From: Letavish, George
To: Jenkins, Lorri
Cc: Irving, Toni
Subject: NRI Program Performance
Date: Monday, July 30, 2012 4:45:00 PM

Lorri,

It was a pleasure meeting you this afternoon. Based off of our discussion, I've listed below the type of information I'd like to acquire for each program. The first two pieces are the cost and benefits. For miscellaneous information, I've listed a number of questions that may or may not be quantifiable but I think would be helpful to answer in order to look beyond the numbers and understand the big picture. This may not be a complete list, and I don't know what information can be reasonably obtained on short notice. Please let me know your thoughts and how and when you want to proceed to develop the appropriate criteria.

1) Cost
    a. How much money did each program receive
        i. "program" refers to each individual program in each community (parent leadership, school-based counseling, etc.). If an agency administers more than one program, I would like to look at the programs individually and try to isolate them as well as assessing the agency overall. Maybe Agency X administered Program A very well but Program B horribly.
2) Performance
    a. Execution/Delivery
        i. How effective the agency is at implementing their contract and providing the agreed upon services. You mentioned several categories that were useful for measuring execution. I would like to discuss those again with you in detail.
        ii. I don't know if you keep track of the same criteria for each agency or if they differ across agencies.
        iii. Should the categories be measured individually or are there areas that can be combined? For example, maybe "reporting" overall contains 3 sub-factors, such as timeliness, accuracy, etc.
    b. Benefit/Outcome
        i. For each program, what benefits and/or outcomes were expected at the start of the program, and what has either been the progress thus far or the final result?
        ii. Are they on pace to reach their goals and objectives? Did they reach them at the end of the (theoretical) 12 months?
        iii. If applicable, how can each benefit/outcome be quantified?
        iv. What benefits are "hard" data, such as number of employed youth or parents, drops in certain crime rates, reduction in recidivism, etc.?
        v. What benefits are not measured in "hard" data or accessible at this time? It is my understanding that this is one area where we will need to discuss relevant performance metrics for each program and/or agency and have

your staff rank them.

vi. Were any surveys conducted or other feedback gathered from participants?

3) Miscellaneous Information/Context

a. Did any programs or program design change over time?

b. Were there any significant disruptions to programs from outside factors? Or personnel changes?

c. For jobs, what was the nature of the job (quality)? How useful were the skills taught? Any statistics or information on whether or not the job led to something else?

d. For participants, what was the selection process? What was their background? How did this vary across communities?

e. For mentors/coordinators/teachers, what was the selection process? What was their background? What training did they receive? Did they all receive the same training? How did this vary across communities? Was there continuity over the course of the program?

f. What types of services were provided? Were they the same across programs? For example, 1 mentor for 5 kids in one program and 1 mentor for 20 kids in another program.

g. How did programs vary across communities? Were they the same length? Selection process? Did certain neighborhoods or participants begin programs from a stronger starting point? If one group's starting benchmarks were lower, incremental improvement may be a better performance indicator.

h. Were there interesting trends to consider beyond overall outcomes or data? For example, did one program or provider struggle early, adapt, and administer a highly effective program later that may appear weak due to initial problems?

i. How was the data monitored and reported? Is it accurate? This will be included in the performance metrics but may also need to be considered overall, especially if significant positive or negative benefits/outcomes are on the border of categories or seem suspicious. Was there intentional manipulation of data, a potential error, or an extenuating circumstance that puts a group in a particular category that doesn't tell the whole story or skews the results?

Take care,

George

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