed in all facets of their lives including academics. Tutors are provided to help youth establish good study habits as well as catch up on academics when needed. Double Punches advocates friendly competition and engages the participants' entire family. The staff members are amazing and have worked with Double Punches and at-risk youth for years. Double Punches should be applauded for attracting a wide, diverse client population including and resurgence of young women. Staff hold their participants to a set of high expectations and youth respect the staff.

Program and Staff Opportunities for Improvement

Double Punches has partnered with the Salvation Army and has a professional space and ring for the program, however youth from around the city would love to see Double Punches available at other sites around the city. It is also recommended that if possible Double Punches set aside a small scholarship program for youth that are unable to pay the monthly dues. Collaboration with medical professionals would also be an added resource for their clients as staff have reported that it is sometimes difficult for youth to access a doctor and get a physical which is require to participate in the program.

Success Quotes

Brien has been with Double Punches for 4 years. When asked why he has stuck around for so long he says, "Because I like the workout, it allows me to let out my frustrations and focus better in school".

Danny says about Double Punches "I like boxing because it's fun...it keeps me out of trouble, helps me take my mind off the things I don't want in there".

Jenny says about Double Punches, "I like coming to boxing because I could stay in shape and because I get help with my homework since I can't get help at home".

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Double Punches Boxing Youth Fitness				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$25,000	Match \$84,176	Total \$109,176	Percent Match 337%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$25,000	Matching Funds Spent \$78,239	Total Funds Spent \$103,239	Percent of SR CHOICE Funds Spent 100%	Percent of Total Funds Spent 95%	Yes
	Staff	Who were the staff providing services?	FTE Staff 2.5	Years Experience 14.7	Years Schooling 13.3	Male 70%	Female 30%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 135	Male 85%	Female 15%	Level of Youth Developmental Assets Medium		Native American are 2% of customers
			0-3 yrs 0%	4-11 yrs 14%	12-19 yrs 69%	20-59 yrs 17%	60+ yrs 0%	
			Latino Americans 78%	African Americans 2%	Asian Pacific Islander Americans 2%	Caucasian Americans 13%	Other/Multi-Racial 4%	
			Client At-Risk 40%	Client High-Risk 30%	Client-Gang Supporter 25%	Client-Gang Member 5%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 9,740	Actual Hours of Service for Cycle 2 for Year 16,290	Percent of Contracted Services Delivered for Year 167%		Hours of Service per Customer 121	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$1.53	Actual Cost per Hour Total Funds \$6.34	Cost per Customer SR CHOICE Funds \$185	Cost per Customer Total Funds \$765	Average # of New Caring Adults Connected to Youth 8.2	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 90%		Average Satisfaction of Parents (0-100% on 4 items) 94%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes 73% 82%	Parent Report on Changes 80% 93%	Staff Report on Customer 92% 94%	Yes Service Productivity > 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09 2.5 2.8		Change in Service Quality Increasing	Reliability Level Good	SPI Score 774	Yes, Quality Score >1 Yes Average SPI > 600
	Survey Sample	How many customers did they survey?	Youth Surveys 81	Parent Surveys 46	Staff Surveys 87	RPRA Surveys 81	Total Surveys 295	Good Sample Size

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

Double Punches

(Youth Survey)

50% My success at school (job/training) is better:

71% My understanding of who I am and what I can do is better:

65% My ability to communicate is better:

75% My ability to learn new things is better:

72% My ability to connect with adults is better:

71% My ability to work with others is better:

71% My ability to stay safe is better:

92% My boxing skills are better:

67% My ability to avoid the gang lifestyle is better:

79% My ability to make healthy choices for my life is better:

72% My ability to stay out of trouble is better:

Hope Works

Job Readiness

Agency Description

Hope Works is a faith-based job and career development program-serving Individuals with barriers to employment due to gang or criminal involvement. The core of the program is a three-week course that equips participants for the job search process and provides them with new ways of thinking about themselves and about employment. Participants are challenged to view work as an exchange of value rather than a necessary evil; and that in that exchange seeing that there are benefits for employer and employee alike.

In addition, volunteer mentors are available for Hope Works participants to develop strong relationships for support and personal development. Tutoring to enable participants to complete their high school education or GED is also available. A Learning Center equipped with computers provides participants with online access to skills assessments, job postings, and Email accounts; and online learning provide participants with vital tools in the job development process. Staff and volunteers work one-to-one with Participants to provide short-term and ongoing support for continued personal success. And Bible studies and support in spiritual growth are offered for those who wish to participate.

Program and Staff Strengths

Hope Works should be commended for working with “hard-core” gang members in the community. Many of their clients have been involved with the legal system and have many barriers to employment. Hope Works continues to be a leader in collaboration with the juvenile and adult penal system and provides programs on site for detainees. Not only does Hope Works provide clients with much needed job skills but with a fundamental idea that work equals value. The curriculum is excellent and balances job skills development with self -esteem and self-perception builders. Some of the staff members have similar backgrounds as the clients and know the difficulties first hand that clients are experiencing, this in turn helps develop an authentic staff/client relationship.

Program and Staff Opportunities for Improvement

Hope Works is a new organization and they continue to strive to develop their scope and services. It is recommended that the organization take time and energy to work with the staff and board of directors extensively to create a strategic plan. The strategic planning in turn will help establish much needed direction as the organization has mentioned a lack of history has been both frustrating and a source of opportunity. Hope Works hired a job developer to fill the need of connecting more clients with jobs as well as building more relationships with employers. It is recommended that the job developer or other staff members work on formulating a follow-up process with clients after they complete the program.

Success Stories

Pedro is a heavily involved Norteno affiliate who spent the last 5 1/2 years in California Department of Corrections (CDC) for a serious violent offense, heard about Hope Works through the P.A.C.T. meetings (Parole and Community Team) I present to twice a month. With no job experience to build a resume, a violent felony on his record, and a deteriorated job market, Pedro's hope of finding employment looked grim. After enrolling in our June sessions he worked hard, attending every class, and even showing up early to set up tables, chairs, and refreshments for the entire class, along with another Hope Works participant. The significant thing about that was the other Hope Works participant is a heavily involved Sureno affiliate with a long family history in the Sureno gang culture. Together, they both worked along side each other without the slightest hint of trouble. I am proud to say that we placed them both at the same job after graduation and they have since expressed their desire to exit the gang life and live meaningful, productive, and crime free lives.

That is what Hope Works is about. Facilitating friendships between rival gang members through community service and employment, while fostering hope, a desire to change and to fully participate in the greater community.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Hope Works Job Readiness					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$48,947	\$65,841	\$114,788	135%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$48,947	\$64,698	\$113,645	100%	99%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			1.5	4.5	15.0	100%	0%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Native American are 1% of customers
			52	100%	0%	Medium		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
			0%	2%	14%	85%	0%	
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		60%	10%	0%	29%	0%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		0%	0%	0%	30%	70%		
Strategies	What service strategies did we conduct?	High Risk Intervention for High Risk Youth					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes	
		5,484	6,192	113%		119		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes	
		\$7.90	\$18.35	\$941	\$2,185	2.5		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			100%		Not Required		High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		94%		84%	
			Grantee selected changes		98%		93%	
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Yes Average SPI > 600	
		17.7	13.6	Decreasing	Low	667		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRAs Surveys	Total Surveys	Good Sample Size	
		43		43	43	129		

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Hope Works Job Readiness and Training Placement

(Young Adult Survey)

96% My success at school (job/training) is better:

100% My understanding of who I am and what I can do is better:

100% My ability to communicate is better:

96% My ability to learn new things is better:

87% My ability to connect with adults is better:

87% My ability to work with others is better:

83% My ability to stay safe is better:

91% My ability to obtain employment is better:

100% My ability to communicate my value to employers is better:

100% My ability to overcome barriers to employment is better:

96% I understand an employer's perspective better:



Martial Arts Youth Institute

Agency Description

The Martial Arts Youth Institute (MAYi) teaches Life Skills, Leadership and Job Readiness Training to “at risk” youth through the medium of martial arts. MAYi works with youth from 4 to 17 through an outreach program. We take the training to the kids within their neighborhoods. Sites are strategically placed throughout Santa Rosa. We work the body and mind together to empower today’s youth with the tools they need to make positive life choices when facing challenges. MAYi offers them the ability to say no to gangs, drugs, and the streets. This is all accomplished in a proactive and highly structured environment. The Life Skills we teach are: **Positive Attitude, Respect, Self-esteem, Confidence, Self-control, Persistence, Focus, Honor, Integrity and Goals.**

The youth are guided how to use this Life Skills in class, school, home and in the community. Each child is expected to adhere to: Respect for self and others, Maintain their school work (GPA 2.5) or better, no gang colors, no drugs, 5 hrs. a month age appropriate community service that is documented. MAYi instructors are mentors, positive adult role models, extended members of our youth’s families. The program is low to no-cost and averages at \$5.00 per month per child. For every hour an Instructor is paid, an hour of their time is donated.

Program and Staff Strengths

MAYi has established themselves in the community by collaborating with neighborhood programs, schools and other businesses. It is very obvious when speaking to the staff that they care deeply about their participants and often go above and beyond to make sure they are safe in and outside their program, Parents are actively engaged and praise MAYi for their excellent program and the love and support the staff provide their children. MAYi should be commended for seeking out additional funding streams and taking a good hard look at what they need as an organization to grow. Award ceremonies and testing are well received by the youth and contribute to the youth’s overall sense of self.

Program and Staff Opportunities for Improvement

While doing some self –reflecting, MAYi realized that they needed to build infrastructure. MAYi has received a grant to work on these areas of improvement and it is recommended that MAYi continue to evaluate their effectiveness and work on a strategic plan with internal and external staff. It is also recommended that MAYi continue to assess each program site and assess which sites are working and which sites are not keeping in mind that although growth is a great thing, they do not want to over extend themselves. Measure 0 should consider using some of the unspent funds to increase the grant to MAYi to allow them to serve more youth with their very cost effective program.

Success Stories

“Mr. Segals Black Belts were overwhelmingly impressed with the success of the MAYi program and how the staff has been able to build such strong bonds with the families. Not only were the kids very well instructed, but also you could see their loyalty to Miss Guasco and Mr. Miller. The Black Belts are going to continue to volunteer their time for future events and graduations, MAYi has 6 youth that will be earning their Black Belt by the end of this year and they all come from South park, Wow, that is impressive!”

There is a young boy, age 6, at our South Park site. He has been with us for a little over 3 months now. When he started he was hitting, chasing, throwing wild child tantrums and just being very unruly. He live with his grandpa. Both mom and dad are serving time for drugs, mom for a DUI in which his little sister was killed. I noticed the other day that he had calmed down...subtle changes. He was playing with other kids, saying goodbye to us after classes, holding still in line up, trying really hard in class, hands to himself, big yes ma, small things. I asked grandpa if he had notice anything and he told me yes with a content-proud smile on his face, the whole time shaking his head in acknowledgement. This way a victory.

One of the things that stick out most for me personally is what my instructor, Josh Segal 5th Degree, and 6th Degree Master Schreiber said...“To see so many advanced students at a testing really reflects the loyalty of those students to their instructors. It is 20% the curriculum, 80% the staff that make MAYi what it is”. They are so right. This kind of loyalty from the kids is what keeps us going, and our loyalty to them is what keeps them coming back, and referring others to join us.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Martial Arts Youth Institute					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$25,000	\$15,760	\$40,760	63%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$25,000	\$26,500	\$51,500	100%	126%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			7.5	13.5	12.5	50%	50%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Native American are 4.2% of customers
			167	53%	47%	Medium		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
			1%	77%	23%	0%	0%	
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		61%	5%	3%	17%	10%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		30%	50%	20%	0%	0%		
Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes	
		36,714	53,609	146%		321		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes	
		\$0.47	\$0.96	\$150	\$308	3.1		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			94%		98%		High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		86%	92%	70%	
			Grantee selected changes		83%	95%	81%	
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Average SPI > 600	
		3.8	3.8	Level	Low	837		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	Need to increase sample size	
		113	96	91	47	347		

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Martial Arts Youth Institute (MAYI) – Outreach and Training

(Child Survey)

- 81%** This program makes my schoolwork easier:
- 94%** This program helps me get along with adults better:
- 94%** This program helps me learn new things yes:
- 94%** This program helps me stay safe yes:
- 93%** This program helps me get along with other kids better:
- 97%** This program makes me feel good about myself yes:

- 71%** This program makes me lead other youth better:
- 90%** This program helps me set goals for myself better:
- 97%** This program helps me make good choices more:
- 90%** This program helps me behave myself more:
- 90%** This program helps me handle tough problems better:
- 94%** This program gives me confidence in myself more:

(Youth Survey)

- 65%** My success at school (job/training) is better:
- 87%** My understanding of who I am and what I can do is better:
- 74%** My ability to communicate is better:
- 83%** My ability to learn new things is better:
- 48%** My ability to connect with adults is better:
- 87%** My ability to work with others is better:
- 91%** My ability to stay safe is better:

- 83%** My ability to say no to drugs and gangs is better:
- 82%** My ability to set goals is better:
- 74%** My ability not to give up in difficult times is better:
- 65%** My ability to resolve conflict is better:
- 65%** My ability to be a leader is better:



Roseland University Prep After School Program

Agency Description

Roseland University Prep is a small college preparatory high school located in the heart of the Roseland Community. The mission of Roseland University Prep is to offer students a small learning community with the promise to help support high school graduation and preparation for college. The after-school program supports that mission, which is driven from four basic categories: Academic Excellence, Individualized Learning, Shared Commitment, and a Small Learning Environment

Program and Staff Strengths

The Roseland University Prep after-school program is a new program that is gaining popularity among students that are academically at risk as well as those that are seeing success. Currently over half of the population of the school attends the after-school program, this noteworthy for such a new program. Roseland University Prep After School Program should be commended for their success in collaborating with the teachers and administration so closely as well as the local teen center, Chops. There is close communication with teachers about each students strengths and needs for improvement. The After-school program staff is young, energetic and should be applauded former students as bi-lingual staff members.

Program and Staff Opportunities for Improvement

Roseland University Prep After-school program, as with any program that grows too quickly is experiencing a shortfall in staff and resources. It is recommended that the program directors explore ways to decrease the staff to student ratio. Implementing a volunteer program or fundraising for another staff position may assist with this need. Staff also long for more training opportunities and would like to have a formalized professional development plan. In order for the program to grow and sustain itself it may want to consider focusing on adding staff development opportunities in their long-term goals.

Success Stories

An 11th grade student was asked why he attended the after school program everyday and he stated “the adults here really care if you do well in school...the program is about more that just getting good grades”.

At the end of the school year students were asked how the after school program could be improved for next year. The students worked in groups and presented their ideas. On every poster there was a comment or word talking about how the program felt like a family and how that should totally still be part of the program...always!

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Roseland Charter Afterschool Program					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$44,666	Match \$13,519	Total \$58,185	Percent Match 30%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$44,688	Matching Funds Spent \$13,519	Total Funds Spent \$58,207	Percent of SR CHOICE Funds Spent 100%	Percent of Total Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	FTE Staff 4.6	Years Experience 8.0	Years Schooling 14.3	Male 25%	Female 75%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 186	Male 55%	Female 45%	Level of Youth Developmental Assets Medium		Yes
			0-3 yrs 0%	4-11 yrs 0%	12-19 yrs 100%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 92%	African Americans 1%	Asian Pacific Islander Americans 1%	Caucasian Americans 4%	Other/Multi-Racial 3%	
			Client At-Risk 30%	Client High-Risk 40%	Client-Gang Supporter 20%	Client-Gang Member 10%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 14,724	Actual Hours of Service for Cycle 2 for Year 36,476	Percent of Contracted Services Delivered for Year 248%		Hours of Service per Customer 196	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$1.23	Actual Cost per Hour Total Funds \$1.60	Cost per Customer SR CHOICE Funds \$240	Cost per Customer Total Funds \$313	Average # of New Caring Adults Connected to Youth 12.0	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 72%		Average Satisfaction of Parents (0-100% on 4 items) 81%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	No, Youth Service Productivity <60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Asset development changes		50%	70%	87%	Yes, Quality Score >1 Yes Average SPI > 600
			Grantee selected changes		50%	66%	87%	
Survey Sample	How many customers did they survey?	Youth Surveys 315	Parent Surveys 131	Staff Surveys 175	RPRA Surveys 313	Total Surveys 934	Good Sample Size	

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Roseland Charter University Prep After School Program

(Youth Survey)

62% My success at school (job/training) is better:

47% My understanding of who I am and what I can do is better:

46% My ability to communicate is better:

48% My ability to learn new things is better:

49% My ability to connect with adults is better:

48% My ability to work with others is better:

68% My ability to stay safe is better:

60% My ability to ask for help is better:

65% My grades are better:

24% I am involved in my community more:

49% My desire to pursue higher education is more:

59% I am motivated to do my homework more:

Social Advocates for Youth Employment Program

Youth Employment Program

Agency Description:

SAY provides gang-affiliated youth with the skills, training, and opportunities they can use to become successful members of the workforce in their communities. The SAY Youth Employment Center has developed activities to assist youth with job readiness training and job placement., including: resume writing, job search techniques, writing cover letters, interview skills and proper interview and work attire, labor laws, and assistance with completing job applications. At the end of the program, each youth is given a letter of recommendation and a certificate of completion.

Program and Staff Strengths

Social Advocates for Youth, Youth Employment Program tackles employment barriers with some of the more at risk youth in the city of Santa Rosa. The lead staff member has an incredible rapport with the young people that are served through this program and the community at large. The collaboration with the schools and employers is to be commended. Social Advocates for Youth looks at young people in a holistic manner and provides employment and higher education skills to young people as well as avenues for a healthy mind and body. SAY has created a strong intramural sport league and young people that are not part of a high school team or have aged out of the system have the ability to play sports in a constructive and positive environment, SAY also takes young people out of their typical environment and takes youth on field trips to local colleges and camping. These field trips allow the young people to see other opportunities that may be available. Overall SAY's Youth Employment Program is one of the leading youth development program in Santa Rosa

Program and Staff Opportunities for Improvement

The Youth Employment Program although very strong, is limited due to lack of funding. Currently the staff for this program has to juggle many roles. It is recommended that SAY hire or use volunteers throughout the community to fill the staff gap. It is also recommended that SAY provide professional development opportunities for current staff including an opportunity to learn Spanish and be able to serve the bi-lingual population better. SAY has been creative with finding ways to provide services to young people despite the downturn economy and may want to explore how to continue to provide services to young people when entry jobs are unavailable in the community.

Success Stories

The names have been changed.

Jose, 17, and a father of a baby boy less than one year old. Through his work with SAY's YEC, he has enrolled in the Junior College, and is studying mechanics and fire fighting coursework. He is also volunteering at the Bennet Valley Fire House. He was able to complete his GED through tutoring at SAY. He is also receiving counseling with the mother of his child at SAY.

Then there is Javier, 17. His Dad was in and out of prison when he was a baby. Then his Dad died when Javier was three years old. Javier started out his early teenage years trying to walk in his Dad's footsteps. He got in trouble with the law and at school. He was kicked out of so many schools that he ended up attending 5 different high schools. He had a DUI car crash that helped to bottom him out and to realize that he needed to change his life's direction.

Javier made some very important decisions for himself with the support of his mother. He is now sober. He chooses to be involved in sports instead of hanging out with kids and drinking all day long. He chooses to go to school every day, and to get there on time and he is taking care of business there. In fact, Javier has perfect attendance at school and earned straight A's last grading period while earning twice the number of credits that the average high school student earns in a given semester. Javier has been involved with SAY's softball team and also plays for his school's basketball team. Javier is also involved in SAY's gang tattoo removal program, and is well on his way to erasing the last visible reminder of his past lifestyle of making poor choices.

The positive choices Javier has made for himself have brought him recent acclaim. He was awarded the Student of the Year Award for Ridgeway High School, and the Student of the Month award for Santa Rosa City High School. According to the school district staff, Javier is a reliable member of their school cafeteria staff. They trust him to run the cafeteria and supervise the four other students that work in the cafeteria.

In essence, Javier's story is the story of a young person who has successfully changed his fate. SAY cannot take credit for what Javier has done for himself. Yet, we are grateful that Social Advocates for Youth is able to offer programs like the gang tattoo removal program and the recreation sports league for struggling youth who are ready to change their fate.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Social Advocates for Youth Employment Program				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$63,160	\$116,513	\$179,673	184%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$59,882	\$116,513	\$176,395	95%	98%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			3.0	8.0	12.0	0%	100%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Native American are 19% of customers
			171	64%	36%	Low		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
			0%	0%	71%	29%	0%	
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		57%	5%	4%	11%	4%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		0%	0%	5%	25%	70%		
Strategies	What service strategies did we conduct?	High Risk Intervention for High Risk Youth					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes	
		10,787	11,299	105%		66		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes	
		\$5.30	\$15.61	\$350	\$1,032	4.4		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			94%		92%		Very High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		97%	97%	100%	
			Grantee selected changes		98%	97%	100%	
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score > 1 Yes Average SPI > 600
		12.5	9.9	Decreasing	Low	763		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRAs Surveys	Total Surveys	Need to increase sample size	
		120	90	120	116	446		



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

Social Advocates for Youth Employment Program

(Youth Survey)

100% My success at school (job/training) is better:

93% My understanding of who I am and what I can do is better:

89% My ability to communicate is better:

90% My ability to learn new things is better:

89% My ability to connect with adults is better:

90% My ability to work with others is better:

90% My ability to stay safe is better:

90% My hope for my future is better:

95% My understanding of how to get a job is better:

95% My desire to pursue a higher education is better:

97% My involvement in criminal activities decreased:

Sunny Hills Services

Agency Description

What was originally founded in 1895 as the Presbyterian Orphanage & Farm in Marin County, California, Sunny Hills is now a regional child welfare and mental health organization dedicated to protecting, serving, nurturing and healing at-risk children and adolescents. Today, Sunny Hills operates 15 distinct programs throughout the greater San Francisco Bay Area. This year, Sunny Hills will serve more than 1,000 young people through an array of programs focused on the educational, mental health, housing and developmental needs of vulnerable youth. The mission of Sunny Hills Services is to transform young lives by giving hope and by teaching skills that enable our clients to face their challenges, develop their strengths and lead productive and satisfying lives. Sunny Hills offers a range of community-based support to youth and families who are experiencing challenges in their lives. We have kinship programs that provide support to relative caregivers and the children in their care. We also offer youth development programs that support at-risk teens through the critical transition from adolescence to adulthood. Importantly, our programs not only engage the youth but also their parents, relatives, teachers and other community members so that the youth receive consistent support to help them reach their potential.

Community Presentations Program and Staff Strengths

Sunny Hills' new community presentation program is gaining popularity within the community and should be applauded for giving parents, youth advocates, law enforcement and business community members a forum to discuss gang awareness strategies in the community. Feedback from past participants has been positive and presentation topics are born out of customers' needs and wants. The presenter is well educated and has experience working with the community in a variety of facets.

Program and Staff Opportunities for Improvement

It is recommended that Sunny Hills develop a plan to expand the amount of staff that is working on the community presentations. Establishing a volunteer program or collaboration among businesses may be a good solution the staffing issue. Since the community presentation program is so new it is suggested that Sunny Hills develop some internal evaluation procedures for the program so the program can grow and morph with each presentation series. Marketing and organization for the presentations could also be improved.

Success Stories and Quotes

"Not enough time for such rich information."

"The presenters were very knowledgeable about the topic and kept a good pace with the crowd."

"He (staff presenter) has a way of making things very simple, yet informative."

"Keep up the good work. Our community needs guys like you."

After one presentation a woman walked up to me and said that she was so thankful to have heard the presentation on Gang Awareness, at Wright Elementary School. She had not seen her son in the light of a person with needs before the presentation, only as an embarrassment to the family. She wanted to come to the presentation because she wanted to see that she was not alone in her embarrassment, and was leaving with the perspective that her son needed assistance.

There was a former gang prison member from Lake County in one of the presentations. He came in very skeptical of what was going to be offered. He thought it was going to be an exercise in gang identification, but when he heard how many options and tools were being offered, as well as a strength based perspective, he left wanting to volunteer in his own community.

A young man in the Juvenile Hall looking at 25+ years for attempted murder with a gang enhancement asked to speak to staff after a presentation. He said that he was listening to what was being said and asked what his options were to stay out of the gangs when he was transferred to prison? He didn't want to live the lifestyle anymore. As he began to cry, he talked about his victim, mother, brothers and sisters. He knew that he had given his life up as a "pawn."

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Sunny Hills Community Presentations				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$21,125	Match \$5,282	Total \$26,407	Percent Match 25%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$21,125	Matching Funds Spent \$5,282	Total Funds Spent \$26,407	Percent of SR CHOICE Funds Spent 100%	Percent of Total Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	FTE Staff 0.5	Years Experience 15.0	Years Schooling 21.0	Male 100%	Female 0%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 959	Male 73%	Female 27%			Did not indicate ethnicity
			0-3 yrs 0%	4-11 yrs 0%	12-19 yrs 71%	20-59 yrs 29%	60+ yrs 0%	
			Latino Americans 0%	African Americans 0%	Asian Pacific Islander Americans 0%	Caucasian Americans 0%	Other/Multi-Racial 100%	
		Strategies	What service strategies did we conduct?	Gang Awareness and Prevention Community Presentations				Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 2,640	Actual Hours of Service for Cycle 2 for Year 5,716	Percent of Contracted Services Delivered for Year 217%		Hours of Service per Customer 6	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$3.70	Actual Cost per Hour Total Funds \$4.62	Cost per Customer SR CHOICE Funds \$22	Cost per Customer Total Funds \$28	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Parents (0-100% on 4 items) 88%				Yes Satisfaction > 70%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes	Parent Report on Changes 72%	Staff Report on Customer	Yes Service Productivity > 60%
	Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys 108	Staff Surveys	RPRA Surveys	Total Surveys	Need to increase sample size



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Gang Awareness Training for Parent Evaluation – Sunny Hills Engagement

85% My understanding of the nature of gang lifestyle is better:

72% My understanding of the most common reasons why gangs exist is better:

65% My ability to detect gang presence by learning to identify paraphernalia and behaviors associated with gangs is better:

81% My understanding of the different levels of involvement in gangs is better:

67% My understanding of current strategies and resources available to work with gangs in our city and county is:

Sunny Hills Services Youth Development

Program and Staff Strengths

The youth program run through Sunny Hills Services is a new innovative program. Sunny Hills is to be commended for working with gang affiliated young people who are in need of intervention and prevention services. Unlike other prevention programs in the community, Sunny Hills prides themselves on the fact that clients come to the program voluntarily. Sunny Hills' staff members are to be applauded for developing a meaningful rapport with their clients and helping their clients develop plans to tackle all of the barriers to employment. The lead staff member of Sunny Hills is highly educated in the field of education and is able to relate to his clients well, due similar backgrounds.

Program and Staff Opportunities for Improvement

Currently the Sunny Hills Youth Program is highly dependent on one individual. In order for the program to grow it is recommended that Sunny Hills develop a plan to integrate volunteers or mentors to increase and diversity staff. It is also recommended that Sunny Hills continue to work on establishing collaboration among community-based organizations, faith-based organizations and community mentors as part of their overall strategic planning.

Success Stories and Quotes

Youth Development

"Before going on the rafting trip with Bob, I never knew that somebody could have so much fun in the wild."

"I never knew that there were so many stars in the sky until I went camping with you guys (CE&YD)!"

"I had never been in the wild before, but I liked the rivers that you could see the fish swimming in, and you could see the bottom of the river."

"I got to go rafting and hiking. It was a blast! Thanks Measure "O"!"

"I can't wait to go back to the snow again. It was so much fun!"

"Alcatraz was a trip. And I saw so many people that spoke so many different languages."

"I got to go to my first professional football game and it was crazy!"

One young man was referred to the Gang Intervention Program, and was not too happy about it. The probation officer had said that he had been in a lot of trouble and was not likely to stop soon. During the groups he would mischievously question all that was discussed. By the third meeting, he was told, by staff, that he was being considered as a participant for a rafting trip. He asked "why?" Staff said that it was because he had a lot of strengths and had been asking a lot of great questions in the group. He replied with a "Maybe." He later said that he could not go because he didn't want to leave his one-year-old son. The trip was in July of 2008. He eventually agreed to go. On the trip, he was amazed and mesmerized by the vastness of the night stars. When one chaperone began to point out various constellations, he became even more enthralled with the stars, to the point where he sat for most of the night watching them. The next day he noticed a large crowd of people at another campsite having fun and laughing. He told staff that he wished that he could relax and have fun with friends like the other campers were. After the trip, he said that he had the best trip ever and wanted to go again as soon as possible.

In October of 2008 Sunny Hills organized a hiking trip in the Sierra Nevada's. The young man went, and again was amazed by the crystal clear waters and the evergreen trees that were in abundance along with the autumn foliage. He stated that he had never felt as relaxed as he had on the trips that were provided by Sunny Hills. Again, he mentioned that he had no idea that there was such a world out beyond the world that he knew.

In collaboration with another Community Based Organization, we were able to get the young man a job that also helped him to work towards his high school diploma. He has seemed very interested in being a better role model to his son. He has been attending the school/job since August of 2008. He has been able to stay out of the way from gang influences and re-offending. He is now off of probation, and working diligently toward the man/father that he knows that he can be.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Sunny Hills Youth Development				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$54,940	\$13,737	\$68,677	25%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	Yes
			\$54,940	\$13,737	\$68,677	100%	100%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			0.5	15.0	21.0	100%	0%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Native American are 6% of customers
		83	86%	15%	Low			
		0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs		
		0%	0%	100%	0%	0%		
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		51%	13%	4%	23%	4%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		10%	20%	38%	30%	2%		
	Strategies	What service strategies did we conduct?	High Risk Intervention for High Risk Youth				Yes	
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	Yes
			4,480	4,978	111%		60	
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes
			\$11.04	\$13.80	\$662	\$827	7.0	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			76%		81%		Very High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	Yes Service Productivity > 60%
			Asset development changes		65%	64%	97%	
		Grantee selected changes		75%	71%	99%		
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Average SPI > 600	
		1.0	2.0	Increasing	Good	730		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	Good Sample Size	
		75	39	76	32	222		



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

55% My success at school (job/training) is better:

63% My understanding of who I am and what I can do is better:

73% My ability to communicate is better:

73% My ability to learn new things is better:

58% My ability to connect with adults is better:

85% My ability to work with others is better:

63% My ability to stay safe is better:

63% My leadership skills are better:

73% My ability to be a responsible community member is:

67% My ability to make good choices (avoid drugs and violence) is better:

74 % I understand the dangers of joining a gang is better:

Santa Rosa Recreation and Parks Boys Action Teams

Our vision is Creating Community through People, Parks and Programs! Our mission is to provide recreational experiences, foster human development, increase cultural unity, protect environmental resources, facilitate community problem solving, strengthen safety and security, promote health and wellness, strengthen community image and sense of place, and support economic development.

Our department takes pride in serving the entire community. From the staff at our community centers, pools, day camps and sports facilities, to the park maintenance staff in our 58 parks, we strive to deliver exceptional customer service. We also strive to keep our customers well informed about our programs and activities through our Activity Guide, the local media, and our website, www.santarosarec.com. We are committed to providing our customers with a multitude of recreational opportunities for all ages and abilities, as well as safe and clean parks.

Neighborhood Services Overview

Through regular needs assessments, Neighborhood Services provides innovative youth development programming that serves at risk, low income, and homeless youth and families throughout Santa Rosa. The programs provide “safe haven” sites where young people can enjoy recreational, social, and academic activities without fear of gangs, drugs, and other negative influences that occur in their neighborhoods. By making an effort to hire directly from at-risk neighborhoods, Neighborhood Services seeks to promote community involvement and foster youth employment opportunities. In partnership with other City services, Neighborhood Services also assists families living in high needs neighborhoods to improve their quality of life. As a result, the program connects adults and children in neighborhoods through recreational and social activities.

Neighborhood Services Objective

- Provide recreational, social, academic, and asset building activities
- Serve as intervention to negative attributes that occur in various neighborhoods
- Providing employment to young adults and individuals in the neighborhoods served
- Collects valuable needs assessment information from the neighborhoods and serves as a resource for other City departments and community organizations
- Collaborate with non-profit agencies in Santa Rosa and Sonoma County
- Bring new life experiences to the youth and families in our community

Program and Staff Strengths

The Boys Action Team (BAT) is commended for providing positive male role models to elementary and middle schoolboys in Santa Rosa. BAT is highly praised for hiring mentors that are bi-lingual and grew up in similar neighborhoods. The staff members are young, energetic, and have a deep sense of wanting to give back to the community. The BAT program provides a safe atmosphere for young boys to exercise their minds and bodies. Mentors work on helping their clients get in shape physically while teaching basic social skills. BAT is an extremely new program, the curriculum is asset-based and there is a lot of energy around adding sites and developing relationships. BAT has expanded over the last year due to a grant from the Santa Rosa Rotary club.

Program and Staff Opportunities for Improvement

It is recommended that the Santa Rosa Rec. and Park Department, BAT program lower the mentor to client ratio, Currently one mentor often has to oversee upwards of 30+ young people, which can be daunting. Santa Rosa Rec. and Park Department, may want to launch a volunteer program, to help with the student/mentor ratio, talk of partnering with the Rotary Club is in the works. BAT staff members also reported that they would like to be able to do more with their clients, and have suggested that the boys would benefit from more field trips outside the community.

Success Stories

This year we had our first BAT Awards Ceremony at the Steele Lane Community Center on May 13, 2009. Families were invited to the event and participants were called up on stage to receive an award as well as a warming round of applause. Youth recited the BAT Pledge for their families, there was a slide show which highlighted the fun and educational activities the youth were able to participate in throughout the year, and staff were available to answer any questions the parents had about the program. After the ceremony the participants and their families enjoyed a very successful potluck.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Santa Rosa Rec. & Parks Boys Action Team				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$24,281	Match \$11,398	Total \$35,679	Percent Match 47%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$15,202	Matching Funds Spent \$8,577	Total Funds Spent \$23,779	Percent of SR CHOICE Funds Spent 63%	Percent of Total Funds Spent 67%	No, did not spend all the allocated funds
	Staff	Who were the staff providing services?	FTE Staff 1.5	Years Experience 4.1	Years Schooling 13.5	Male 100%	Female 0%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 91	Male 100%	Female 0%	Level of Youth Developmental Assets Medium		Yes
			0-3 yrs 0%	4-11 yrs 67%	12-19 yrs 33%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 76%	African Americans 7%	Asian Pacific Islander Americans 4%	Caucasian Americans 6%	Other/Multi-Racial 8%	
			Client At-Risk 80%	Client High-Risk 15%	Client-Gang Supporter 5%	Client-Gang Member 0%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 3,722	Actual Hours of Service for Cycle 2 for Year 2,969	Percent of Contracted Services Delivered for Year 80%		Hours of Service per Customer 33	No, did 80% of service with 67% of funds
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$5.12	Actual Cost per Hour Total Funds \$8.01	Cost per Customer SR CHOICE Funds \$167	Cost per Customer Total Funds \$261	Average # of New Caring Adults Connected to Youth 3.0	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 89%		Average Satisfaction of Parents (0-100% on 4 items) 85%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes 67% 70%	Parent Report on Changes 73% 78%	Staff Report on Customer 86% 82%	Yes Service Productivity > 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 2.6	Spring 09 2.2	Change in Service Quality Decreasing	Reliability Level Good	SPI Score 633	Yes, Quality Score >1 Yes Average SPI > 600
	Survey Sample	How many customers did they survey?	Youth Surveys 176	Parent Surveys 63	Staff Surveys 257	RPRa Surveys 92	Total Surveys 588	Good Sample Size



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Santa Rosa Rec. & Parks – Boys Action Team

(Child Survey)

58% This program makes my schoolwork easier:

72% This program helps me get along with adults better:

79% This program helps me learn new things yes:

77% This program helps me stay safe yes:

58% This program helps me get along with other kids better:

76% This program makes me feel good about myself yes:

75% This program makes me care about my community more:

63% This program helps me make and keep friends better:

71% This program makes me cooperate as a team member better:

75% This program helps me respect others more:

74% This program makes me stay away from gangs more:



Santa Rosa Recreation and Parks Neighborhood Programs

Agency Description:

Santa Rosa Recreational programs are provided in low-income neighborhoods around Santa Rosa. These programs help youth enhance their self-esteem and sense of purpose, while helping to create a positive view of their personal futures by encouraging them to create high expectations of themselves and their community. The neighborhood programs offer a multitude of activities including special events, holiday celebrations, arts and crafts, computer clubs, and homework assistance.

Program and Staff Strengths

The Neighbor programs provided by Santa Rosa Recreation and Parks Department are located in a variety of housing complexes throughout the city. These sites provide a safe place for children of all ages to go, particularly if adults are not present in their homes. Some sites provide access to computers and the Internet, which helps address the digital divide. Homework help is available at each site.

Family nights are scheduled where parents and their children can play games and engage in organized activities. Staff members report that these events are very popular and build a sense of community throughout the housing complex. Staff members have made efforts to partner with other resources in the community and provide a nutritious snack to participants as well as access to a garden program for all residents.

Program and Staff Opportunities for Improvement

Although each site has a thematic calendar of events for the month, Neighborhood Services could benefit from a more structured environment. More project-based activities to actively engage youth may recruit more participants to the program and provide an environment where meaningful mentorship is happening. Neighborhood Services should also replicate what is working in their program and focus on providing more family fun nights where the whole community is engaged. It is also recommended that Neighborhood Services conduct a time study to evaluate how much time each participant spends at the program. Requiring sign in and sign out sheets could be used as a tool to gather accurate data.

Each site has its own physical needs, Monte Vista needs an outdoor play space, Neighborhood Service staff are discussing how to address this lack of space with Burbank Housing, and many of the sites need a fresh coat of paint and a good cleaning. Implementing a community clean up day might be a fabulous way to engage the community in taking pride of the space and introducing the space and resources to others that may not know about it.

Success Stories

On May 15, 2009 Valley Oak had their 7th annual Multicultural Event.

This event attracted over 150 community members representing a variety of cultures. This year we expanded from an Eritrean community event to inviting other cultures to participate. All experienced a wide variety of cultural staples from Venezuela to Thailand, Cambodia to Portugal, amongst many others.

On Thursday, July 18th we had a Community Health Fair at the Apple Valley trailer. This was a collaboration between The City of Santa Rosa Recreation and Parks, Neighborhood Revitalization Program, and Burbank Housing putting together a successful event. They brought together many providers who participated in the fair to bring health related information to the community.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Santa Rosa Rec. & Parks Neighborhood Programs				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$138,382	Match \$208,293	Total \$346,675	Percent Match 151%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$122,479	Matching Funds Spent \$212,511	Total Funds Spent \$334,990	Percent of SR CHOICE Funds Spent 89%	Percent of Total Funds Spent 97%	Yes
	Staff	Who were the staff providing services?	FTE Staff 9.8	Years Experience 4.2	Years Schooling 12.6	Male 60%	Female 40%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 571	Male 49%	Female 51%	Level of Youth Developmental Assets Medium		Native American are 1% of customers
			0-3 yrs 1%	4-11 yrs 68%	12-19 yrs 31%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 68%	African Americans 9%	Asian Pacific Islander Americans 1%	Caucasian Americans 17%	Other/Multi-Racial 4%	
			Client At-Risk 65%	Client High-Risk 20%	Client-Gang Supporter 10%	Client-Gang Member 5%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 64,848	Actual Hours of Service for Cycle 2 for Year 68,318	Percent of Contracted Services Delivered for Year 105%		Hours of Service per Customer 120	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$1.79	Actual Cost per Hour Total Funds \$4.90	Cost per Customer SR CHOICE Funds \$214	Cost per Customer Total Funds \$587	Average # of New Caring Adults Connected to Youth 2.8	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 85%		Average Satisfaction of Parents (0-100% on 4 items) 86%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes 70%	Parent Report on Changes 80%	Staff Report on Customer 68%	Yes Service Productivity > 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 1.8	Spring 09 1.9	Change in Service Quality Increasing	Reliability Level Low	SPI Score 784	Yes, Quality Score >1 Yes Average SPI > 600
	Survey Sample	How many customers did they survey?	Youth Surveys 291	Parent Surveys 108	Staff Surveys 246	RPRAs Surveys 152	Total Surveys 797	Need to increase sample size for parents

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

Santa Rosa Rec. & Park – Neighborhood Programs

(Child Survey)

66% This program makes my schoolwork easier:

81% This program helps me get along with adults better:

80% This program helps me learn new things yes:

85% This program helps me stay safe yes:

82% This program helps me get along with other kids better:

80% This program makes me feel good about myself yes:

88% This program makes me want to work with youth and give back to my community when I grow up more:

77% This program makes me understand adults care about me and want to help me better:

80% This program helps me make new friends more:

85% This program helps me listen better:

85% This program makes me say no to gang activities more:

(Youth Survey)

63% Because of this program, my success at school (job/training) is better:

61% Because of this program, my understanding of who I am and what I can do is better:

65% Because of this program, my ability to communicate is better:

54% Because of this program, my ability to learn new things is better:

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

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

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

58% Because of this program, I understand the dangers of joining a gang better:

61% I understand how adults are caring and helpful better:

65% Because of this program, my ability to make new friends is better:

59% Because of this program, my ability to listen is better:

51% Because of this program, I can ask for help better:

62% Because of this program, I want a future career that gives back to the community more:

Santa Rosa Recreation and Parks Summer Playgrounds

Agency Description:

Santa Rosa Recreation and Parks Department offers a **FREE** program of organized activities for youth at parks and neighborhood sites in Santa Rosa over the summer months. The Summer Playground Program provides training for staff to work with and mentor youth, providing a summer of fun and safe activities for youth ages 6 - 13.

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Santa Rosa Rec. & Parks and Santa Rosa City Schools After School Programs				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$188,496	Match \$289,305	Total \$477,801	Percent Match 153%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$179,653	Matching Funds Spent \$201,545	Total Funds Spent \$381,198	Percent of SR CHOICE Funds Spent 95%	Percent of Total Funds Spent 80%	No, missed spending all the matching funds
	Staff	Who were the staff providing services?	FTE Staff 15.1	Years Experience 7.2	Years Schooling 11.9	Male 29%	Female 71%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 318	Male 53%	Female 47%	Level of Youth Developmental Assets Medium		Native American are 2% of customers
			0-3 yrs 0%	4-11 yrs 91%	12-19 yrs 9%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 73%	African Americans 8%	Asian Pacific Islander Americans 4%	Caucasian Americans 13%	Other/Multi-Racial 30%	
			Client At-Risk 95%	Client High-Risk 5%	Client-Gang Supporter 0%	Client-Gang Member 0%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 238,965	Actual Hours of Service for Cycle 2 for Year 266,525	Percent of Contracted Services Delivered for Year 112%		Hours of Service per Customer 838	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$1.69	Actual Cost per Hour Total Funds \$4.00	Cost per Customer SR CHOICE Funds \$565	Cost per Customer Total Funds \$1,199	Average # of New Caring Adults Connected to Youth 3.9	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 80%		Average Satisfaction of Parents (0-100% on 4 items) 90%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes 68%	Parent Report on Changes 82%	Staff Report on Customer 79%	Yes Service Productivity > 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09 1.6 1.6		Change in Service Quality Level	Reliability Level Good	SPI Score 740	Yes, Quality Score >1 Yes Average SPI > 600
			Survey Sample	How many customers did they survey?	Youth Surveys 551	Parent Surveys 101	Staff Surveys 575	RPRA Surveys 320

At A Glance - Effort, Effect, and Performance



Santa Rosa Recreation and Parks Teen Council

The Santa Rosa Teen Council is an advisory group of teenagers consisting of both Middle and High School members. The purpose of the Teen Council is to increase teen involvement and awareness of the social issues facing Santa Rosa teens, and developing possible solutions, resources, and activities. The Teen Council has a diverse representation from each of the middle and high schools, private, and public, within the City of Santa Rosa.

Program and Staff Strengths

This diverse group has a representative from almost every middle and high schools in Santa Rosa. Teen Council is commended for being truly youth-run and having the young people govern themselves with the assistance of solid mentors. Each month the group picks a project to help the community and thus far the projects have been successful. They are proud of their E-Waste program and strive to pick projects that are equally important in the community, The staff that mentors the teen council is strong and believes that youth should have a strong voice in the community, this mentorship is important to the youth and is the building block for a solid teen council in the future. Select teens are paid for their roles and should be commended for using youth as staff members.

Program and Staff Opportunities for Improvement

The Teen Council is a relatively new organization and they are still searching for techniques and protocols to make the group a strong voice in the community. Although one youth is sent on a regular basis to City Council meetings, staff and youth need to establish themselves in the community as a strong voice that is actually listened to. As the Teen Council grows, it is recommended that the scope of their work expand. Collaboration with City Representatives and departments may help strengthen the impact that Teen Council has on the overall community. Staff also suggest that if all the seats on Teen Council were paid with a small stipend that it would eliminate a high turnover rate among members.

Success Stories

There are 25 Teen Council members and every week one teen council member starts a discussion about how the teen community needs to unite so that the teen and youth voice is heard. They often say how important Teen Council is because “at least it is a start”.

Teen Council has members who are gifted in many different ways. Each of them brings their own perspective to the table, which allows personal growth that will positively impact the larger community and the future.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Santa Rosa Rec. and Parks Teen Council				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds	Match	Total	Percent Match		
			\$20,000	\$1,000	\$21,000	5%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of SR CHOICE Funds Spent	Percent of Total Funds Spent	No, spent 60% of funds
			\$11,836	\$750	\$12,586	59%	60%	
	Staff	Who were the staff providing services?	FTE Staff	Years Experience	Years Schooling	Male	Female	Yes
			0.5	8.1	16.0	0%	100%	
	Customers	Who are our youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Yes
			25	29%	71%	Medium		
			0-3 yrs	4-11 yrs	12-19 yrs	20-59 yrs	60+ yrs	
					100%			
		Latino Americans	African Americans	Asian Pacific Islander Americans	Caucasian Americans	Other/Multi-Racial		
		8%	4%	8%	76%	4%		
		Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
		100%	0%	0%	0%	0%		
Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes	
Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year	Actual Hours of Service for Cycle 2 for Year	Percent of Contracted Services Delivered for Year		Hours of Service per Customer	No	
		4,244	3,675	87%		147		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds	Actual Cost per Hour Total Funds	Cost per Customer SR CHOICE Funds	Cost per Customer Total Funds	Average # of New Caring Adults Connected to Youth	Yes	
		\$3.22	\$3.42	\$473	\$503	1.7		
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)		Average Satisfaction of Parents (0-100% on 4 items)		Customer Level of Participation in Services	Yes Satisfaction > 70%
			85%		81%		Very High	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on Changes	Staff Report on Customer	No, just missed Youth Service Productivity < 60%
			Asset development changes		58%	61%	100%	
			Grantee selected changes		57%	63%	100%	
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 Spring 09		Change in Service Quality	Reliability Level	SPI Score	Yes, Quality Score >1 Yes Average SPI > 600	
		1.5	1.6	Increasing	Good	698		
Survey Sample	How many customers did they survey?	Youth Surveys	Parent Surveys	Staff Surveys	RPRA Surveys	Total Surveys	Good Sample Size	
		23	21	24	23	91		



Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

Santa Rosa Rec. and Park – Teen Council

(Youth Survey)

58% My success at school (job/training) is better:

67% My understanding of who I am and what I can do is better:

75% My ability to communicate is better:

33% My ability to learn new things is better:

58% My ability to connect with adults is better:

83% My ability to work with others is better:

33% My ability to stay safe is better:


75% My commitment to an involvement with my community is better:

50% I respect and get along with people who are different than me better:

67% My confidence as a leader is better:

58% My ability to express myself and my feelings is better:

42% My ability to work cooperatively as a team member is better:



After School Safety and Enrichment Program

Santa Rosa City School District

Santa Rosa Recreation and Parks

Agency Description

Neighborhood Services offers After School programs at elementary schools in conjunction with the Santa Rosa City School District. This is an excellent collaborative that is using Measure O funds to leverage after school funding provided by the State of California to Santa Rosa City School District through Proposition 49 funds.

Serving hundreds of students after every school day, these programs provide organized homework assistance, recreational activities, arts and crafts, and various clubs focusing on enhancing healthy youth development and positive environments for the students.

The Southwest Soccer Program is designed to give youth a fun and safe place to be when school is not in session; providing them an opportunity to develop skills, build character, and partake in a challenging fun activity. Besides the program's emphasis on the physical and health aspects of the sport, the soccer program provides students with vital developmental assets, which help them make safe and healthy choices in their teen years.

Program and Staff Strengths

The Santa Rosa Recreation and Park after-school program is serving upwards of 100 students at all their sites. These numbers reflect the great need for after-school care within the school sites. Staff are highly engaged and set up organized activities on a daily basis. Each day, students are provided a healthy snack, giving some students a much needed energy boost. Tutoring and physical activities are part of the curriculum. In addition to mandatory homework and reading time for all participants, youth are able to choose activities that are suited to their needs. Students are separated by grade level during tutoring time, which allows staff to build rapport with the students. The after-school program has an invested group of leaders that continuously seek to improve the program and evaluate what is working and what needs to improve.

Program and Staff Opportunities for Improvement

Although the permanent staff members are attentive and caring, it is difficult to evaluate the level of engagement due to the large staff/student ratio. It is recommended that staff are assigned a group or pod of students (as is the model with their tutoring program at one school) that they bond with and form a caring adult/child relationship. In the past the after-school program has experienced a large turnover in staff, this issue has improved over the last year, however due to budgetary restraints there are still a large group of temporary staff that work for the after-school program and are not as vested in the program. Overall, the after-school program has made tremendous strides in the last year.

Success Stories and Quotes

"Meagan is wonderful. It is the best 6th grade after school group I have seen in my 20 years." Don Feige – 6th Grade Teacher, Helen Lehman Elementary

This year we implemented intramural sports into the After School Programs. 4th through 6th grade students participated in a six week football and six week soccer league that allowed them to travel and compete against other schools. The leagues were an incentive program encouraging education, responsibility, good sportsmanship, and commitment. Teachers, principals, and parents came out to show their support while the students and staff had a lot of fun.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions Santa Rosa Rec. & Parks and Santa Rosa City Schools After School Programs				Met Performance Goals	
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$188,496	Match \$289,305	Total \$477,801	Percent Match 153%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$179,653	Matching Funds Spent \$201,545	Total Funds Spent \$381,198	Percent of SR CHOICE Funds Spent 95%	Percent of Total Funds Spent 80%	No, missed spending all the matching funds
	Staff	Who were the staff providing services?	FTE Staff 15.1	Years Experience 7.2	Years Schooling 11.9	Male 29%	Female 71%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 318	Male 53%	Female 47%	Level of Youth Developmental Assets Medium		Native American are 2% of customers
			0-3 yrs 0%	4-11 yrs 91%	12-19 yrs 9%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 73%	African Americans 8%	Asian Pacific Islander Americans 4%	Caucasian Americans 13%	Other/Multi-Racial 30%	
			Client At-Risk 95%	Client High-Risk 5%	Client-Gang Supporter 0%	Client-Gang Member 0%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Strategies	What service strategies did we conduct?	Early Intervention Services for At Risk Youth in High Risk Neighborhoods					Yes
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 238,965	Actual Hours of Service for Cycle 2 for Year 266,525	Percent of Contracted Services Delivered for Year 112%		Hours of Service per Customer 838	Yes
Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$1.69	Actual Cost per Hour Total Funds \$4.00	Cost per Customer SR CHOICE Funds \$565	Cost per Customer Total Funds \$1,199	Average # of New Caring Adults Connected to Youth 3.9	Yes	
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 80%		Average Satisfaction of Parents (0-100% on 4 items) 90%		Customer Level of Participation in Services High	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes 68% 65%	Parent Report on Changes 82% 75%	Staff Report on Customer 79% 66%	Yes Service Productivity > 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 1.6	Spring 09 1.6	Change in Service Quality Level	Reliability Level Good	SPI Score 740	Yes, Quality Score >1 Yes Average SPI > 600
	Survey Sample	How many customers did they survey?	Youth Surveys 551	Parent Surveys 101	Staff Surveys 575	RPRA Surveys 320	Total Surveys 1547	Yes, Good Sample Size

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program . . ."

After School Programs

(Child Survey)

73% This program makes my schoolwork easier:

76% This program helps me get along with adults better:

75% This program helps me learn new things:

85% This program helps me stay safe yes:

66% This program helps me get along with other kids better:

75% This program makes me feel good about myself yes:

75% This program makes me participate in school activities more:

73% This program gets me involved in my community more:

73% This program helps me enjoy reading more:

69% This program helps me avoid fights better:

83% This program helps me avoid gang activities better:

(Youth Survey)

68% Because of this program, my success at school (job/training) is better:

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

65% Because of this program, my ability to communicate is better:

71% Because of this program, my ability to learn new things is better:

60% Because of this program, my ability to connect with adults is better:

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

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

71% Because of this program, I understand the dangers of joining a gang better:

68% Because of this program, my personal relationships with others (friends, teachers, after-school staff) are better:

57% Because of this program, my ability to resolve conflicts without hitting, kicking, pushing, or fighting is better:

61% Because of this program, I attend school more:

53% Because of this program, I am involved with the community more:

72% Because of this program, I complete my homework more:

67% Because of this program, I am involved in school activities more:

United Against Sexual Assault Youth Empowerment Program

Agency Description

United Against Sexual Assault of Sonoma County (UASA) is the sole rape crisis, intervention, prevention, education and counseling center in Sonoma County. UASA offers counseling and intervention services to survivors of sexual assault and their support systems, regardless of race, ethnicity, gender, sexual orientation, age, or socioeconomic status. UASA offers free prevention education services all across Sonoma County at school sites as well as at local businesses and community agencies. Prevention programs include the Youth Empowerment Programs, gender-specific support groups geared at reducing the vulnerability of youth to sexual, physical, and emotional assault. UASA, working in partnership with the community, strives to eliminate all forms of violence, with a special focus on sexual assault and abuse.

Program and Staff Strengths

The staff members that run the Youth Empowerment Programs are dedicated and caring. They allow youth to ask candid questions and respond in an adult and non-judgmental way. It is obvious that meaningful relationships are being built. UASA should be commended for providing a safe and confidential space for young girls and boys to express themselves without the other gender present. UASA should also be applauded for collaborating with schools and changing and expanding their program when they saw what was working and what was not. Staff members also earmarked part of their program budget for leadership courses including a ropes course, this provided youth with opportunities that would otherwise not be available to them.

Program and Staff Opportunities for Improvement

UASA had a difficult time starting their programs on time during this first cycle, it is recommended that in order to not lose momentum that they continue to working with established programs and school sites. It is also recommended that UASA step up their recruitment efforts in order to serve more youth and meet projected numbers. Overall, UASA's Youth Empowerment program needs to continue to assess and evaluate themselves as they did this first year and adjust their program accordingly.

Success Stories

UASA has been running the Girls Circle curriculum at Roseland University Prep. In the group, girls have shared about their romantic relationships, parental relationships, school status, and friendships. "Girl Talk," as the girls call the group, has become a place for the girls to be themselves without fear of judgment or repercussions. At the start of the group, the girls created the group guidelines and rules for how the group would run. The girls have come to make the group their own by taking ownership of the space and time. During a session as each girl was "checking in" sharing their orchid and onion (one good and one bad thing that is occurring in their life), one of the girls started to break down and cry. She had just broken up with her boyfriend. Some of the girls went to give her a hug and others said as a reminder that one should ask before giving a hug. Another girl went to the white board where the group guidelines are posted and began to right "crying is okay" as an addendum to the guidelines. She asked the rest of the group if they agreed with the new guideline and they all agreed.

Girls Circle group at Roseland University Prep 2008

At the beginning of the January 2009, a young girl joined the Healthy Relationships group at Lewis Opportunity. For several weeks she remained quiet and did not actively participate in the group. Indicative of the supportive and safe environment created by the group, no one ever judged her or "called her out" for not talking. Then at one group session, she participated in the check-in process, with a smile she shared, "I'm happy, 'cause my mom's nicer to me." In the week prior to the session, she had been physically abused by her mother. The young girl felt empowered enough to go to a teacher to seek help. A CPS report was made and subsequently her relationship with her mother improved. Her willingness to share this incident with the group demonstrates that she felt safe with all of the participants in the group.

Healthy Relationship group at Lewis Opportunity 2009

"I like this group. You're cool! I don't feel judged or hated on when I speak, like I do with my teachers and other adults." 15-year-old girl in a Healthy Relationship group, 2009.

At A Glance - Effort, Effect, and Performance

SR CHOICE Performance Logic Model Evaluation System								
Performance Accountability Model	Logic Model	SR CHOICE Evaluation Questions	Answers to SR CHOICE Evaluation Questions United Against Sexual Assault					Met Performance Goals
E F F O R T	Inputs Grants	What did SR CHOICE grant for services?	SR CHOICE Funds \$19,988	Match \$4,747	Total \$24,735	Percent Match 24%		
	Inputs Spent	What did SR CHOICE spend on services?	SR CHOICE Funds Spent \$19,988	Matching Funds Spent \$4,747	Total Funds Spent \$24,735	Percent of SR CHOICE Funds Spent 100%	Percent of Total Funds Spent 100%	Yes
	Staff	Who were the staff providing services?	FTE Staff 0.6	Years Experience 9.8	Years Schooling 16.0	Male 33%	Female 67%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 50	Male 40%	Female 60%	Level of Youth Developmental Assets Low		Native American are 4% of customers
			0-3 yrs 0%	4-11 yrs 0%	12-19 yrs 100%	20-59 yrs 0%	60+ yrs 0%	
			Latino Americans 56%	African Americans 2%	Asian Pacific Islander Americans 2%	Caucasian Americans 26%	Other/Multi-Racial 10%	
			Client At-Risk 25%	Client High-Risk 50%	Client-Gang Supporter 25%	Client-Gang Member 0%	Hard-Core Gang Member 0%	
			Early Intervention Services for At Risk Youth in High Risk Neighborhoods					
	Activities	How much services did we provide?	Planned Hours of Service for Cycle 2 for Year 1,403	Actual Hours of Service for Cycle 2 for Year 1,449	Percent of Contracted Services Delivered for Year 103%		Hours of Service per Customer 29	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour SR CHOICE Funds \$13.79	Actual Cost per Hour Total Funds \$17.07	Cost per Customer SR CHOICE Funds \$400	Cost per Customer Total Funds \$495	Average # of New Caring Adults Connected to Youth 1.2	Yes
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 73%		Average Satisfaction of Parents (0-100% on 4 items) 71%		Customer Level of Participation in Services	Yes Satisfaction > 70%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed) Asset development changes Grantee selected changes		Youth Report of Changes 52% 69%	Parent Report on Changes 59% 82%	Staff Report on Customer 71% 96%	No, just missed Youth Asset Service Productivity < 60%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 08 2.9	Spring 09 1.9	Change in Service Quality Decreasing	Reliability Level Good	SPI Score 633	Yes, Quality Score > 1 Yes Average SPI > 600
	Survey Sample	How many customers did they survey?	Youth Surveys 31	Parent Surveys 23	Staff Surveys 35	RPRA Surveys 31	Total Surveys 120	Adequate Sample Size

Initial Outcomes and Results

Youth customers were asked questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each question began with: "Because of this program..."

United Against Sexual Assault Youth Empowerment Programs

(Youth Survey)

57% My success at school (job/training) is better:

38% My understanding of who I am and what I can do is better:

57% My ability to communicate is better:

38% My ability to learn new things is better:

57% My ability to connect with adults is better:

57% My ability to work with others is better:

62% My ability to stay safe is better:

71% My ability to make responsible choices is better:

57% I understand the consequences of joining a gang better:

71% I know the difference between a healthy relationship and an abusive one better:

71% I understand how to deal with sexual assault in my personal relationships better:

71% My understanding of how our culture contributes to sexual violence is better: