



CORE Investments Annual Report

Fiscal Year 2023–2024



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Executive Summary

Collective of Results and Evidence-based (CORE) Investments is both a funding model and a community movement focused on a unified, collective impact approach to address inequities faced by underserved and vulnerable populations of Santa Cruz County. In fiscal year (FY) 2023-2024, **41 agencies representing 57 contracted programs** served over **120,000 people** with dedicated services and activities to meet community needs across the [CORE Conditions for Health and Well-Being](#).

This year, CORE-funded programs **increased** the number of participants served and **collectively improved** in meeting their contracted goals and program outcome metrics when compared to the previous year. The **CORE programs' activities and services** included:



Equity Promotion

CORE programs reported on how they promoted equity amongst their staff and in their programming.

40 programs provided equity-trainings such as diversity, equity and inclusion (DEI), Cultural Sensitivity, and Internal Bias.

Several programs reported increasing their staff to reflect the community served, while other programs implemented internal equity workgroups.

More information on pg.13

CORE Highlights

- A total of **124,568 participants** received CORE-funded services, surpassing last FY's total by **over 16%**.
- **92%** of programs met their *participant-satisfaction* goal. Collectively, **7,833 more participants** were surveyed than the previous FY.
- **85%** of programs, a 4% increase from the previous FY, met their **Better-Off** goal that measures if participants were better off after receiving services.
- A total of **157 unique services/activities** were provided through CORE funded programs.
- CORE programs **achieved higher success** in meeting their overall goals across **all 7 CORE Conditions of Health and Well-being** compared to the previous FY.

This report will highlight the work of the CORE funded programs, demonstrate the community impact and reach, explore challenges, and acknowledge the opportunities for continued improvement.

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Background

CORE Investments is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County using a collective impact, results-based approach that is responsive to community needs. In November 2021, The Santa Cruz County Board of Supervisors (BoS) along with the Santa Cruz City Council (Council) approved the release of the CORE Request for Proposals (RFP) to provide evidence-based services linked to specific community-level results. The RFP included a framework guided by multiple stakeholder engagements and input.¹ The RFP centered on advancing the **CORE Conditions of Health and Well-being** and explicitly incorporated equity by having applicants select an equity-focused target for their activity or program.



A hybrid model approach was used for the distribution of CORE funding through a **four-tier format** in which most of the funds would support a broad base of direct services and a portion would focus on one collaborative, **Targeted Impact** investment.

Table 1: CORE Funding Tiers and Grant Amounts

Tier	Grant Amounts
Targeted Impact	\$795,000
Large	\$150,001-\$450,000
Medium	\$25,001-\$150,000
Small	\$5,000-\$25,000

Grants at higher funding levels had higher reporting requirements for their equity-based outcome metrics. Additionally, those in the Targeted Impact tier were asked to address **racial equity explicitly** but could choose to focus on other dimensions of equity as well.

In June 2022, the BoS along with the Council approved **\$5.9 million in funding** for CORE Investments to be distributed to **41 nonprofit and public agencies representing 57 programs** that provide a variety of services for populations that typically experience the greatest barriers to health and well-being. This annual report will review and summarize the data submitted by CORE programs via a results-based framework, explore challenges and outcomes, and demonstrate the commitment to actionable equity in the second year of the CORE Investments 2022-2025 funding cycle.

¹ An in-depth review of the RFP process can be found in the following link: [2023 CORE Lessons Learned Report](#)

Participant Success Story

I have seen that being inside a classroom with students who depend on me has given me a new perspective on myself and how I'm able to help others.

CORE Pillars: Data, Evidence, and Equity

Since 2017, CORE has used the **Results-Based Accountability (RBA)** framework to collect data on the funded programs, however in previous funding cycles certain data analyses were limited due to challenges with aggregating data. For more information about the RBA framework please visit the Clear Impact [website](#). In the previous iteration agencies were allowed to collect RBA metrics independently which made aggregating them across programs difficult. This resulted in new data collection requirements for the current funding cycle. Programs are required to collect data on a series of shared demographics and quality measurements to help demonstrate community reach and impact. Programs submitted annual reports through an online portal to the Santa Cruz County (County) Human Services Department (HSD), the County's administrative body of CORE Investments.

The RBA framework requires funded programs to report on:

- **How much are programs/services able to achieve:**
 - **Activities** - How many services are provided.
 - **Unduplicated Participants** - The number of people served and their demographics.
- **How well are programs/services provided:**
 - **Quality Survey** - All programs will conduct a participant survey asking how satisfied individuals are with the services they received.
- **Is anyone better off because of the program/services:**
 - **Outcome Indicators** - All programs are required to collect data on whether individuals are better off due to the services received.

Equity is a central component of CORE, and this multi-agency approach aims at addressing the root causes of inequities and providing the opportunity for all populations in the County to thrive. During this funding cycle, CORE-funded programs identified an equity dynamic their program addressed and in the annual reporting it was a requirement to provide an update on how their program was promoting equity within their work.

Participant Success Story

...Lacking a bank account and understanding of the financial system, she felt constrained by her circumstances. Upon completing the six-month program..(she) gained crucial financial knowledge...and now envisions launching her own baking business.

Methodology

HSD staff collected all CORE annual reports via a web-based data collection tool, reflecting program activities from July 1, 2023–June 30, 2024, and summarized the qualitative and quantitative data from all CORE reports.² This data was coded, analyzed, and summarized to document program outcomes, challenges, participant success stories and areas for improvement. In addition, the data was compared with the first FY of the CORE funding cycle. HSD has provided a web-link of all of 57 CORE-funded programs' annual progress reports in Appendix B of this report.³

The following section highlights aggregated data from the annual progress reports using the **RBA framework** (click on the [link](#) for more information). One limitation of this analysis is that program reporting varies across all 57 programs due to each program creating unique goals and outcome indicators based on the services they provide. For example, one program may report on delivering meals, while another program reports how many counseling sessions they provided. These differences exist across all CORE programs. HSD continues to work with programs to improve data collection and methods of evaluation to assess the impact of CORE. For a summary of all CORE Annual program results, see Appendix A.

Findings

This section focuses on the reported quantitative and qualitative data of the 57 CORE-funded programs, examining participants, outcomes, equity efforts, and technical assistance needs. The CORE programs largely met their metric goals while also demonstrating overall improvements across multiple demographic goals. This section will also explore the challenges programs experienced in collecting demographic data and meeting their contracted goals.

² The call out boxes included in this report are from the success, challenges, and equity sections submitted by programs in their reports. Client names in Success Stories have been changed to protect the identity of individual(s).

³ In FY 22–23, there were 58 CORE funded program reports due to one program providing two separate reports for its two program components; this FY 23–24 that program provided one overall program report.

CORE Participant Data Discussion

In FY 23–24, the second year of the funding cycle, CORE programs collectively met most of their goals and displayed improvements when compared to the previous FY. Notably, CORE programs also met, and in some cases exceeded, most of their collective participant demographic goals. CORE programs set participant goals and collected demographic data on age, race/ethnicity, gender, language, and residence (by county region).

The ability of CORE programs to improve and successfully meet most of their collective goals this FY can be attributed to various factors. These include being more established in the second year of their program implementation, not responding to the previous FY's flooding disaster in South County, and equity efforts in both FY's which included a focus on community-representative staffing and program accessibility.

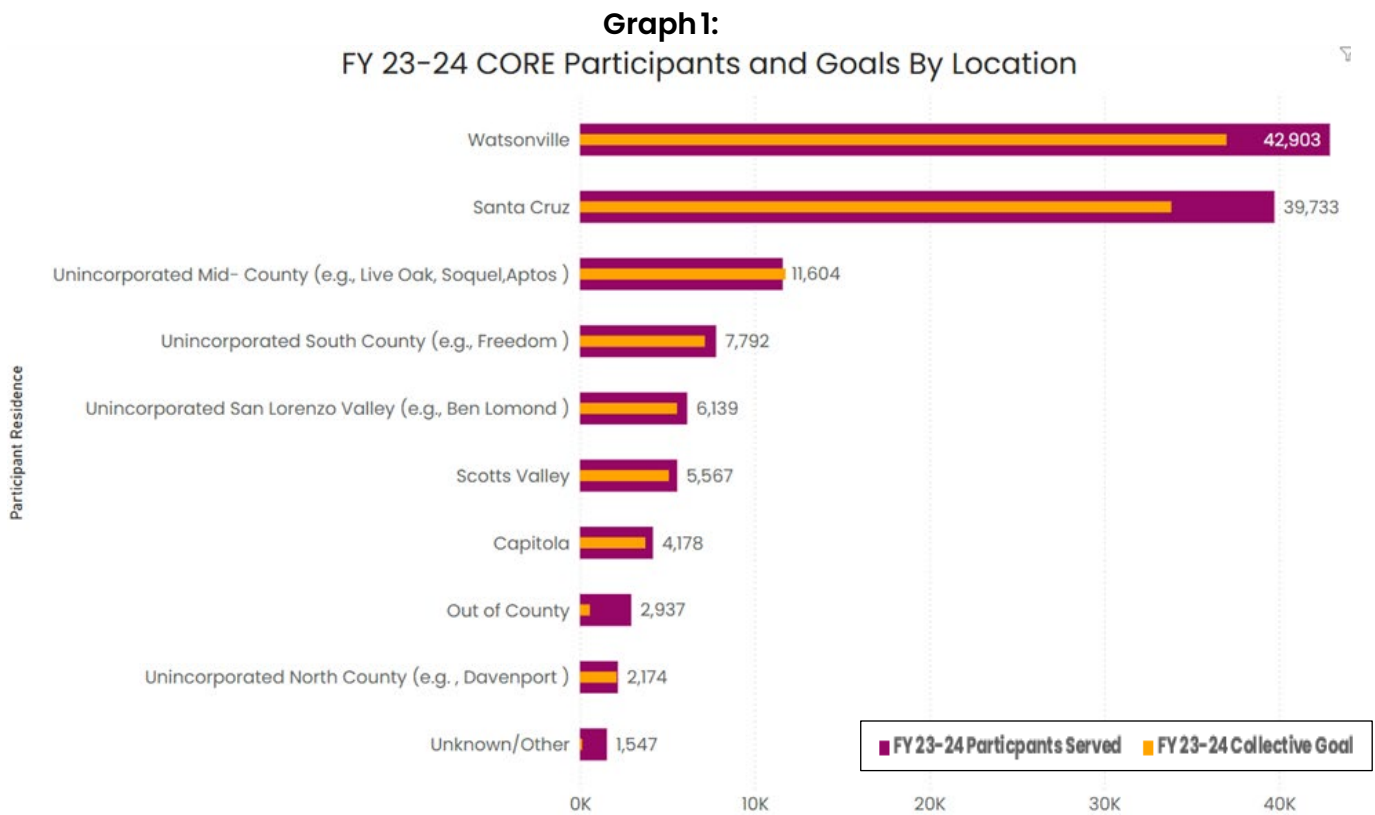
Although the collective of CORE programs demonstrated an improvement in meeting their RBA metrics and participant goals when compared to the previous FY, CORE programs also reported challenges in collecting participant data, specifically around survey responses and participant engagement. These data collection challenges will be explored later in this report.

In FY 23–24, CORE programs served **124,568 participants**⁴ across all programs, which reflects **over 15%** more than the 108,022 contracted annual goal. In the previous FY, CORE programs served just **over 5%** more of the annual participant goal. CORE programs also met and surpassed many of their collective participant demographic goals and improved in multiple categories when compared to FY 22–23.

Graphs 1–5 in the following pages, provide a visual breakdown of the participant demographic data provided in the annual reports of the 57 CORE funded programs. For a complete review of FY 23–24 CORE aggregated data and demographic summaries, see Appendix A.

⁴Programs reported on unduplicated participants, however there is the chance that participants may attend more than one CORE funded program. Additionally, some demographic charts do not equal 124,568 because demographics were reported in percentage of participants served, leading to rounding differences.

As shown in Graph 1 below, CORE funded programs served individuals throughout Santa Cruz County in FY 23-24. The largest number of participants lived in Watsonville (42,903 or 34%), followed by the City of Santa Cruz (39,733 or 32%). This contrasts with FY 22-23 with Watsonville accounting for 43% of participants and the City of Santa Cruz with 23%. This distinction might be due to the atmospheric rivers of 2023, where several programs reported having to increase services in South County due to flooding. Notably, in the previous FY CORE programs reported a total of 14,926 participants in the *Unknown/Other* resident-category with only 1,547 participants in the same category this FY.



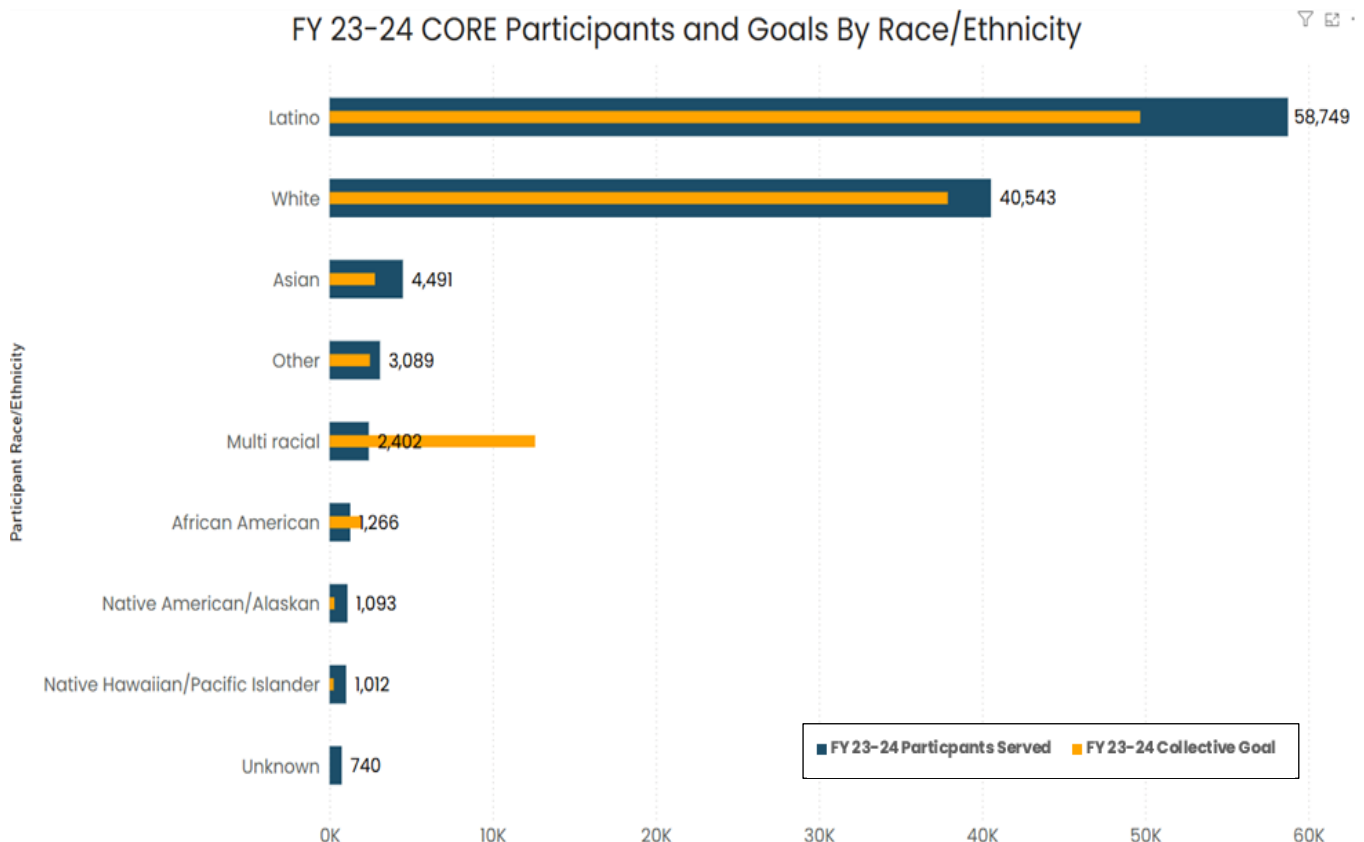
Participant Success Story

(A parent) shared that the only time that they had been able to connect as a family was during the workshop sessions. The sessions had brought them together.

Participating youth shared that attending the workshops supported them (in making) connections and they did not feel so alone.

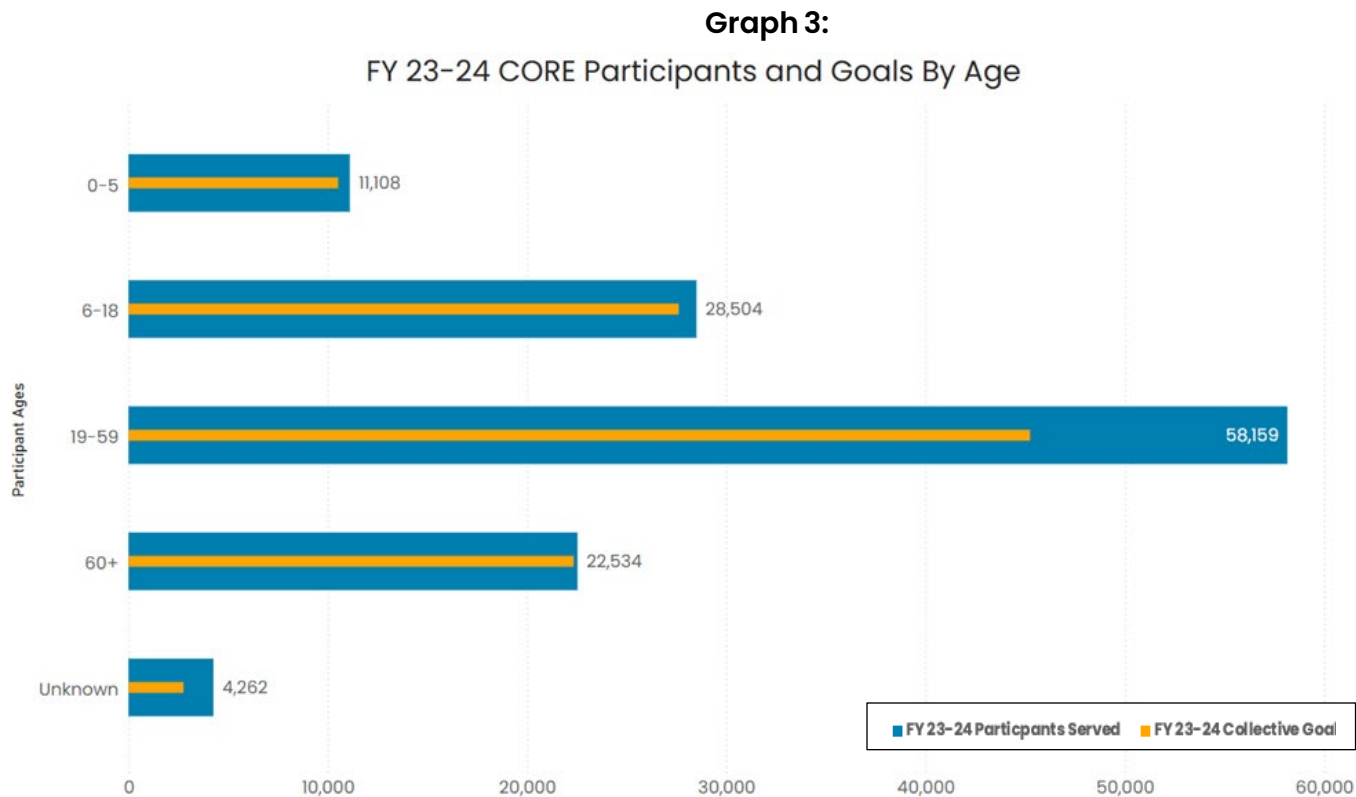
Graph 2 displays CORE programs by race/ethnicity. Most individuals served identified as Latino in FY23-24, accounting for 58,749 (47%) of total CORE participants followed by individuals who identify as White (40,543). In FY 22-23, 60,819 (57%) of total participants, identified as Latino. The 10% difference this FY may be a result of the weather events which brought more services to South County in the prior FY, and all CORE programs having the ability to fully implement their services and improve data collection in year 2 of the funding cycle. The two demographic groups for which the anticipated numbers were not met in FY 23-24 were the African American and Multi racial group. However, this FY the collective of CORE programs met a higher percentage of their demographic goals compared to the previous FY, with a 2% increase in the African American group and a 3% increase in the Multi racial group. For a complete data analysis of CORE participant demographics, view Appendix A.

Graph 2⁵:

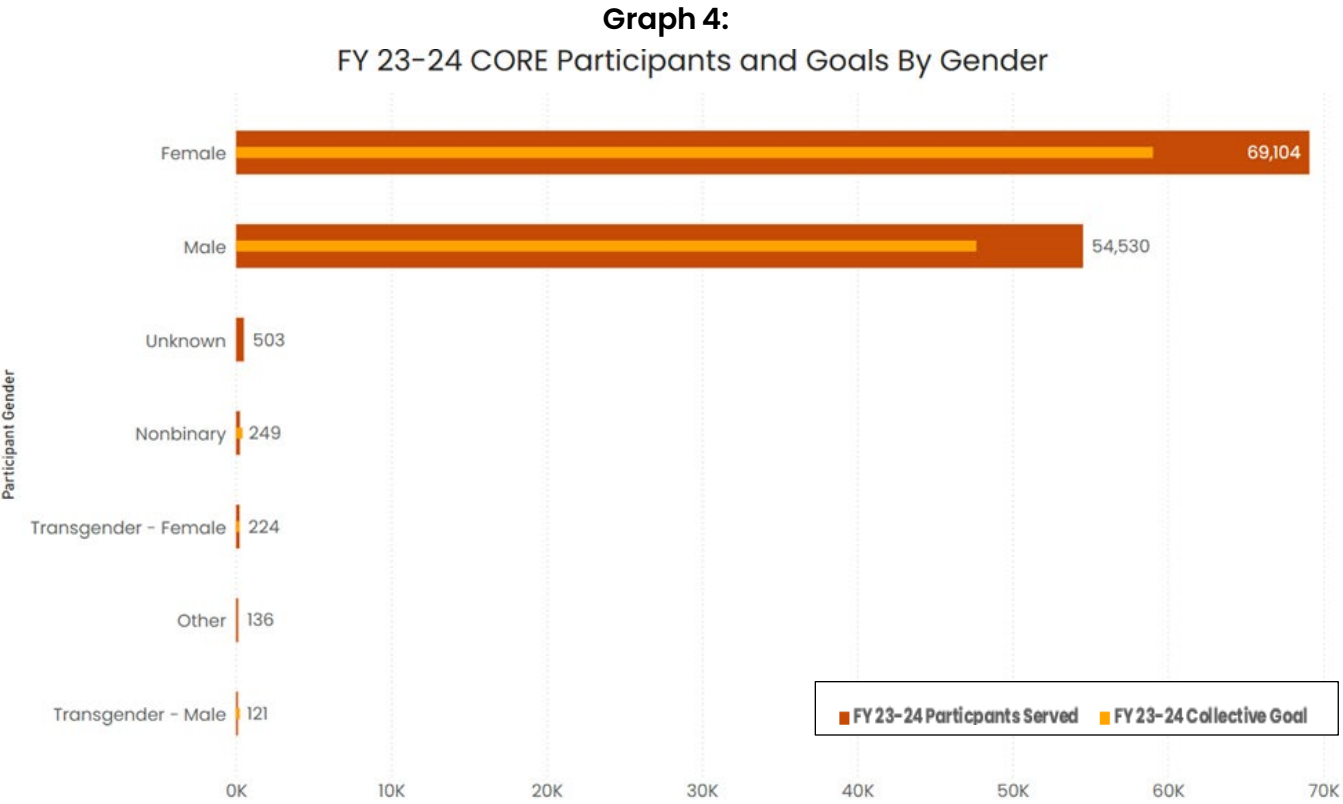


⁵ Because participants could select multiple race or ethnicities, this chart total does not equal 124,568.

CORE programs served individuals across the age spectrum, as shown below in Graph 3, with the most individuals served being aged 19-59 (47%), followed by children and youth aged 6-18 (23%), adults aged 60+ (18%), and children aged 0-5 (9%).



In this funding cycle, CORE programs were asked to collect expanded gender data in an effort to capture community impact across various groups. As shown in Graph 4 below, the majority of CORE participants identified as female (69,104 or 55%), consistent with the first year’s outcome in this category.

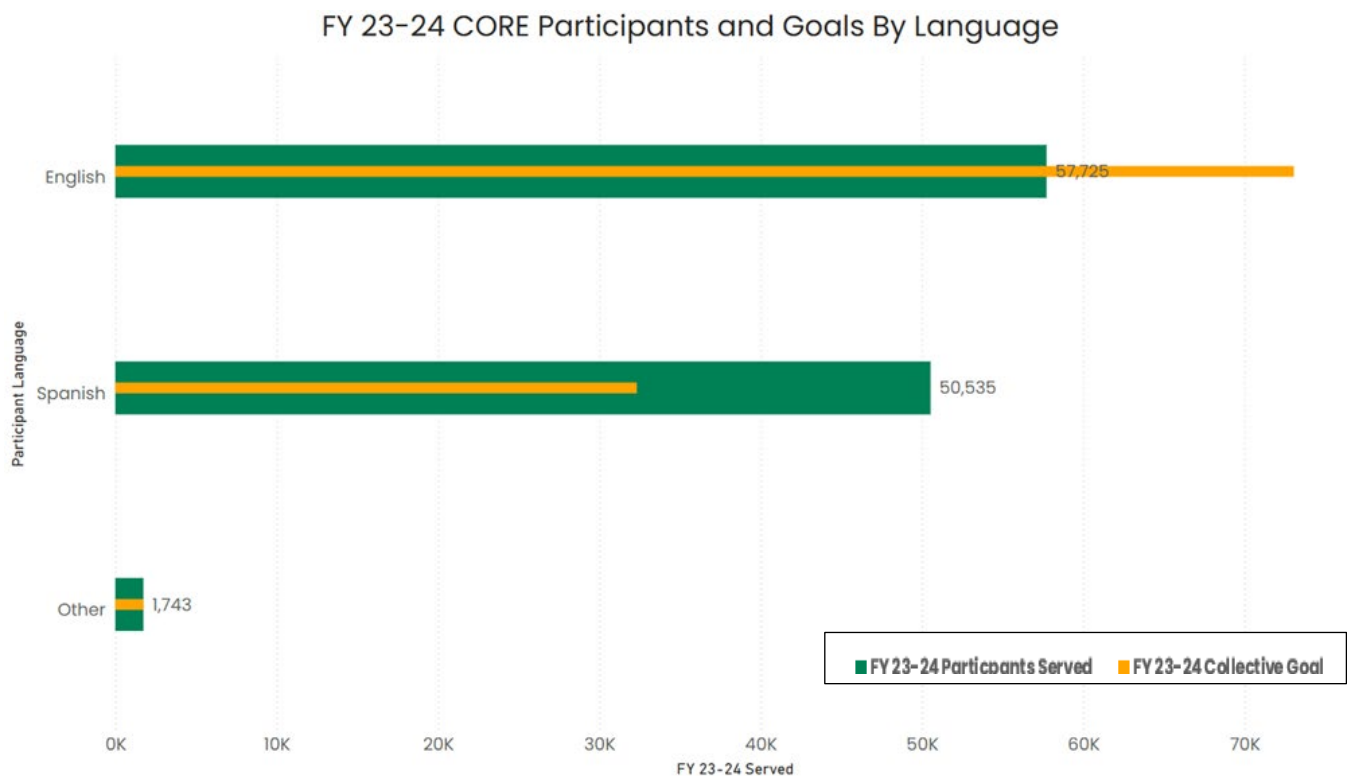


Equity Efforts

Our intern program for bilingual/bicultural Master(s) in Social Work (MSW) supports the development of career pathways for BIPOC (Black, Indigenous, People of Color) and Spanish-speaking healthcare workers. This helps ensure that the families we serve receive care from professionals who understand their language and cultural background.

In FY 23-24, 57,725 or 46% of CORE-funded participants indicated their primary language as English and 50,535 or 41% indicated Spanish, illustrated in Graph 5. This is a significant shift from last year where 65% of CORE participants indicated English as their primary language and 32% Spanish. In the previous FY's annual reporting, a significant number of CORE programs highlighted their efforts in recruiting bilingual/bicultural staff to make their program services more accessible.

Graph 5:



Agency Success Story

Our ability to refer clients with acute complex traumas to our therapists has been one of the greatest supports for our direct services.

Challenges in Collecting Program and Participant Data

This funding cycle's changes and requirements in data collection presented challenges in both years for CORE programs. These challenges often occurred in the collection of participant surveys and participant demographics data.

- **A total of 28 programs** (49%) reported challenges in collecting program or participant data. Of those 28 programs:
 - **14 programs** reported specific challenges with participant survey response rates including lack of participant engagement and staff constraints to be able to assist in filling out surveys
 - **8 programs** shared how some participants raised privacy concerns about their information and/or hesitancy about where and how the data will be used
 - **Other programs** reported technical issues with their data collection tools including not able to accurately capture responses due to data entry errors or operational issues.

HSD staff will work with organizations to support programs in addressing these challenges during the next FY.

CORE Results and Outcomes

In this funding cycle, reporting requirements were created to establish shared measurements across the CORE funded programs to demonstrate community reach and impact. The 57 CORE programs' services vary widely (from delivering meals to providing after-school art programs) so each program set goals using an RBA framework that could be aggregated to understand the overall impact of CORE funding.

Each program established one *Unduplicated Participants* goal, while for *Activity, How Well*, and *Better Off* categories, programs could select multiple goals. For example, Table 2 on the next page shows that in FY 23-24, **92%** of the *participant-satisfaction (How Well)* goals and **85%** of the *better-off* goals, were met by the collective of CORE programs. Tables 2-4 below also include a 'Change Indicator' column signifying if the percentage of that specific goal (% Goal Met) increased (up arrow), decreased (down arrow), or stayed the same (horizontal line) from the previous FY.

Table 2:
CORE Programs Met the Majority of Their RBA Goals

RBA Framework	CORE Goal Area	Number of Goals	Goals Met	FY 22-23 %Goal Met	FY 23-24 %Goal Met	Change Indicator
How Much	Participant Goals	56*	40	70%	71%	↑
	Activity Goals	157	118	75%	75%	—
How Well	Quality (Survey) Goals	62	57	95%	92%	↓
Better Off	Better Off Goals	146	124	81%	85%	↑
Total Goals		421	342	79%	81%	↑

*One program did not have a contracted Unduplicated Participant goal

As shown in Table 2, CORE programs met the majority of their overall goals across the RBA metric framework while also increasing their met goals percentage in most categories when compared to the previous FY.

As mentioned earlier, during this FY the collective of CORE programs reported significant achievements including serving **124,568 participants**, surpassing their annual participant goal by **15%**. The collective of CORE programs also met or improved in most of their *Participant Demographic* goals with noteworthy accomplishments in the demographic goals of participant age and location. For example, Graph 1 above illustrated that programs exceeded their participant goals by location with Table 3 demonstrating programs also made significant improvements in these goals when compared to the previous FY.

Table 3:
Participant Location Goals Met by FY

Participant Residence	FY 22-23 % Goal Met	FY23-24 % Goal Met	Change Indicator
Watsonville	129%	116%	↓
Santa Cruz	77%	117%	↑
Unincorporated Mid- County (e.g., Live Oak, Soquel, Aptos)	86%	99%	↑
Unincorporated South County (e.g., Freedom)	67%	109%	↑
Unincorporated San Lorenzo Valley (e.g., Ben Lomond)	77%	110%	↑
Scotts Valley	49%	109%	↑
Capitola	46%	112%	↑
Unincorporated North County (e.g., Davenport)	40%	103%	↑

Agency Success Story

This year we had 40 youth(s) participate in the Summer Service Institute, volunteering 20 or more hours each. We also expanded the program to include one week during spring break with an additional 8 youth(s) participating.

Table 4 below also demonstrates that CORE programs collectively provided services to more people in each age group than was anticipated in this FY and made noteworthy improvements in meeting their goal when compared to the previous FY.

Table 4:
Participant Age Goals Met by FY

Participant Ages	FY 22-23 %Goal Met	FY23-24 %Goal Met	Change Indicator
0-5	94%	106%	↑
6-18	87%	103%	↑
19-59	128%	129%	↑
60+	81%	101%	↑

It's worthwhile to note that 3 CORE programs collectively contributed in serving the most number of CORE participants during this FY 23-24. Two of the programs provided services dedicated to food access and nutrition, and the other program provided free or low-cost oral health services. To review more CORE aggregated data of all 57 programs, go to Appendix A of this report.

Challenges In Meeting CORE Goals

Not all programs were able to meet their goals in this FY 23-24. In the annual reports, programs were asked to describe challenges they experienced in implementing their CORE funded services/activities during the FY. The challenges reported ranged from lack of staffing and retention to participant engagement issues.

In total, **45 programs** reported facing challenges in implementing their CORE program services. The challenges included:

- **12 programs** (27%) reported staffing challenges, including staff recruitment and retention, as well as onboarding of new staff requiring additional time and training.
- **12 programs** (27%) reported operational challenges such as not being able to find a permanent program location or not having enough transportation for field trips. Another program shared issues with their multi-agency referral process limiting their services.

Agency Challenge

We have encountered the challenge of getting a satisfying number of attendees at our ETS (Ending the Silence) presentations for Parents in Spanish at schools. Some parents have expressed that it can be difficult to find time in the evenings to attend.

- **9 programs** (20%) reported challenges related to participant recruitment/engagement specifically around timing of events including after-school presentations and seasonal agricultural work cycles.
- **9 programs** (20%) reported that high demand for services and not enough resources was a major challenge, including an increase of after school participants with limited staffing, rental assistance with limited funding sources, and increasing food costs with more participants enrolled in food delivery programs.

Other programs reported having to reschedule their intended programming due to weather related issues.

HSD staff will continue to engage with programs to better understand their challenges and work towards meeting their contracted goals.

Equity

All 57 programs integrated an equity component within their scope of work addressing how they would enhance equity within their program services and amongst their staff. Prioritizing equity is a means to exposing barriers of access and being able to recognize personal biases that potentially limit or exclude certain populations from engaging with program services.

All CORE-funded programs were asked to report on how their organization promoted equity during this FY. The annual reports reflected:

40 programs (70%) provided equity-focused work trainings that included:

- Diversity, Equity, and Inclusion (DEI)
- Cultural Awareness
- Internal Bias
- Racial Equity
- Other trainings focused on Gender Identities, Trauma Informed Care, and Justice Equity

23 programs (40%) reported on the accessibility of their services which included culturally responsive program material, language services including Mixteco, and having staff that reflects the community they serve such as bilingual, bicultural, lived

Participant Success Story

...(sisters) from a low-income Latino immigrant family, eagerly participate in our free dance and music classes, a service funded through this contract. Private lessons were unaffordable, but through our program, they both found a welcoming community and a passion for cultural arts.

experience, and diverse gender identities.

The targeted impact program is required to address racial equity and reported:

"All staff, including organizers and external consultants, participated in racial equity trainings that were well-received. The sessions provided a valuable platform for connecting, discussing challenges, and collaboratively developing solutions. Tools like "commitment behind the complaint" and "speaking powerfully for change" facilitated new perspectives on our work and improved communication with community members, particularly in challenging situations."

Technical Assistance Needs

As part of CORE's commitment to continuous improvement, programs were asked about technical assistance needs and their participation of CORE Institute⁶ trainings. Nearly 74% of CORE-funded programs reported they did not currently require technical assistance with data collection, a 14% improvement from the previous FY.

However, the remaining **26% of programs** reported a need for technical assistance to support data collection activities, including:

- Support with collecting demographic data.
- Support with survey data tools such as data templates and electronic/mobile compatible versions.
- Trainings and assistance in increasing survey responses.
- More clarity on the different data-categories on the survey.

The CORE Institute provided learning sessions and trainings on various subject matters including data collection, grant writing, and equity focused work. This FY, over **77% of programs, a 7% increase** from FY22-23, reported their staff participated

⁶The [CORE Institute](#) is a learning hub for evaluating and sharing innovative, results-based approaches across multiple networks to create equitable health and well-being in Santa Cruz County.

in a CORE Institute event, such as CORE Coffee Chats and Conversations.

CORE Institute trainings are no longer available, though HSD is exploring ways to continue offering trainings and develop technical assistance to address CORE programs' needs.

Conclusion and Next Steps

In the second year of the current funding cycle, CORE programs continued in their collective impact approach to address inequities faced by the underserved and/or vulnerable populations of Santa Cruz County. CORE programs were able to serve more participants this year than in the previous FY. Notably, in this FY the collective of CORE programs were able to demonstrate overall improvements across program outcome metrics and showed their impact on the people of Santa Cruz. Additionally, CORE-funded programs increased their capacity to design, measure, and report on their program services and outcomes.

While room for improvement remains, HSD will continue to support and work closely with funded organizations and assist them in meeting their goals.

Next steps include:

- HSD staff will explore how to best assist programs with data collection and implementing program services based off the reported challenges.
- HSD staff will explore resources within the county and in the community for trainings and learning sessions for CORE programs.
- HSD will plan on how to best gather information from CORE programs in this final year of the current funding cycle. HSD will utilize this information to enhance CORE and is committed to continuous quality improvement.
- HSD will continue to collect and aggregate data from programs through semi-annual and annual reporting with a focus on the collective of CORE programs and the RBA framework outcome measures.

Appendices

Appendix A: CORE Annual Report Data Summary

Each Table will have a Change Indicator column with an arrow representing if the percent of that specific goal (% of Goal) increased (up arrow), decreased (down arrow) or stayed the same (horizontal line) when compared to FY22-23.

Participant Demographics

Totals exceeds 124,568 due to variations and goal settings of each CORE program.

Table 1: Participant Ages (round up method used)

Participant Age	CORE FY 23-24 Goal	FY 23-24 Served	% of Participants Served	% of Goal Met	Change Indicator
0-5	10,524	11,108	9%	106%	↑
6-18	27,614	28,504	23%	103%	↑
19-59	45,244	58,159	47%	129%	↑
60+	22,340	22,534	18%	101%	↑
Unknown	2,760	4,262	3%	154%	↑
Total	108,022	124,568	100%	115%	↑

Table 2: Participant Primary Language

Participant Language	CORE FY 23-24 Goal	FY 23-24 Served	% of Participants Served	% of Goal Met	Change Indicator
English	73,051	57,725	46%	79%	↓
Spanish	32,328	50,535	41%	156%	↑
Other	1,745	1,743	1%	100%	↓
Unknown	n/a	14,564	11%	n/a	n/a
Total	108,022	124,568	100%	115%	↑

Table 3: Participant Race/Ethnicity*

Participant Race/Ethnicity	CORE FY 23-24 Goal	FY 23-24 Served	% of Participants Served	% of Goal Met	Change Indicator
Latino	49,692	58,74	47%	118%	↓
White	37,894	40,543	33%	107%	↓
Unknown	n/a	740	0%	n/a	n/a
Asian	2,778	4,491	4%	162%	↑
Multi racial	12,598	2,402	2%	19%	↑
African American	1,956	1,266	1%	65%	↑
Native American/Alaskan	293	1,093	1%	373%	↑
Other	2,468	3,089	2%	125%	↑
Native Hawaiian/Pacific Islander	246	1,012	1%	411%	↑
Total	108,022	124,568	100%	115%	↑

*Totals exceed 124,568 due to “select all” option for survey respondents

Table 4: Participant Gender

Participant Gender	CORE FY 23-24 Goal	FY 23-24 Served	% of Participants Served	% of Goal Met	Change Indicator
Female	59,035	69,104	55%	117%	↑
Male	47,663	54,530	44%	114%	↑
Nonbinary	421	248	0%	60%	n/a
Transgender-Female	235	224	0%	95%	↑
Transgender - Male	246	121	0%	49%	↓
Other	23	136	0%	591%	↑
Unknown	n/a	503	0%	n/a	n/a
Total	108,022	124,568	100%	115%	↑

Table 5: Participant Residence

Participant Residence	CORE FY 23-24 Goal	FY 23-24 Served	% of Participants Served	% of Goal Met	Change Indicator
Watsonville	36,997	42,903	34%	116%	↓
Santa Cruz	33,837	39,733	32%	117%	↑
Unknown/Other	132	1,547	1%	1,172%	↓
Unincorporated Mid- County (e.g., Live Oak, Soquel, Aptos)	11,768	11,604	9%	99%	↑
Unincorporated South County (e.g., Freedom)	7,152	7,792	6%	109%	↑
Unincorporated San Lorenzo Valley (e.g., Ben Lomond)	5,558	6,139	5%	110%	↑
Scotts Valley	5,090	5,567	3%	109%	↑
Capitola	3,744	4,178	3%	112%	↑
Unincorporated North County (e.g., Davenport)	2,109	2,174	2%	103%	↑
Out of County	568	2,937	2%	517%	N/A
Total	108,022	124,568	100%	115%	↑

CORE Contracted and Achieved Goals

Each CORE-funded program* was required to set participant, activity (e.g., providing mental health sessions), how well (e.g., how satisfied are participants with services), and better off (e.g., participants will have improved mental health) goals.

CORE funded programs also selected a primary [CORE Condition](#), which aligns with their program services and intended outcomes. The tables below display contracted goals versus achieved goals per programs grouped in each CORE Condition category.

This FY 23–24 there was a total of **57** CORE program reports. In FY 22–23, there were 58 CORE funded program-reports due to one program providing two separate reports for its two program components; this FY that specific program provided one overall report.

Table 6: Participant Goals versus Achieved by CORE Condition

CORE Condition	Total Programs	Total Participant Goal	Participants	% of Goal Met	Change Indicator
Overall*	56	108,022	124,568	115%	↑
Health and Wellness	19	94,153	106,803	113%	↑
Lifelong Learning	8	3,481	2,037	59%	↓
Economic Security	5	2,975	4,762	160%	↑
Thriving Families	13	4,638	7,808	168%	↑
Community Connectedness	3	1,295	1,267	98%	↑
Safe and Just Communities	3	229	422	184%	↓
Stable, Affordable Housing	6	1,251	1,469	117%	↓

**One program did not have a contracted Unduplicated Participant goal due to the model of their program which is why it shows a total of 56 programs instead of 57.*

Table 7: Activity Goals Versus Achieved by CORE Condition

CORE Condition	Total Programs	Total Participant Goal	Participants	% of Goal Met	Change Indicator
Overall	57	157	119	76%	↑
Health and Wellness	19	50	40	80%	↑
Lifelong Learning	8	18	14	78%	↑
Economic Security	5	12	8	67%	↓
Thriving Families	13	46	39	85%	↓
Community Connectedness	3	6	5	83%	↑
Safe and Just Communities	3	7	4	57%	↑
Stable, Affordable Housing	6	16	10	62%	↓

Table 8: How Well versus Achieved by CORE Condition

CORE Condition	Total Programs	Program Participants	Participants Surveyed	Response Rate	% of Goal Met	Change Indicator
Overall	57	124,568	41,679	33%	92%	↓
Health and Wellness	19	106,803	33,455	31%	100%	—
Lifelong Learning	8	2,037	1,862	91%	100%	↑
Economic Security	5	4,762	408	9%	80%	↓
Thriving Families	13	7,808	3,952	51%	93%	—
Community Connectedness	3	1,267	1,263	100%	100%	—
Safe and Just Communities	3	422	217	51%	60%	↓
Stable, Affordable Housing	6	1,469	522	36%	83%	↓

Table 9: Better Off Goals versus Achieved by CORE Condition

CORE Condition	Total Programs	Better Off Goals	Goals Met	% of Goal Met	Change Indicator
Overall	57	146	124	85%	↑
Health and Wellness	19	48	41	85%	↑
Lifelong Learning	8	18	16	89%	—
Economic Security	5	14	14	100%	↑
Thriving Families	13	36	31	86%	↓
Community Connectedness	3	7	5	71%	↓
Safe and Just Communities	3	8	6	75%	↑
Stable, Affordable Housing	6	15	11	73%	↓

Appendix B: CORE Individual Program Reports

The link below provides online access to view all 57 programs' Annual CORE reports.

Each report will display the program's annual budget, CORE Condition for Health and Well-Being, Equity Dimension, and their funding Tier. The reports also include each program's RBA framework of their contracted annual goals (CORE funded only)⁷ and their FY 23-24 goals achieved in:

- Unduplicated Participants
- Activities/Services
- Participant Demographics
- Participant Quality Survey
- Program Outcome Indicators

Additional questions that explore program successes, challenges, equity efforts, and technical assistance needs are also included in the report.

Link to online access:

<https://www2.santacruzcountyca.gov/HSD/HSDCoreTracking/ViewReport>

⁷ There are two programs (Boys & Girls Clubs of Santa Cruz County, Food What?!) whose Annual Goal for Unduplicated Participants reflect *total program funding goals*, rather than only CORE funding. Their reported FY 23-24 actuals in this category reflect the unduplicated participants served by *CORE funding only*. There are also two programs whose Annual Goal for Activities/Services reflect *total program funding goals* (Boys & Girls Clubs of Santa Cruz County, Integrated Behavioral Health [the first two (2) activities]), rather than *only CORE funding goals*. Their reported FY 23-24 actuals in this category reflect the services/activities of *CORE funding only*.