

Memorandum

TO: NEIGHBORHOOD SERVICES
AND EDUCATION COMMITTEE

FROM: Leslye Krutko

SUBJECT: SEE BELOW

DATE: September 24, 2010

Approved

Date

9/30/10

**SUBJECT: 2009-2010 HEALTHY NEIGHBORHOOD VENTURE FUND
FINAL EVALUATION REPORT**

RECOMMENDATION

Accept the 2009-2010 Final Evaluation Report of the Healthy Neighborhoods Venture Fund (HNVF) program produced by Community Crime Prevention Associates (CCPA).

BACKGROUND

Each year, the HNVF evaluation consultant produces an annual report summarizing the performance results of the community-based organizations receiving HNVF funds. The report is presented to the Healthy Neighborhoods Leadership Committee (HNLC) and to the Neighborhood Services & Education Committee (NSE), and then forwarded to the City Council.

The report summarizes the performance of 56 projects serving youth and seniors using HNVF funding in 2009-2010. On October 21, 2010, CCPA, the HNVF evaluation consultant, will present the 2009-2010 Final Evaluation Report to the Healthy Neighborhood Leadership Committee (HNLC).

ANALYSIS

Highlights of Performance and Results

The final report provides valuable information that measures the quality and effectiveness of HNVF funded programs, including the percentage of customers that report changes for the better due to the HNVF supported services. The report summarizes the results for each organization funded by HNVF, including the City. Grantees will use the findings of the report to seek

continuous improvement opportunities in a way that encourages more cost-effective programming while maintaining quality.

Some highlights of the report include (Please note 2008-09 data is provided for comparison purposes):

Table 1 - HNVF Grantees Served

	FY 2009-10	FY 2008-09	% Change
Total Participants	45,199	35,561	+21%
Youth Participants	22,706	16,098	+29%
Senior Participants	12,857	10,313	+20%
Children's Health Insurance	9,636	9,150	+5%

Table 2 - Funding Amounts

	FY 2009-10	FY 2008-09	% Change
HNVF Funding	\$6.7 Mil	\$6.0 Mil	+10%
Match Funding	\$22.6 Mil	\$26.6 Mil	-15%
Total Funding	\$29.3 Mil	\$32.6 Mil	-10%
Leverage per HNVF Dollar	\$3.39	\$4.38	-23%

Table 3 - Customer Satisfaction Rate

	FY 2009-10	FY 2008-09	% Change
Direct Customer	88%	81%	+7%
Family/Friends of Customer	89%	89%	+0%

Table 4 - Contract Service Goal of Planned Hours of Service

FY 2009-10	FY 2008-09	% Change
95%	93%	+2%

Table 5 - Increase in Senior Resiliency Assents Reported

FY 2009-10	FY 2008-09	% Change
81%	80%	+1%

Table 6 - Increased in Healthy Behaviors Reported

FY 2009-10	FY 2008-09	% Change
69%	65%	+4%

Table 7 - Increase in Developmental Assets Reported

FY 2009-10	FY 2008-09	% Change
68%	61%	+7%

September 24, 2010

Subject: 2009-2010 HNVF Final Evaluation Report

Page 3

SUMMARY

The HNVF Final Evaluation Report demonstrates that a significant number of San Jose residents have benefited from HNVF-funded projects and programs in 2009-2010. In addition, grantees demonstrated proficiency in the new RBA evaluation methodology, which lays the foundation for long-term continuous improvement throughout the HNVF program. This same methodology is already being applied to all HNVF grantees for the current program year and will be reported as such in the 2010-2011 Final Evaluation Report.

/s/

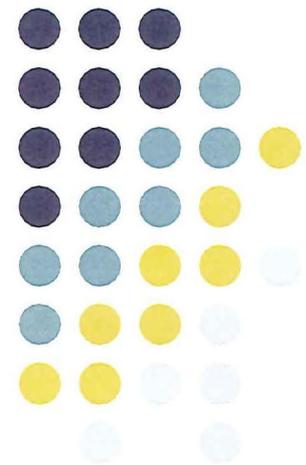
Leslye Krutko
Director of Housing

Attachment: HNVF 2009-2010 Final Evaluation Report

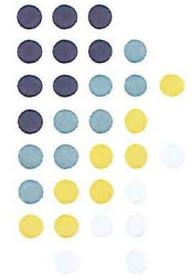
For questions please contact Matt Shelton, Senior Analyst, at 408-793-5541.

Healthy Neighborhoods Venture Fund Final Evaluation Report FY 2009-10

Prepared by
Community Crime Prevention Associates
(CCPA)



HNVF Performance Logic Model Evaluation System



Effort

Input: Granted Funds Spent, Matching Funds Spent

Staff: # of FTEs, Education Level, Work Experience, Demographic

Customers: Demographics

Strategies: Types and Amount of Strategies and Eligible Services Provided

Activities: Amount of Services Delivered

Outputs: Cost per Hour of Service

Effect

Customer Satisfaction: Youth, Senior, Parent/Family/Friends

Service Productivity: Asset Development or Senior Resiliency

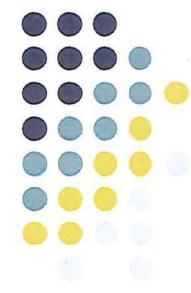
Service Productivity: Healthy Behaviors

Service Productivity: Agency-Specific

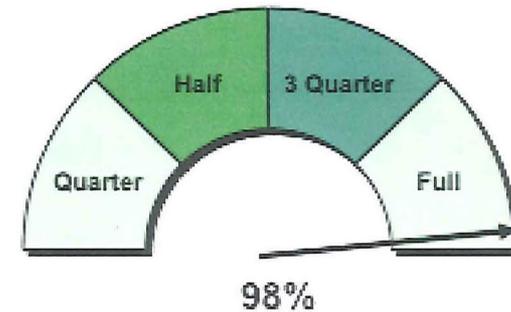
Effort HNVF FY 08-09

FY 2008-09 Grant Funds Allocated and Matched	HNVF Funds	Matching Funds	Total	Percent Match
58 HNVF Grants	\$6,775,943	\$21,928,938	\$28,704,881	324%

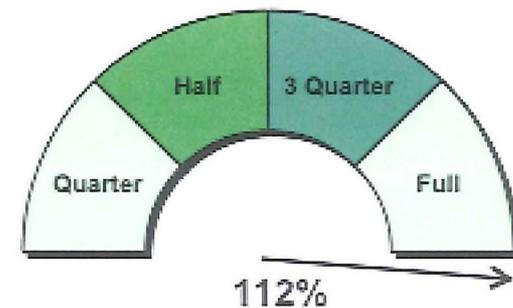
- Grantees Served 45,199 unduplicated customers with 2.2 million hours of direct service.
- Cost per hour of service was \$2.05 for HNVF funds and \$7.42 for total funds (HNVF grants and matching funds- does not include CHI)



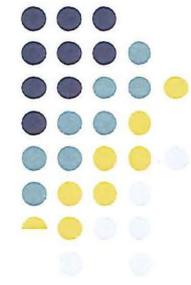
HNVF Funds Spent



Hours of Service Delivered



Effect HNVF FY 08-09

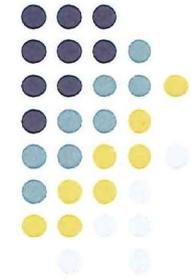


- HNVF Customers indicated satisfaction with services. (15,545 survey reports)
- HNVF Funded Programs Showed Promise of Effectiveness – 8% Improvement from Last Year



HNVF were services effective in producing change for the better for our customers.	Service Productivity (% of targeted changes achieved minus % missed)	Customer Report of Changes	Family/Friend of Senior or Parent Report on their Child	Staff Report on Customer
	Child/Youth Asset changes	68%	85%	81%
	Senior Resiliency changes	81%	81%	84%
	Healthy Behavior changes	69%	83%	78%
	Agency Specific changes	80%	83%	75%

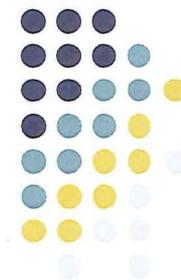
Performance HNVF FY 08-09



- For this year, 91% of grantees met or exceeded their contracted service delivery plan performance goal for the specified number of hours of service for this year.
- For this year, 97% of grantees met or exceeded the HNVF goal for customer satisfaction rate of 70% or more.
- HNVF funded programs are producing positive change in customers served. Service Productivity Scores are up 8% from last year to this year. The table shows how HNVF grantees did in meeting the targeted performance goals.

HNVF Performance Goals	Participating Agencies	Service Providers Made Performance Goal	Percent Made Performance Goal
Contracted Service Goal is 95% of Plan	58	53	91%
Customer Satisfaction Goal 70%	58	56	97%
Child/Youth Developmental Asset Goal is 60%	24	18	75%
Senior Resiliency Goal is 60%	17	17	100%
Healthy Behavior Goal is 60%	37	31	84%
Grantee Specific Goal is 60%	49	44	90%





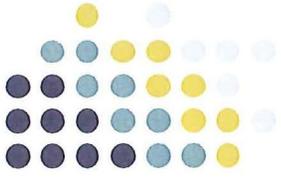
Population Results

Education ↔ Economic ↔ Better Health

Life Expectance & Obesity Show Correlation

Population results are used to determine if key indicators are going in a desirable or undesirable direction over time. Population results can assist us to focus our efforts to move indicators in a desirable direction.	
Trends going in a desirable direction	Trends going in a undesirable direction
Academic Performance Index Scores	More Than Half of Adults in County are Either Overweight or Obese
Students Achieving Fitness Standards	4-year High School Drop Out Rate
Percent of Graduating High School Seniors Qualifying for UC/CSU	NCES High School Graduation Rate
Thirteen highest Metro Area in US where adults consume fruits and vegetables five or more times a day	Note: Indicators are not used to point fingers but used to assist everyone in the community to work together to produce healthy productive futures for our children, youth, and seniors.
Adult Who are Current Smokers Lowest in CA Metro Areas	

Lessons Learned



- HNVF Grantees are demonstrating their willingness to show the public value of the HNVF grant program by participating in the RBA model evaluation.
- HNVF grantees are producing positive change in HNVF customers served. Service are demonstrating both efficiency and effectiveness and have shown improvement from last year to this year.
- We learned that the data we are gathering is sufficient quality to indicate how effective services are for customers participating in HNVF-funded programs.

SAN JOSÉ

2009 - 2010

Final Evaluation Report



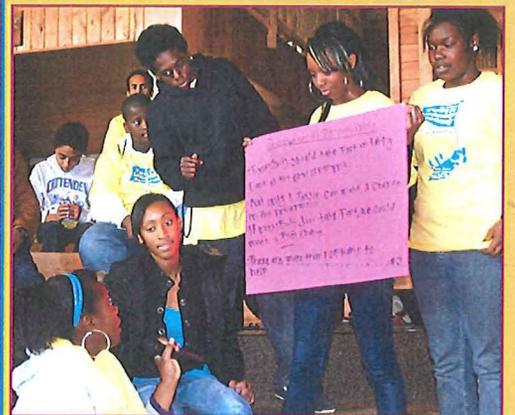
NEIGHBORHOODS



FUND



HEALTHY



VENTURE



2009-2010

City of San José

Mayor Chuck Reed
City of San José

City Council

Pete Constant
Councilmember, District 1

Ash Kalra
Councilmember, District 2

Sam Liccardo
Councilmember, District 3

Kansen Chu
Councilmember, District 4

Nora Campos
Councilmember, District 5

Pierluigi Oliverio
Councilmember, District 6

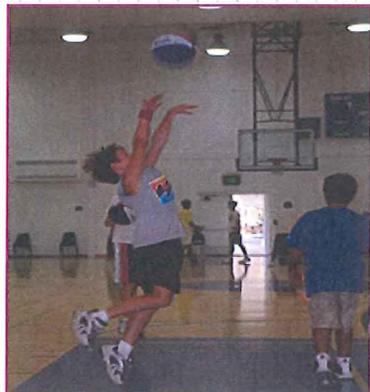
Madison Nguyen
Councilmember, District 7

Rose Herrera
Councilmember, District 8

Judy Chirco
Councilmember, District 9

Nancy Pyle
Councilmember, District 10

Debra Figone
City Manager



HEALTHY NEIGHBORHOODS VENTURE FUND (HNVF) LEADERSHIP COMMITTEE

Hon. Judy Chirco - Chairperson

Hon. Nora Campos - Vice-Chair

Max Crumley

Melanie Espino

Carmen Johnson

Amari Romero-Thomas

Mara Wold

City of San José Parks, Recreation, and Neighborhood Services (PRNS) Administration

Albert Balagso - Director of PRNS

Julie Edmonds-Mares - Assistant Director of PRNS

Jay Castellano, Deputy Director, Administrative Services

Zulma Maciel, Program Manager, Contracts and Grants Unit

Matthew Shelton, Senior Analyst

Kit Kwan, Analyst

Luz Mejia, Analyst

Maria Murillo, Analyst

Shirlee Victorio, Analyst

Contact HNVF Administration

City of San José

Department of Parks, Recreation and
Neighborhood Services

200 East Santa Clara Street, 9th Floor

San José, CA 95113

Phone: (408) 793-5530

Fax: (408) 292-6318

Email: hnvf@sanjoseca.gov

Acknowledgments

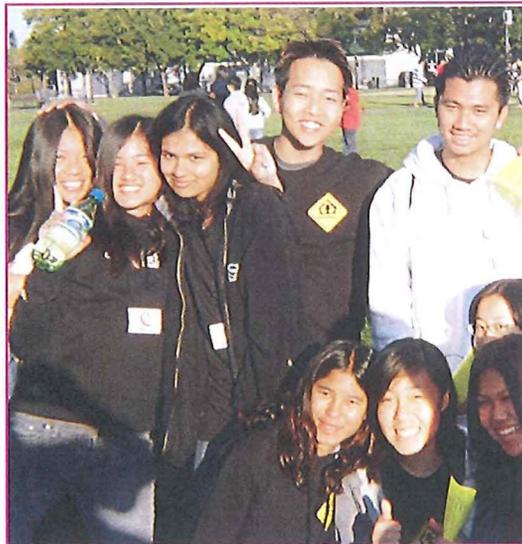
Community Crime Prevention Associates (CCPA) and the entire HNVF Evaluation Team are truly grateful for the assistance received during this FY 2009-2010 HNVF Final Evaluation Report period.

Our gratitude is extended to the 58 funded projects and the children, youth, seniors and families they serve throughout the City of San José. Moreover, CCPA is impressed with the HNVF project's' efforts and thankful for their commitment to creating healthier neighborhoods for all San José residents.

Many thanks to the City of San José Parks, Recreation and Neighborhood Services and the Healthy Neighborhoods Venture Fund staff. Their hard work and diligence has been an important factor in HNVF's accomplishments. Additionally, the Evaluation Team expresses its heartfelt thanks to the Healthy Neighborhoods Leadership Committee for its guidance and leadership.

HNVF Evaluation Team from CCPA

Rachel Camacho, M.Ed.
Peter Ellis, Ph.D.
Rex Green, Ph.D.
Marco Antonio Cruz, M.A.
Tanya Baker-Riddle, B.A.
Cynthia Ignacio
Blanca Lopez, A.A



Report Prepared by:

Community Crime Prevention Associates
PO Box 730
San José, CA 95112
(408) 398-3180
Administration Office
1815 Clement Ave.
Alameda, CA 94501
(510) 814-1844
www.ccpahome.com



San José Healthy Neighborhoods Venture Fund Final Evaluation Report FY 2009-2010 September 20, 2010

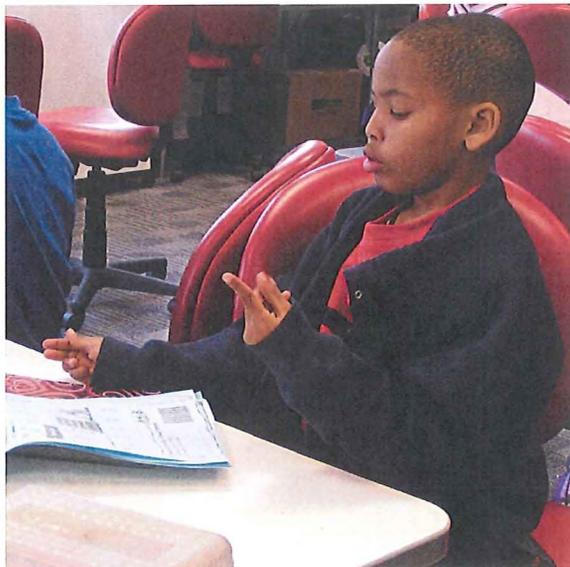


TABLE OF CONTENTS

Final HNVF Evaluation Report	Page
SECTION ONE	
Executive Summary	5
SECTION TWO	
Methodology of HNVF Evaluation	22
SECTION THREE- Evaluation of HNVF FY 2009-10	
EFFORT	26
Funds Granted and Spent	27
Staff Funded	28
Customers Served	29
Strategies Conducted	36
Amount and Cost of Service	37
EFFECT	39
Customer Satisfaction	40
Producing Change in Customers	42
Service Quality	50
Reliability and Validity	52
PERFORMANCE	58
Children and Youth Projects	60
Senior Projects	62
RESULTS	65
Population Results	66
Health Population Results	68
Education Population Results	78
Public Safety Population Results	88
SECTION FOUR - Appendix	90
Appendix A Report Tables with Grantee Data	91
Appendix B Bibliography	117
Appendix C Definition of Terms	120
Appendix D HNVF Evaluation Team	123
Appendix E Senior Resiliency Service Productivity	129
Appendix F San José Zip Code Map	132
SECTION FIVE - Individual Write-Up for HNVF Projects	133
HNVF Education Funded Projects	134
HNVF Senior Funded Projects	226
Children's Health Initiative	278

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

The HNVF Final Evaluation Report is organized into five sections: executive summary, explanation of the evaluation model used for this final report, overall evaluation of HNVF for this year, the appendix that contains detailed supportive data and information and the individual write-ups for each HNVF funded project.

The evaluators recommend that the first three sections are indispensable reading in using this report. In the first section, readers will find a brief executive summary of the effort, effect, performance and results of the 2009-10 funding cycle.

In the second section, readers will find a brief explanation of the Performance Logic Model Evaluation System utilized by HNVF to evaluate and provide information for continuous improvement of funded project's services.

In the third section, effort, effect, performance and results across all HNVF funded services are reviewed.

Effort includes the resources and work required, such as information about how funded projects spent their money, who the staff and customers were, what the strategies for service were, how much service was provided, and how much it cost. The efficiency of services is based on the funds expended per hour of service provided.

Effect includes the experiences and feedback of children, youth, seniors and their parents or family/friends in two areas: customer satisfaction and productivity. Staff that serve the children, youth and seniors also conduct individual assessments of the changes made by their customers. Children, youth, seniors, parents, family/friends and staff members report on the changes in the child, youth or senior customer's skills, knowledge, attitudes, and behaviors caused by the HNVF funded services. The level of productivity in causing changes signals the effectiveness of services.

Performance summarizes whether the HNVF funded projects met the HNVF performance goals for effectiveness and efficiency. This analysis of performance compares HNVF funded projects by using the priority areas of the HNVF Strategic Plan.

Results include population indicators such as overall health, wellness and education of the children, youth and seniors in San José. Results come from the whole San José community's efforts to improve the well-being of children and youth, seniors, and their neighborhoods. Looking at results over time assists the residents of San José to see if key indicators are going in a desirable or an undesirable direction. Some result data allow San José to compare themselves to other Metropolitan Areas in the United States.

The fourth section is the appendix that includes the following:

- Appendix A Report Tables with Grantee Data
- Appendix B Bibliography
- Appendix C Definition of Terms
- Appendix D HNVF Evaluation Team
- Appendix E Sampling Methodology
- Appendix F San José Zip Code Map

The fifth section provides a summary for each funded project. Also in this section are evaluator comments and results of individual survey questions. Results of the surveys are especially interesting because funded projects crafted their own program-specific questions. These write-ups include each of the 58 funded projects and are designed to be shared with HNVF funding partners of HNVF about their investment in San José's children, youth and seniors.



Neither the size nor comprehensive nature of the HNVF Final Evaluation Report need deter anyone from finding the information he/she is most interested in acquiring. In fact, the report is organized so that the reader can easily access information about the HNVF program, such as the history and evaluation design, as well as HNVF funded projects' performance, including the amount of services provided and their effectiveness.

Healthy Neighborhood Venture Fund Background

The Healthy Neighborhoods Venture Fund (HNVF) Program was established by the City of San José City Council in 2000 and is funded by the Tobacco Master Settlement Agreement, an agreement between certain cities (including San José), 46 states and the major tobacco companies regarding the marketing and consumption of tobacco products. Through this agreement, the City of San José has received \$9 - \$11 million annually. This funding is deposited as revenue in the Anti-Tobacco Master Settlement Agreement Revenue Fund and historically, is allocated through an multi-year process to fund youth, senior and tobacco cessation programs through both non-competitive ("Established Priorities") and competitive processes.

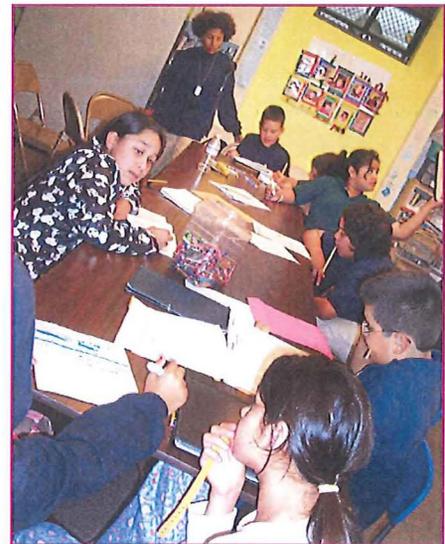
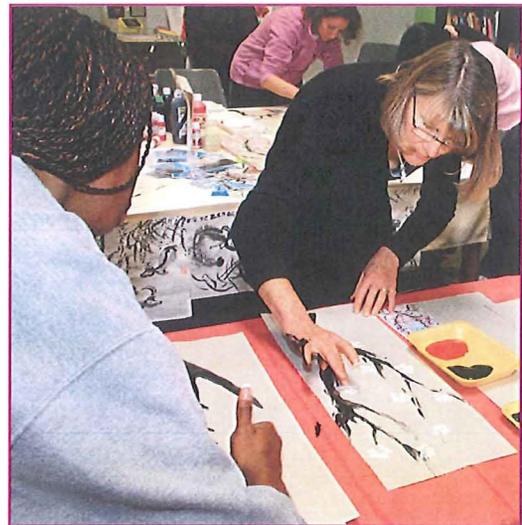
For 2009-2010, Established Priorities funding for the HNVF children, youth, and senior grantees, Children's Health Initiative, Homework Centers and HNVF Administration. It should be noted that the Homework Centers are evaluated separately. Competitive funding, spread among 58 contracts to provide prevention services to children and youth, prevention and early intervention services to seniors, and to fund part of the Children's Health Initiative.

In June 2006, the City Council directed the City Manager's Office to explore alternative strategies for funding services that enable community-based organizations to address needs at appropriate levels. In February 2007, the HNVF Leadership Committee approved staff's recommendation to use the Results-Based Accountability (RBA) funding methodology for the HNVF Program. It is driven by a strategic work plan and an allocation plan that prioritizes the allocation of funds in alignment with the strategic plan, and a performance logic model to evaluate funded programs.

Migration to RBA Model

HNVF's migration to the RBA model is designed to ensure that HNVF-funded programs remain aligned with City priorities. RBA is a collaborative and quantitative technology for assessing and prioritizing needs, allocating funds and monitoring/evaluating programs and service providers.

The San José City Council approved the Healthy Neighborhoods Strategic Work Plan and the Allocation Plan in October 2008.



Healthy Neighborhoods Strategic Work Plan and Allocation Plan

The HNVF Strategic Work Plan is a broader vision that defines the mission, values and strategic goals of HNVF program, and it serves as the foundation for applying the RBA methodology. It will guide the City and its partners in coalition building, program planning, resource allocation, and advocacy to build healthy youth and seniors. Highlights of the Strategic Work Plan include the following:

Mission Statement:

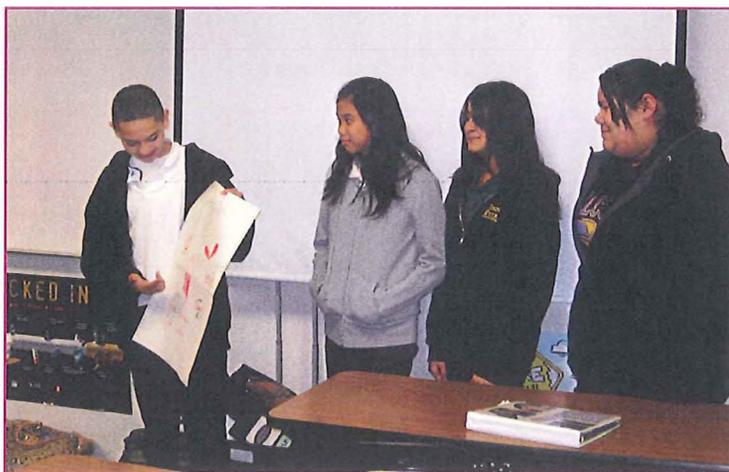
To mobilize the assets, strengths, resources, and innate resiliency of its residents to ensure healthy neighborhoods for all.

Vision Statement:

All San José residents enjoy a higher quality of life because of their improved socialization, health, physical fitness, and strong connection to their community and neighbors.

Within the framework of the Strategic Work Plan, the Allocation Plan identifies the areas most appropriate for HNVF funding and delineates the eligible services and target populations that best support and advance the Strategic Work Plan. Highlights of the Allocation Plan include the following:

- Promotes healthy lifestyles geared towards tobacco prevention, health and fitness and developmental assets framework
- Focuses on a range of early care and prevention activities for youth whose target population are children and youth ages 0 – 19
- Focuses on a range of prevention and early intervention for seniors ages 60 and over

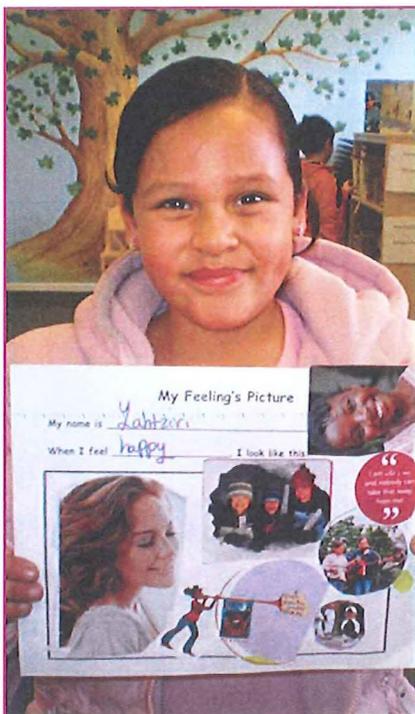


HNVF FY 2009-10

Table 1

This Final Evaluation Report reflects data collected from FY 2009-10 HNMF funding year for 58 HNMF funded projects.

As indicated in this table, 36 HNMF funded projects were allocated funds to serve children and youth through prevention services; 21 funded projects were funded to serve senior customers through senior prevention and early intervention services; and one project was allocated funds through established priorities to support the Santa Clara County Family Health Plan Children's Health Initiative. This year all funded HNMF projects had a tobacco prevention and health awareness component to their services and care.



Senior Prevention and Early Intervention Service Providers	HNMF Funding
Asian Americans for Community Involvement	\$73,444
Bay Area Legal Aid	\$35,000
Breathe California Bay Area Fostering Tobacco Free Community	\$35,000
Catholic Charities of SC County - Day Break	\$68,000
Catholic Charities of SC County-John XXIII Center	\$127,500
Department of PRNS Addressing the Gaps in Aging	\$670,000
Diabetes Society Screening and Education	\$64,000
Ethiopian Community Services, Inc. Senior Services	\$37,400
Gardner Senior Preventative Health Program	\$120,000
Health Mobile - On-Site Medical Care for Seniors	\$120,000
Indian Health Center Diabetes & Lifestyle Program	\$17,644
Indian Health Center of Santa Clara Valley	\$73,116
Jewish Family Services To Life! Seniors Wellness Program	\$78,094
Live Oak Adult Day Services Senior Adult Day Care/Respite	\$43,200
Mexican American Community Services Agency, Inc.	\$109,809
Next Door Solutions to Domestic Violence	\$72,000
Outreach & Escort Senior Transportation & Resources	\$120,000
Respite and Research For Alzheimer's Disease	\$40,000
Senior Adults Legal Assistance San Jose Elders Expansion	\$42,500
The Health Trust - Meals On Wheels	\$101,762
Third Street Community Center	\$35,000
Total HNMF Senior Service Providers	\$2,083,469
Children and Youth Prevention Service Providers	HNMF Funding
Alum Rock Counseling Center - Mentoring	\$86,144
Asian Americans for Community Involvement	\$73,229
Big Brothers Big Sisters of the Bay Area- Mentoring	\$45,000
Boys & Girls Clubs of Silicon Valley	\$43,037
California Community Partners for Youth, Inc.	\$35,000
California Community Partners for Youth, Inc. Step Up	\$56,250
Catholic Charities - CORAL Moves ASP	\$56,250
City Year -Gross School	\$56,250
City Year San Jose/Silicon Valley	\$112,500
Continuing Development Inc. DBA Choices for Children	\$105,218
Escuela Popular After School Program	\$95,840
Ethiopian Community Services-School Achievement	\$35,000
Family & Children Services - Deaf Families with Children	\$120,000
Family Supportive Housing, Inc.	\$127,500
Fresh Lifelines For Youth - Law For Your Life	\$40,000
Fresh Lifelines For Youth - Legal Eagle	\$35,000
Friends Outside Tutoring and Educational Advocacy Program	\$46,175
Generations Community Wellness Centers, Inc.	\$61,200
Goodwill Industries Santa Clara Good Health Program	\$76,062
Health Mobile -Dental Care for Children	\$135,000
Indian Health Center of SC Valley-Youth Empowerment	\$61,769
Pathway Society, Inc. Family Wellness	\$35,000
Positive Alternative Recreation Teambuilding Program	\$63,900
Respite and Research For Alzheimer's Disease-Child Care	\$35,000
Rohi Alternative Community Outreach - Thrive	\$28,393
Sacred Heart Community Turn the Tide Youth Education	\$45,278
San Jose Day Nursery - Early Care	\$112,500
San Jose Grail Family Services - Family Empowerment	\$55,605
San Jose Grail Family Services - Ready Set Go!	\$39,362
San Jose Jazz Society Keep The Music Alive	\$112,500
San Jose Public Library- Books for Little Hands	\$120,000
School Health Clinics Santa Clara Pediatric Weight Mgt.	\$44,663
St. Elizabeth's Day Home-Healthy Living	\$60,000
Third Street Community Center-Inspiring Minds	\$118,372
Unity Care Group Foster & Middle School Youth Leadership	\$112,500
YMCA of Silicon Valley/Project Cornerstone	\$120,000
Total HNMF Child and Youth Service Providers	\$2,605,497
HNMF Funded Santa Clara Family Health Plan	HNMF Funding
Children's Health Initiative	\$2,100,000

Section One

Highlights of HNVF Funded Services for Fiscal Year 2009-10

Highlights that evaluators chose as representative of this year's effort, effect, and performance of HNVF funded projects are given below. Additional information about each of the highlights is in the report, beginning on the page listed in parentheses following each highlight. A summary of effort, effect, performance, and results for this year's HNVF funding is also provided in the graphic on page 12. There, readers can quickly locate answers to the HNVF evaluation questions and learn more about how the 58 funded projects, overall, met or exceeded the performance goals.

Effort of HNVF Funded Services for This Year

HNVF funded 58 contracts to funded projects for \$6.8 million to serve San José's children, youth, and seniors. The HNVF funds were matched by \$21.9 million for a leverage of 323%. (Page 24)

Table 2 - Funding Summary by Grant Areas

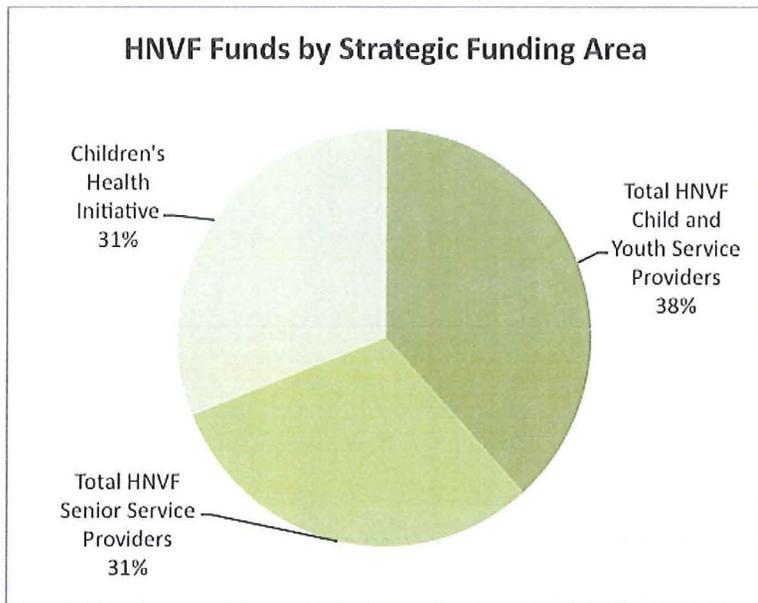
HNVF Strategic Funding Areas FY 2009-10	Annual HNVF Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
Total HNVF Child and Youth Service Providers	\$2,605,477	\$5,762,958	\$8,368,435	221%
Total HNVF Senior Service Providers	\$2,083,499	\$7,204,963	\$9,288,462	346%
Children's Health Initiative	\$2,100,000	\$8,961,017	\$11,061,017	427%
Total HNVF FY 2009-10 Funds	\$6,788,976	\$21,928,938	\$28,717,914	323%

Chart 1

This year, HNVF spent \$6.7 million of the grant funds and spent \$22.6 million of the matching funds for a total of \$29.2 million in funds for services for San José's children, youth and seniors. Every dollar of HNVF funds spent was leveraged and matched with \$3.23 from other partners. This year HNVF raised and spent more matching funds than planned. (Page 26)

Funded projects served 45,199 unduplicated children, youth, and senior customers with 2.2 million hours of direct service. Each customer received an average of 63 hours of service and care. (Page 29)

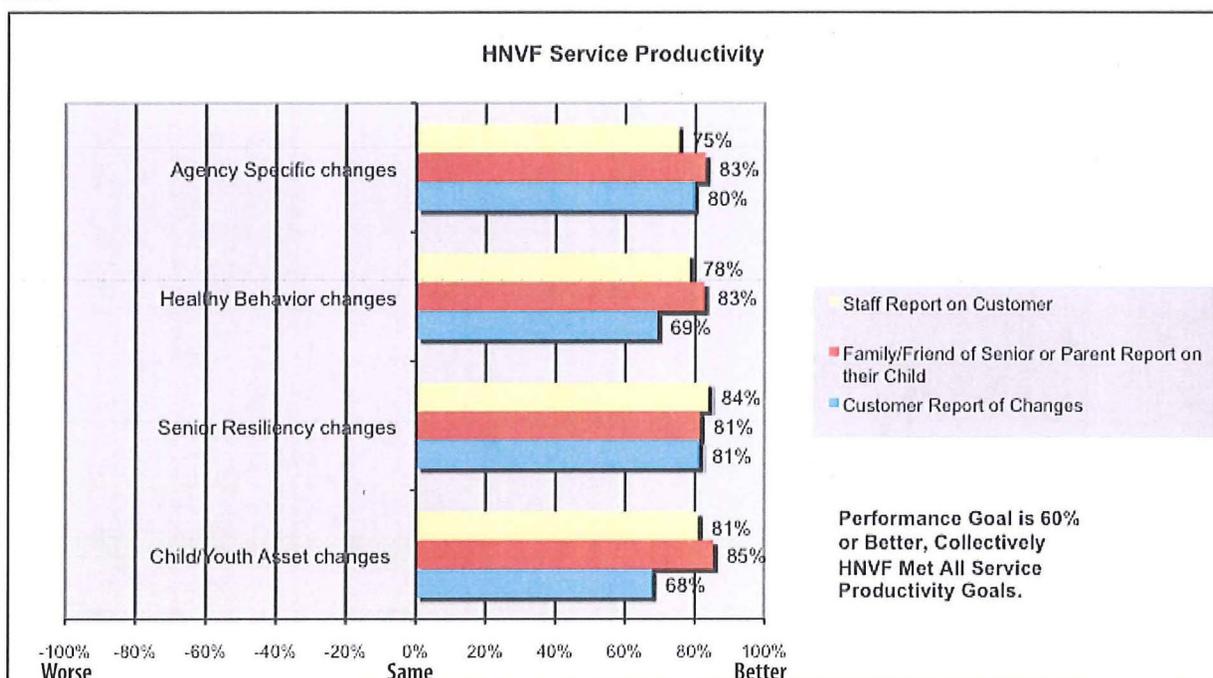
For this year, the average cost per hour of service was \$2.05 for HNVF funds and \$7.42 for total funds (HNVF and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service delivered. **Note:** Children's Health Initiative (CHI) did not track the amount of service that children received through health insurance care, a task beyond the scope of this evaluation. The average cost per customer served was \$465 per customer. (Page 37)



Effect of HNVF Funded Services This Year

- Children/youth/senior customers gave HNVF services an 88% satisfaction rating; parents and family/friends of HNVF customers gave the same HNVF services an 89% satisfaction rating. Both are positive satisfaction rates. (Page 40)
- HNVF funded services were effective in producing positive changes in behaviors and skills in their customers in child/youth asset development, senior resiliency, healthy behaviors, and a series of changes selected and specified by each HNVF funded project. Parents indicated that funded services were effective in producing three out of four targeted changes because of the HNVF funded services. These targeted changes are attitudes, behaviors, skills and knowledge that assist customers to enrich their lives and thrive in their homes and neighborhoods. (Page 42)

Chart 2



Service Productivity is the percent of target changes or outcomes achieved minus percent missed. Staying the same is a zero percent score. Service Productivity scores can range from -100% for worse changes, to 0% for staying the same, to 100% if everyone made the targeted change. HNVF has set a performance goal of 60% for this measure of effectiveness. Child/youth developmental assets and healthy behaviors changes achieved this performance target with scores of 68% and 69% for customer reported changes. Senior resiliency changes were achieved by 81% of seniors surveyed. Agency specified changes that are unique to each HNVF funded project had a collective change score of 80%. Service Productivity Scores are up an average of 8% from last year to this year, a promising indicator of improved effectiveness. This improvement is an indication of continuous quality improvement. (Page 42)

HNVF children/youth/seniors, their parents and family/friends of seniors, and their HNVF - funded staff completed 15,545 surveys and assessments about the effect of funded services in producing new skills and behaviors in this year's sampling of HNVF customers.



Performance of HNVF Funded Services This Year

Effort

At the beginning of each fiscal year, funded projects developed a service plan that indicates the scope of work they will complete for their grant. For this year, 93% of funded projects met or exceeded their contracted service delivery plan for the specified number of hours of service. (Page 58-64)

Satisfaction

For this year, 95% of funded projects met or exceeded the HNVF goal for customer satisfaction rate of 70% or more. (Page 58-64)

Service Productivity Asset Development, Healthy Behaviors, & Senior Resiliency Changes

HNVF funded projects measured three categories of service productivity questions. Child and Youth education programs measured Developmental Asset Service Productivity. Senior funded projects measured Senior Resiliency Service Productivity. Both groups measured Healthy Behavior Service Productivity. Of the HNVF funded projects measuring these three measures; 82% of the education funded projects met the performance goal for Developmental Asset, 100% of the senior funded projects met the performance goal for Senior Resiliency Assets. Both education and senior funded projects measured Healthy Behaviors and 76% met the performance goal. (Page 58-64)

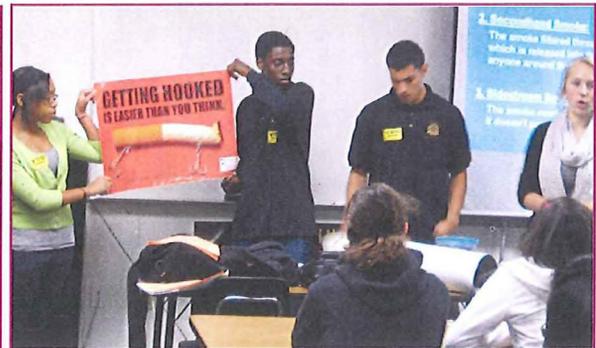
Service Productivity Funded Project Selected Changes

All of the HNVF funded projects select targeted changes that are unique to their program because of their services. This year, 90% of funded projects met or exceeded their performance goal to stimulate growth in the funded project's agency selected, targeted changes as indicated by their child, youth and senior customers. (Page 58-64)

The following table summarizes the five performance goals: delivery of planned amount of service, customer satisfaction, asset development or senior resiliency, healthy behavior service productivity score, and funded project agency selected service productivity score for this year.

Table 3

HNVF Performance Goals	Participating Agencies	Service Providers Made Performance Goal	Percent Made Performance Goal
Contracted Service Goal is 95% of Plan	58	53	91%
Customer Satisfaction Goal 70%	58	56	97%
Child/Youth Developmental Asset Goal is 60%	24	18	75%
Senior Resiliency Goal is 60%	17	17	100%
Healthy Behavior Goal is 60%	37	31	84%
Grantee Specific Goal is 60%	49	44	90%



Graphic 1

**At a Glance:
Effort, Effect,
Performance,
and Results -
Dashboard**

Table 4

Grants Funded

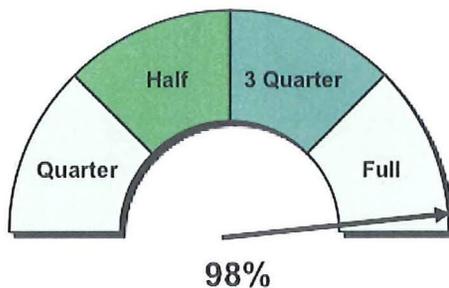
FY 2009-10 Grant Funds Allocated and Matched	58 HNVF Grants
HNVF Funds	\$6,788,976
Matching Funds	\$21,928,938
Total	\$28,717,914
Percent Match	323%

HNVF Performance Logic Model Evaluation System										
Performance Account-ability Model	Logic Model	HNVF Evaluation Questions	Answers to HNVF Evaluation Questions FY 2009-2010 For 58 HNVF Funded Projects				HNVF Performance Goal Met ?			
EFFORT	Inputs	What did HNVF spend on services?	HNVF Funds Spent \$6,674,350	Matching Funds Spent \$22,553,848	Total Funds Spent \$29,228,198	Percent of HNVF Funds Spent 98%	Percent of Total Funds Spent 102%	Yes, raised and spent more matching funds than planned.		
	Staff	Who were the staff providing services?	FTE Staff 421	Years Experience 8.6	Years Schooling 14.6	Male 30%	Female 70%	Yes Met Goal to Hire Planned Staff		
	Customers	Who are our children and youth customers?	# Unduplicated Customers 45,199	Male 44%	Female 50%	Unknown 6%	Yes, Met Goal to Serve Customers 6% of Customers Ages Are Unknown. Customers showed good growth in their participation in home and community.			
			0-3 yrs 4%	4-11 yrs 37%	12-19 yrs 21%	20-59 yrs 7%	60+ yrs 26%			
			African Americans 2%	Caucasian Americans 13%	Latino Americans 52%	Asian Pacific Americans 20%	Native Americans 1%			
			Multi Racial 2%	Other/Unknown 10%	Child/Youth Asset Level MEDIUM	Level of Health of Customers GOOD	Growth in Participation 71%			
	Strategies	What percentage of service strategies did we conduct?	HNVF Funds Spent for Child/Youth Programs 38%	HNVF Funds Spent for Senior Programs 30%	HNVF Funds Spent for SCFHP Children's Health Initiative Program 32%	Cost per Hour Total Funds for Child/Youth Programs \$5.37	Yes, Met Strategic Plan Care Categories			
			Hours of Service for Child/Youth Programs 69%	Hours of Service for Senior Programs 31%	Hours of Service for SCFHP Children's Health Initiative (CHI) Program Did not track hours of care	Cost per hour for Total Funds Senior Programs \$12.00				
	Activities	How much services did we provide?	Planned Hours of Service for Year 1,995,482	Actual Hours of Service for Year 2,227,574	Percent of Contracted Services Delivered Year 112%	Hours of Service per Customer 63	Staff-rated Growth in Expectation Level 70%	Yes, Exceeded Planned Hours of Services		
Outputs	How much did the services cost to deliver?	Cost per Hour HNVF Funds (Does not include CHI) \$2.05	Cost per Hour Total Funds (Does not include CHI) \$7.42	Cost per Customer HNVF Funds \$129	Cost per Customer Total Funds \$465	Average # of New Caring Adults Connected to HNVF Customer 3.7	Yes, Exceeded Goal and Indicates Efficiency of Care			
EFFECT	Customer Satisfaction	Were our customers satisfied with our services?	Average Satisfaction of Children/Youth/Senior Customers (0-100% on 4 Items) 88%		Average Satisfaction of Family/Friends or Parents (0 to 100% on 4 Items) 89%	Customer Level of Participation in Services HIGH	Yes, Exceeded Goal of > 70% High Customer Satisfaction			
	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)		Customer Report of Changes	Family/Friend or Parent Report on their Child	Staff Report on Customer	Yes, Exceeded the Goal for Changes in all Service Productivity Areas. Family, Friends, and/or Parents and Staffs' Assessments Indicated the Most Change		
			Child/Youth Asset changes		68%	85%	81%			
			Senior Resiliency changes		81%	81%	84%			
Healthy Behavior changes			69%	83%	78%					
Agency Specific changes		80%	83%	75%						
Service Quality and Reliability	Were our services equally effective for all our customers?	Grantee Specified Service Quality Score 2.51	Asset Development Service Quality Score 2.01	Health Services Quality 1.82	Senior Resiliency Service Quality 2.54	Average Service Performance Index (SPI) Score 677	Yes, Quality Score > 1 Yes, Average SPI Score is > 600			
Survey Sample	How many customers were surveyed?	RPR Survey 2,033	Customer Surveys (Child, Youth, Senior) 7,806	Family/Friend or Parent Surveys 1,649	Staff Surveys 4,057	Total Surveys Collected 15,545	A Few Grantees Need to Increase Sample Size - Overall Good Sample Size			
Results come from the effort and effect of the whole community of San José to have healthier neighborhoods for all residents.										
RESULTS	Population Results	How are we doing on key indicators of health and wellness for San José Neighborhoods and Residents?	Population results are used to determine if key indicators are going in a desirable or undesirable direction over time. Population results can assist us to focus our efforts to move indicators in a desirable direction.							
			Trends going in a desirable direction			Trends going in a undesirable direction				
			Academic Performance Index Scores			More Than Half of Adults in County are Either Overweight or Obese				
			Students Achieving Fitness Standards			4-year High School Drop Out Rate				
			Percent of Graduating High School Seniors Qualifying for UC/CSU			NCES High School Graduation Rate				
Thirteen highest Metro Area in US where adults consume fruits and vegetables five or more times a day			Note: Indicators are not used to point fingers but used to assist everyone in the community to work together to produce healthy productive futures for our children, youth, and seniors.							
Adult Who are Current Smokers Lowest in CA Metro Areas										

HNVF Funded Projects Spent 98% of HNVF Funds and 102% of Total Funds, Raising and Spending More Matching Funds than Planned

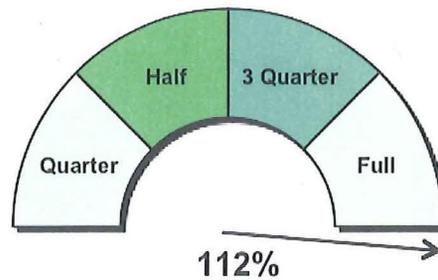
Graphic 2

HNVF Funds Spent



Graphic 3

Hours of Service Delivered



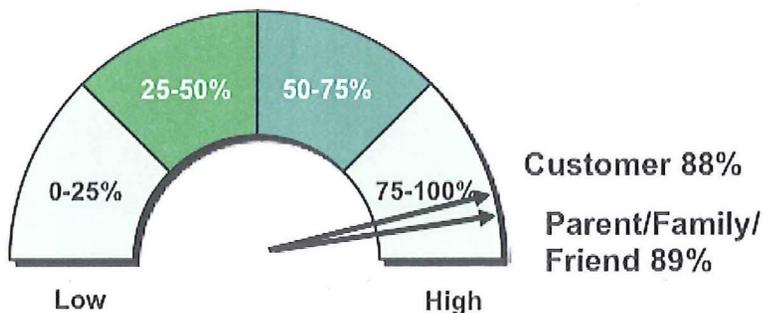
HNVF Delivered 2.2 million hours of service at \$7.42 an hour for service

Grantees Delivered 112% of Planned Contracted Services

HNVF Funded Projects Demonstrated High Customer Satisfaction and High Family/Friend or Parent Satisfaction (Children’s parents are surveyed and senior’s family or friend are surveyed)

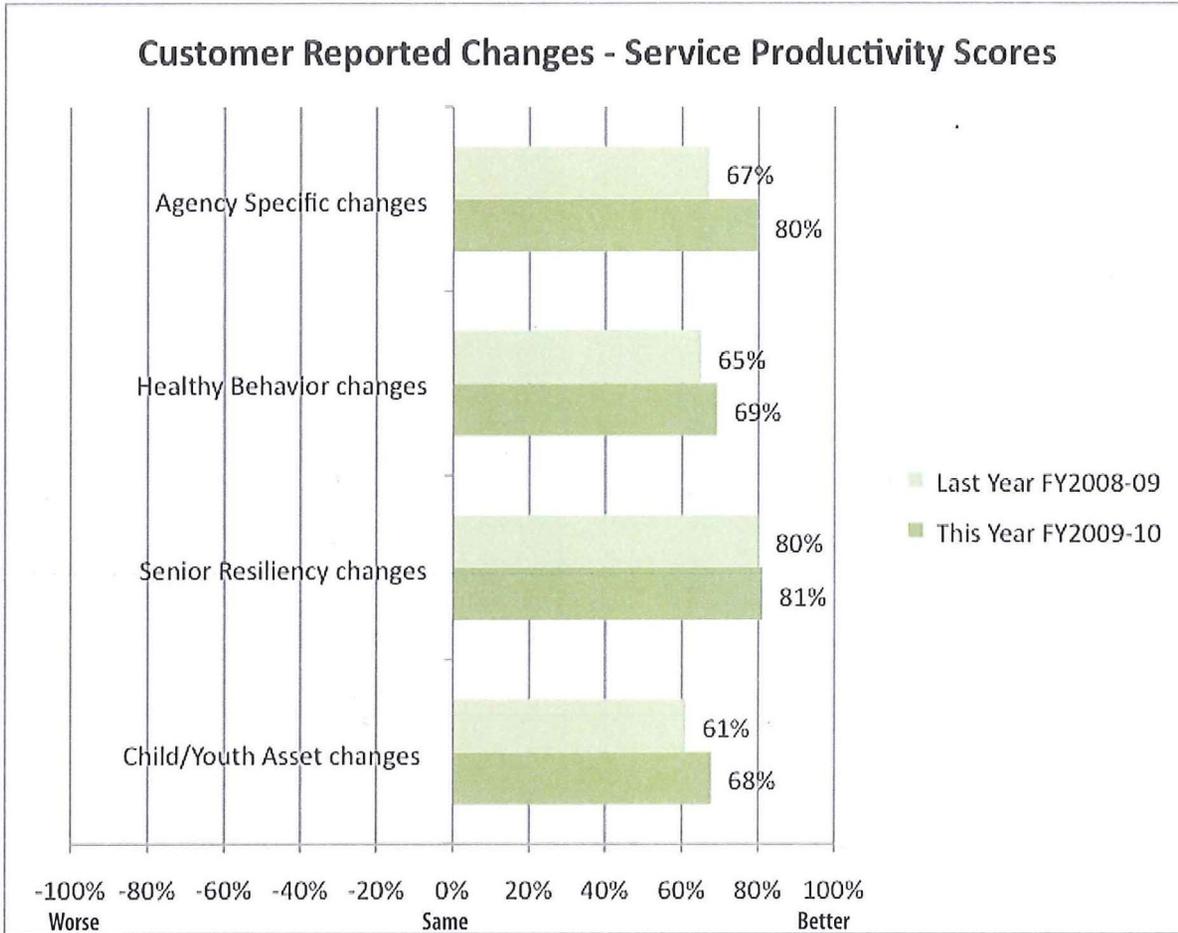
Graphic 4

Customer Satisfaction



Customer Report Changes for the Better Because of the HNVF Funded Care and Services

Chart 3



☞ **All Measurements of Change Achieved the Service Productivity Goal of 60% or Greater in the Spring Sampling**

☞ **Effectiveness Scores as Measured by Service Productivity Score Increased from FY 2008-09 to FY 2009-10, an Indication of Increasing Effectiveness**



☞ **This Year, HNVF Funded Projects Collected 15,545 Survey Reports from Child, Youth, and Senior Customers, Their Family or Friends of Seniors, Parents or Guardians of Children and Youth, and Staff Assessments of Customers**

Summary of Resiliency Outcomes from 4,057 Individual Staff Assessments of Their Customers

- ☞ As assessed by HNVF-funded staff, children/youth and senior customers were connected to 3.7 new, caring adult relationships as a result of their participation in HNVF-funded services.
- ☞ The staff assessment of each child/youth and senior customers' participation level in the HNVF funded program indicated a HIGH level of participation.
- ☞ The staff assessment of growth in child/youth and senior's expectation levels improved in 70% of customers assessed.
- ☞ The staff assessment of growth in participation levels of children/youth and seniors participation in home, school, or the community improved in 71% of customers assessed.

Why is Resiliency Important?

Children and youth need caring, structuring, and loving adults in their life to assist them to build the resiliency assets to function in our society. One critical component to youth developmental asset theory is resiliency. Resiliency is a concept first popularized in the early 1970s. Robert Brooks of Harvard University explains: "The hallmark of a resilient child includes knowing how to solve problems or knowing that there is an adult to turn to for help. A resilient child has some sense of mastery of his own life, and if he gets frustrated by a mistake, he still feels he can learn from the mistake." The extensive research of Bonnie Benard, Senior Program Associate of WestEd's School and Community Health Research Group, on resiliency indicates that the three core variables of resiliency are:

1. A relationship with caring and supportive adults in the home, school, and community.
2. High expectations of the youth in the home, school, and community.
3. Meaningful participation of the child in the home, school, and community.

Research published in *The Journal of Women and Aging* by Kimberly Stark-Wroblewski, Jessica K. Edelbaum, and Theresa O. Bello revealed that women were particularly like to identify relationships, frame of mind, participating in activities, and religion/spirituality as important contributors to successful aging. Resiliency is beginning to be accepted as a framework for building strength based prevention and intervention care for seniors. HNVF is part of this international effort to utilize resiliency assets in seniors to meet their needs.

Summary of Resiliency Outcomes by HNVF Education and Senior Program Strategies

HNVF Program Strategies	Customer Level of Participation in Services	Average # of New Caring Adults Connected to HNVF Customer	Staff-rated Growth in Expectation Level	Staff Rated Growth in Participation in Home and Community
Child/Youth	4.0-High	4.0	67%	68%
Seniors	3.8-High	3.2	78%	77%
All Programs	3.9-High	3.7	70%	71%

Table 5

Summary of HNMF Customers

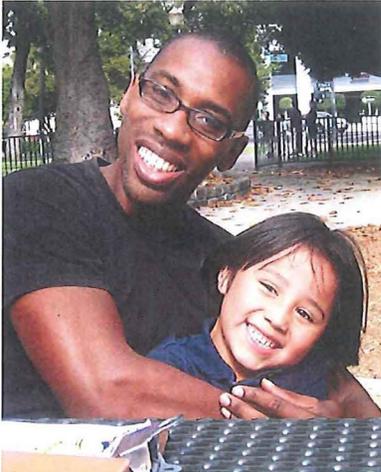


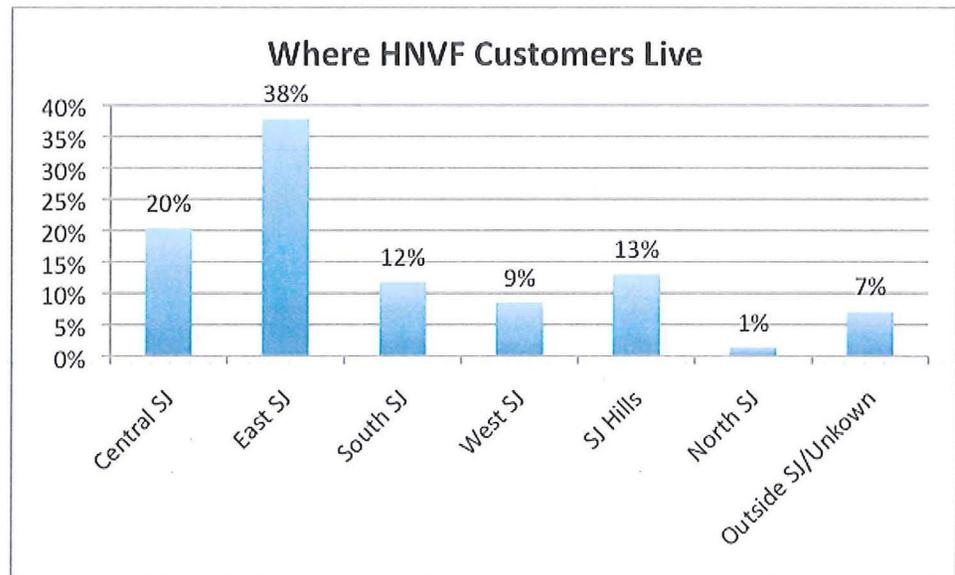
Table 6

Profile of HNMF Customers This Year
45,199 Customers Served
4% of Customers Served were 0 - 3 years of age
37% of Customers Served were 4 - 11 years of age
21% of Customers Served were 12 - 19 years of age
7% of Customers Served were 20-59 years of age
26% of Customers Served were 60+ years of age
50% of Customers Served were Female
44% of Customers Served were Male
52% of Customers Served were Latino
20% of Customers Served were Asian/Pacific Islander
13% of Customers Served were Caucasian
2% of Customers Served were African American
1% of Customers Served were Native American

Summary of Where HNMF Customers Live in San José

The following table shows how zip codes were allocated to regional groupings. The last page of the appendix has a Zip Code map for the City of San José. More information on where HNMF customers live is found on page 32 of this report.

Chart 4



Regions of San José by Zip Code

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

Table 7

Indicators of Performance - Effectiveness and Efficiency

CCPA evaluated the performance of each of the HNVF grantees relative to their effectiveness and efficiency. The indicators of effectiveness are Youth Customer Satisfaction, Service Productivity and Service Performance index. Two indicators of efficiency are Percentage of Contracted Services Delivered and Cost per Hour of Service. The definitions of the key performance indicators follows:

Percent of contracted services delivered should be minimally 95% for the contracted services in each providers scope of work. HNVF grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.

Cost per hour of service for HNVF funds is calculated by dividing the amount of HNVF funds expended by the number of hours of direct service delivered. Cost per hour of service for total funds is calculated by dividing the amount of HNVF funds and matching funds by the number of hours of direct service delivered. No performance goal is set for cost per hour but readers can compare the cost per hour of services among similar grantees contracted to provide similar services to determine if the cost per hour is reasonable and efficient.

Youth customer satisfaction is determined by child and youth responses to four questions about satisfaction with the services they received. The four questions are summarized into a score which ranges from 0% (low) to 100% (very high). HNVF has set a performance goal of 70% for this measure. Note to reader: grantees that serve children under five years old or just serve parents, use parent satisfaction scores.

Key Performance Goals:

- Percent of contracted service delivered: 95%
- Customer satisfaction rate: 70%
- For The Two Service Productivity Scores : 60%
- SPI Score 600 or greater

Service Productivity is a measure which is used to determine the effectiveness of HNVF-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a percentage that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percentage of targeted changes achieved minus the percentage missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For grantees there are two types of service productivity - one that measures child and youth developmental assets (asked by all grantees), and the second that measures program-specific changes, as determined by the grantee. The goal for all Service Productivity scores is 60%.

Service Performance Index - compiles data using 19 indicators categorized as reflecting how well the funded agency approaches service delivery, how well resources are deployed to achieve results, and how good the results are to obtain a score ranging from 0 to 1,000. This index yields a comprehensive impression of a funded agency's performance. Scores above 600 are desirable and meet the performance goal.

Table 8

Senior Providers

HNVF Funded Service Providers	Cost per Hour HNVF Funds	Cost per Hour Total Funds	Percent of Contracted Services Delivered	Customer Satisfaction Rate	Senior-rated Senior Resiliency Service Productivity	Customer-rated Health Service Productivity	Customer-rated Agency Service Productivity
Asian Americans for Community Involvement-Senior	\$2.46	\$8.15	120%	88%	99%	92%	95%
Breatha California Bay Area Fostering Tobacco Free Community	\$6.71	\$8.39	146%	86%	73%	66%	76%
Catholic Charities of SC County - Day Break	\$1.38	\$14.43	192%	93%	97%	73%	90%
Catholic Charities of SC County-John XXIII Center	\$0.87	\$4.37	112%	84%	86%	78%	77%
Department of PRNS Addressing the Gaps in Aging	\$2.98	\$6.80	117%	83%	74%	65%	74%
Ethiopian Community Services, Inc. Senior Services	\$31.69	\$39.62	103%	88%	96%	90%	99%
Gardner Senior Preventative Health Program	\$45.15	\$68.55	162%	88%	77%	XR	82%
Health Mobile - On-Site Medical Care for Seniors	\$61.57	\$108.26	101%	87%	79%	78%	89%
Indian Health Center Diabetes & Lifestyle Program	\$14.01	\$130.81	111%	94%	88%	71%	94%
Indian Health Center of Santa Clara Valley	\$11.86	\$18.88	199%	90%	88%	87%	84%
Jewish Family Services To Life! Seniors Wellness Program	\$4.85	\$9.52	128%	91%	97%	96%	100%
Live Oak Adult Day Services Senior Adult Day Care/Respite	\$1.13	\$10.91	101%	88%	80%	52%	71%
Next Door Solutions to Domestic Violence	\$6.24	\$14.00	138%	89%	80%	67%	76%
Outreach & Escort Senior Transportation & Resources	\$5.58	\$40.58	107%	97%	94%	92%	99%
Respite and Research For Alzheimer's Disease	\$0.56	\$18.19	139%	95%	74%	56%	87%
The Health Trust - Meals On Wheels	\$2.42	\$23.74	109%	87%	XR	XR	76%
Third Street Community Center	\$10.58	\$13.34	134%	94%	92%	80%	83%
HNVF Funded Projects That Missed One or More Performance Goals							
Diabetes Society Screening and Education	\$15.85	\$20.80	65%	84%	84%	XR	87%
Mexican American Community Services Agency, Inc.	\$7.47	\$47.45	31%				
All Programs	\$2.05	\$7.42	112%	88%	68%	69%	80%
TOTAL SENIOR	\$2.90	\$12.00	118%	86%	XR	74%	81%
XR = Data Not Required							

Child and Youth Providers

Table 9

HNVF Funded Service Providers	Efficiency			Effectiveness			
	Cost per Hour HNVF Funds	Cost per Hour Total Funds	Percent of Contracted Services Delivered	Customer Satisfaction Rate	Child/Youth-rated Asset Development Service Productivity	Customer-rated Health Service Productivity	Customer-rated Agency Service Productivity
Asian Americans for Community Involvement -Youth	\$3.75	\$12.71	151%	91%	71%	71%	75%
Big Brothers Big Sisters of the Bay Area- Mentoring	\$12.82	\$34.01	116%	90%	68%	67%	63%
Boys & Girls Clubs of Silicon Valley	\$1.82	\$5.02	195%	80%	73%	67%	74%
California Community Partners for Youth, Inc.	\$23.63	\$34.92	177%	80%	72%	60%	74%
Ethiopian Community Services-School Achievement	\$4.13	\$5.24	123%	91%	86%	89%	90%
Fresh Lifelines For Youth - Law For Your Life	\$4.92	\$13.89	95%	89%	63%	65%	75%
Fresh Lifelines For Youth - Legal Eagle	\$2.04	\$27.85	102%	90%	88%	86%	94%
Friends Outside Tutoring and Educational Advocacy Program	\$6.57	\$17.85	126%	85%	67%	64%	60%
Generations Community Wellness Centers, Inc.	\$20.55	\$25.73	116%	91%	84%	74%	XR
Goodwill Industries Santa Clara Good Health Program	\$4.18	\$6.00	134%	83%	71%	71%	XR
Health Mobile -Dental Care for Children	\$61.34	\$178.28	105%	91%	93%	93%	83%
Pathway Society, Inc. Family Wellness	\$3.00	\$4.00	154%	84%	76%	64%	83%
Respite and Research For Alzheimer's Disease-Child Care	\$2.95	\$22.17	196%	100%	96%	79%	XR
San Jose Day Nursery - Early Care	\$0.60	\$3.22	104%	91%	85%	76%	XR
San Jose Grail Family Services - Family Empowerment	\$1.97	\$2.61	132%	95%	94%	97%	XR
San Jose Grail Family Services - Ready Set Go!	\$25.58	\$33.49	150%	95%	97%	95%	XR
San Jose Jazz Society Keep The Music Alive	\$8.68	\$12.54	110%	100%	XR	XR	92%
San Jose Public Library- Books for Little Hands	\$0.44	\$1.05	95%	96%	XR	XR	95%
St. Elizabeth's Day Home-Healthy Living	\$0.24	\$8.19	100%	90%	85%	XR	XR
Third Street Community Center-Inspiring Minds	\$3.04	\$5.02	103%	89%	83%	83%	85%
Unity Care Group Foster & Middle School Youth Leadership	\$28.71	\$38.20	187%	88%	67%	68%	70%
YMCA of Silicon Valley/Project Cornerstone	\$9.77	\$17.51	172%	92%	XR	XR	89%
Catholic Charities - CORAL Moves ASP	\$0.46	\$0.78	198%	83%	71%	68%	71%
California Community Partners for Youth, Inc. Step Up	\$10.09	\$19.86	214%	88%	85%	78%	87%
Rohi Alternative Community Outreach - Thrive	\$11.49	\$14.76	108%	95%	99%		99%
Sacred Heart Community Svc. Turn the Tide Youth Education	\$0.91	\$4.35	124%	85%	88%	82%	93%
City Year -Gross School	\$0.78	\$1.51	118%	84%	69%	66%	69%
HNVF Funded Projects That Missed One or More Performance Goals							
Alum Rock Counseling Center - Mentoring	\$18.58	\$29.50	94%	90%	70%	46%	61%
City Year San Jose/Silicon Valley	\$1.18	\$2.34	99%	72%	56%	54%	55%
Continuing Development Inc. DBA Choices for Children	\$9.89	\$25.09	78%	97%	NX	XR	98%
Escuela Popular After School Program	\$7.10	\$10.00	61%	83%	52%	55%	42%
Family & Children Services - Deaf Families with Children	\$25.93	\$61.90	107%	95%	78%	85%	30%
Family Supportive Housing, Inc.	\$0.65	\$2.24	101%	76%	59%	64%	68%
Indian Health Center of SC Valley-Youth Empowerment	\$14.30	\$25.54	127%	84%	46%	60%	50%
Positive Alternative Recreation Teambuilding Program	\$9.61	\$11.18	104%	67%	41%	41%	42%
School Health Clinics Santa Clara Pediatric Weight Mgt.	\$5.70	\$12.56	230%	80%	56%	56%	66%
All Programs	\$2.05	\$7.42	112%	88%	68%	69%	80%
TOTAL YOUTH	\$1.66	\$5.36	109%	89%	68%	66%	79%

XR= Data not required Underlined is Parent surveys for children under 5 years old.

Senior Legal Aid Providers

HNVF Funded Service Providers	Percent of Contracted Services Delivered	Cost per Hour HNVF Funds	Cost per Hour Total Funds	Customer Satisfaction Rate	Customer-rated Agency Service Productivity	Number of Customer Surveys
Bay Area Legal Aid	124%	\$21.93	\$36.68	94%	100%	6
Senior Adults Legal Assistance San Jose Elders Expansion	192%	\$28.81	\$49.06	49%	95%	16

Table 10

Children's Health Initiative

Table 11

HNVF Funded Service Providers	Percent of Contracted Services Delivered	Customer Satisfaction Rate	Parent/Family Satisfaction Rate	Customer-rated Agency Service Productivity	Customer-rated Overall Health	Staff-rated Overall Health	Number of Customer Surveys
Children's Health Initiative	100%	93%	82%	91%	81%	79%	1,104

Service Performance Index (SPI) - What is it?

Whenever someone asks “What does the SPI mean?” the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. The Criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San Rosa.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the HNVF service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST.

Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points.

SPI by HNVF Grantee and Strategic Cluster

Readers are reminded that a score over 600 is desirable and meets the performance goal. SPI scores over 700 are considered high scores. Projects are unique and different. If comparisons are to be made between projects readers should compare similar projects. One cannot compare a counseling program to a social/recreational program. SPI scores are clustered by the strategic clusters - Child/Youth Services and Senior Services.

Senior Providers

Table 12

HNVF Service Provider - Senior Providers	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
Asian Americans for Community Involvement	236	190	403	829	140
Jewish Family Services To Life! Seniors Wellness Program	227	173	396	796	107
Catholic Charities of SC County-John XXIII Center	211	170	395	776	87
Outreach & Escort Senior Transportation & Resources	218	192	341	751	62
Ethiopian Community Services, Inc. Senior Services	204	193	337	734	45
Catholic Charities of SC County - Day Break	225	161	334	720	31
Breathe California Bay Area Fostering Tobacco Free Community	200	222	294	716	27
Indian Health Center of Santa Clara Valley	212	188	311	711	22
Respite and Research For Alzheimer's Disease	225	197	272	695	6
Department of PRNS Addressing the Gaps in Aging	214	168	311	692	3
Indian Health Center Diabetes & Lifestyle Program	205	185	287	678	-11
Live Oak Adult Day Services Senior Adult Day Care/Respite	203	180	288	670	-19
Third Street Community Center	166	161	325	652	-37
Health Mobile - On-Site Medical Care for Seniors	201	159	264	624	-65
Next Door Solutions to Domestic Violence	156	172	275	604	-85
The Health Trust - Meals On Wheels	221	191	190	602	-87
Gardner Senior Preventative Health Program	146	185	249	580	-109
Diabetes Society Screening and Education	168	172	231	571	-118
Average SPI for Senior Providers				689	

Table 13

SPI Level Seniors	Number	Percent
High - 700 Above	8	44%
Desirable - 600 to 700	8	44%
Missed SPI Performance Goal	2	12%
Total Participating	18	

SPI Levels for Senior Providers indicate that 44% earned a high level with SPI scores above 700 and 44% earned a desirable level with SPI scores between 600 and 700. Only two providers did not make the 600 or above performance goal for SPI scores.

Note: Bay Area Legal Aid and Senior Adults Legal Assistance were given exemptions from participating in the SPI scores.

Children and Youth Providers

Table 14

HNVF Service Provider - Children and Youth Providers	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
San Jose Grail Family Services - Family Empowerment	238	196	492	925	228
San Jose Day Nursery - Early Care	230	191	411	832	135
Ethiopian Community Services-School Achievement	206	181	440	826	129
Sacred Heart Community Svc. Turn the Tide Youth Education	215	155	439	809	112
Pathway Society, Inc. Family Wellness	194	203	387	784	87
Catholic Charities - CORAL Moves ASP	211	208	364	783	86
Third Street Community Center-Inspiring Minds	201	166	415	783	86
San Jose Grail Family Services - Ready Set Go!	239	197	345	781	84
Boys & Girls Clubs of Silicon Valley	222	215	339	776	79
Fresh Lifelines For Youth - Legal Eagle	231	216	328	775	78
City Year -Gross School	215	194	365	774	77
Fresh Lifelines For Youth - Law For Your Life	221	245	269	735	38
St. Elizabeth's Day Home-Healthy Living	217	197	310	724	27
Respite and Research For Alzheimer's Disease-Child Care	223	172	323	718	21
Goodwill Industries Santa Clara School-to-Career Program	201	203	312	717	20
California Community Partners for Youth, Inc. Step Up	215	194	305	714	17
City Year San Jose/Silicon Valley	208	185	318	711	14
YMCA of Silicon Valley/Project Cornerstone	206	151	352	708	11
Asian Americans for Community Involvement	229	188	289	707	10
Family Supportive Housing, Inc.	195	166	343	704	7
San Jose Public Library- Books for Little Hands	218	170	305	694	-3
Health Mobile -Dental Care for Children	218	180	285	683	-14
California Community Partners for Youth, Inc.	231	193	253	678	-19
Continuing Development Inc. DBA Choices for Children	174	231	223	628	-69
Big Brothers Big Sisters of the Bay Area- Mentoring	215	183	229	627	-70
Unity Care Group Foster & Middle School Youth Leadership	224	178	225	627	-70
Generations Community Wellness Centers, Inc.	174	176	266	616	-81
San Jose Jazz Society Keep The Music Alive	200	231	181	612	-85
Alum Rock Counseling Center - Mentoring	222	171	216	609	-88
Family & Children Services - Deaf Families with Children	220	156	226	602	-95
Indian Health Center of SC Valley-Youth Empowerment	219	185	193	598	-99
Rohi Alternative Community Outreach - Thrive	145	152	298	595	-102
Friends Outside Tutoring and Educational Advocacy Program	175	168	221	564	-133
Escuela Popular After School Program	186	157	213	555	-142
School Health Clinics Santa Clara Pediatric Weight Mgt.	144	187	222	553	-144
Positive Alternative Recreation Teambuilding Program	196	163	190	550	-147
Average SPI for Children and Youth Providers				697	

Table 15

SPI Level Children/Youth	Number	Percent
High - 700 Above	20	56%
Desirable - 600 to 700	10	28%
Missed SPI Performance Goal	6	17%
Total Participating	36	

SPI Levels for Children and Youth Providers indicate that 58% earned a high level with SPI scores above 700 and 28% earned a desirable level with SPI scores between 600 and 700. Only five providers did not make the 600 or above performance goal for SPI scores.

Note: Children Health Initiative was given an exemption from participating in the SPI scores.

Lessons Learned

1. HNVF funded projects, through their successful participation in the migration to the Results Based Accountability model, have demonstrated their ability to show the public value of the HNVF grant program. This conclusion is derived from the successful submission of 48,275 surveys during the last two fiscal years. Evaluation results for funding year 2009-10 indicate that both cost-effective and efficient services are being provided to children, youth, seniors and their families in the City of San José.
2. The tracking of HNVF customers continues to show improvement. HNVF funded projects have established their ability to collect vital data regarding the population being served. To this end, a total of 45,199 unduplicated children, youth and senior customers were served during FY 2009-10.
3. The first two years of the HNVF evaluation system has demonstrated that funded programs are producing positive change in HNVF customers served. Service productivity scores from FY 2008-09 to FY 2009-10 represent an 8% increase – an indication that HNVF funded projects are practicing continuous quality improvement in their delivery of efficient and effective services to children, youth and senior customers throughout the City of San José.
4. As part of the evaluation design, senior funded projects measured Senior Resiliency Service Productivity, one of the five HNVF performance goals for FY 2009-10. The participating senior-funded programs established their ability to strengthen resiliency factors in their senior clients. San José Senior Providers are pioneering the measurement and use of strength based resiliency strategies in serving senior customers. Resiliency is beginning to be accepted as a framework for building strength-based prevention and intervention care for seniors. These funded projects are a part of an international effort to use resiliency research and principles in providing care to seniors.
5. HNVF children, youth and senior customers were assessed by staff members of HNVF-funded programs during FY 2009-10. The data indicated that as a result of their customers' participation in program services, 3.7 new, caring adult relationships were connected in their life. Resiliency research indicates that one key variable in the development of a resilient youth and seniors is the presence of a caring and supportive adults in the home, school and community.
6. The San José community is highly encouraged to build the capacity in the Vietnamese community to provide needed services to children, youth, and seniors. Currently, 6.0% up from 2.7% last year of Vietnamese are being served by HNVF funded projects while the 2000 Census reported 8.8% percent of Vietnamese reside in the City of San José. (See page 30 for ethnicity breakdown of HNVF customers)
7. The efforts of the HNVF community and other initiatives throughout the City of San José are encouraged to continue impressing the importance to children, youth and seniors to become more active. More physical activity is needed, as reported by the Santa Clara County Health Department, because more than half of the adults are either overweight or obese and 32% of the San José youth met six out of six criteria on the yearly fitness zone test administered last year up from 25% two years ago. (See page 75)



Section Two

HNVF Performance Logic Model Methodology

How is this report organized?

This report is organized according to Graphic 5 on the following page that explains HNVF's Performance Logic Model Evaluation System. In this report, evaluators answer the questions indicated in Graphic 5 and discuss the theory of change behind the San José HNVF effort.

Performance Logic Model

The HNVF Evaluation System is based on a performance logic model (PLM). Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that does not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The elements of the PLM are shown in Graphic 5. Performance accountability is divided into three areas: effort, effect, and results. The logic model variables are listed in the second column: inputs, customers, strategies, activities, outputs, performance measures, and performance indicators.

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more HNVF customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes to increase for children, youth, seniors and families in San José.

San José HNVF Performance Logic Model Evaluation System

The HNVF Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for HNVF funded services. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the logic model methods can be seen as complementary, not contradictory, approaches to evaluation."

Accountability for Performance

Mark Friedman explains the principles of a results and performance accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement." The HNVF Evaluation System replaces an endless system of multiple measures with a few valid measures of performance used by all HNVF funded projects.

Theory of Change Logic Model

The HNVF Evaluation System also incorporates the research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All the HNVF Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their HNVF evaluations.

Lisbeth Schorr's Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's published research entitled *Common Purpose -- Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome, and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed.

Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This usable knowledge will serve as critical information for the HNVF to render thoughtful budget and policy direction, as well as continuous improvement strategies.

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

During FY 2009-10, the San José HNVF Evaluation Team worked with HNVF staff and funded projects to design and implement this integrated evaluation system. The components of the HNVF Evaluation System Performance Measures are divided into four categories: Effort, Effect, Performance, and Results.

Graphic 5 – Evaluation Model

HNVF Performance Logic Model Evaluation System					
Performance Accountability Model	Logic Model	HNVF Evaluation Questions	Where We Get Data	Performance Goal	Theory of Change
EFFORT	Inputs	What did HNVF spend on services?	HNVF Invoices and Staff Interviews	Spend greater than 95% of funds.	THEORY OF CHANGE
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	Hire staff indicated in contract.	
	Customers	Who are our children and youth customers?	HNVF Quarterly Report (Participant ID Report Form)	Serve customers indicated in contract.	
	Strategies	What service strategies did we conduct?	HNVF Quarterly Reports, Interviews, and Site Visits	Provide service strategies contracted.	
	Activities	How much service did we provide?	HNVF Quarterly Reports, Interviews, and Site Visits	Provide 95% of contracted planned services.	Child/ Youth and Senior Developmental and Wellness Theory as indicated in HNVF Strategic Plan. Focused on Risk Avoidance, Protective, Resilience, and Social Attachment Assets as key elements in the betterment of children, youth and seniors.
	Performance Measure Outputs	How much did the service cost to deliver?	HNVF Quarterly Reports and Staff Interviews	Cost per hour is the same or below cost contracted.	
EFFECT	Performance Measure: Customer Satisfaction	Were our youth and parent customers satisfied with our service?	Surveys of Children, Youth, Parents of Youth, Friends/Family of Seniors, and Staff	Customer satisfaction rate is greater than 70%.	Strengths-based approach to serving children, youth, seniors and their families. Focused on how customers use their strengths and assets to be better off.
	Performance Measure Productivity Outcomes	Was our service effective in producing change for the better for our customers?	Surveys of Children, Youth, Parents of Youth, Friends/Family of Seniors, and Staff	Service productivity is greater than 60%.	
RESULTS	Result Indicators & Intermediate Outcomes	How are HNVF customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and HNVF Grantees	No performance goals are set for results for each grantee because these results take the efforts of the entire San José community working together to impact these results in a desirable direction.	
	Population Long Term Outcomes	In general, how are the children and youth doing in San José over time? This is the result of everyone in our community working together.	Data collected by other agencies and HNVF Grantees		

Methodology of the HNVF Performance Logic Model

The values and concepts described below are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. The HNVF Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers.

Community Crime Prevention Associates (CCPA) is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.

The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what happened. A different evaluation study must be designed to address each question, often stated as a hypothesis. Continuous quality improvement is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day's work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company performing program evaluations in the context of service agency staff utilizing our reports to improve their services. CCPA also provides technical support to agency staff to assist them in improving the quality of the services.

CQI defines quality as meeting or exceeding the needs and expectations of the customer. HNVF considers the child, youth, senior and their parents or family/friends as their primary customers whose feedback is important to the continuous improvement of services.

CQI requires information about customer outcomes; administrative, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and compliance. Data should be segmented by, for example, types of service, customer ages, and strategic priorities to facilitate analysis.

Analysis of the data found in this report refers to extracting larger meaning from data and information to support decision-making and service improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning service delivery, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with that of competitors, with similar organizations, or with "best practices" benchmarks. A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors that lead to improved

customer outcomes; improved operational, financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with the funded project organization's goals and the HNVF Strategic Plan. Through the data collection, tracking, and analysis of HNVF data, our measures or indicators themselves may be evaluated and changed to better support HNVF goals.



Management and Evaluation by Fact

An effective organization depends on the measurement and analysis of performance. Such measurements should derive from service needs and strategy, and they should provide critical data and information about key processes, outputs, and results. Many types of data and information are needed for performance management. HNVF working with their funded projects and CCPA are collecting numerous measurements that are used to set performance goals. The following chart explains the types of measurements and instruments used to provide data and facts to manage, evaluate, and continuously improve HNVF funded services.

Graphic 6

Instrument	Information Collected	Time of Collection
Scope of Work	Contracted scope of work, quarterly progress reports, demographics on customers	Contracted scope of work plan at time of contract approval, four quarterly reports
Financial Report	Contracted budget with four quarterly financial reports	Contracted budget at time of contract approval, four quarterly reports
Scope of Work Narrative	Explanation of success in fulfilling the scope of work	Provided with each quarterly report
Customer Satisfaction Survey	All grantees survey child and youth customer with similar satisfaction question.	Collected once or twice a year from customers or at the end of any program cycle.
Parent Customer Satisfaction Survey	Parents are asked four customer satisfaction questions about the services their child received.	Collected once or twice a year from parents or at the end of any program cycle.
Child, Youth and Senior Asset Development Survey	All grantees survey customer with similar asset development service productivity question for children and youth and another set of questions for seniors.	Collected once or twice a year from customers or at the end of any program cycle.
Parent Assessment of Their Child's Asset Development Survey-Senior Relative or Friend Assessment of Senior	Parents assess the growth in their child's developmental assets. All grantees measure similar assets.	Collected once or twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Asset Development Survey	Staff assess the growth in their customer's developmental assets. All grantees measure similar assets for their customers' age group.	Collected once or twice a year from staff or at the end of any program cycle.
Grantee Customers Selected Survey on Targeted Changes	All grantees survey customers with their own specific selected service productivity question.	Collected once or twice a year from customers or at the end of any program cycle.
Parent Assessment of Their Child's Grantee Selected Survey on Targeted Changes-Senior Relative or Friend Assessment of Senior	Parents assess the growth in their child's grantee selected targeted changes.	Collected once or twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Grantee Selected Survey on Targeted Changes	Staffs assess the growth in their customer's grantee selected targeted changes.	Collected once or twice a year from staff or at the end of any program cycle.
Focus Group with Grantee Staff	Evaluation Coach meets with staff for a focus group to discuss the effort, effect, performance and results of HNVF services.	Focus groups happen in the first or second quarter.
Staff Continuous Quality Improvement Questionnaire	Each staff is asked to indicate their experience and education, rate the work experience, rate their organizations effectiveness, rate their program design components, and rate programs exemplary practices.	Once a year from each staff member.
Site Visits and Observations	Evaluation Coaches and Youth and Senior Evaluators do site visits, interview customers and staff, and complete observation instrument.	Minimum of one site visits with a maximum of four site visit if needed.