



2008–2012 EVALUATION REPORT

INVESTING \$1 MILLION IN THE LATINO COMMUNITY

A DETAILED LOOK AT OUR CHILDREN & YOUTH INITIATIVE

LATINO
COMMUNITY
FOUNDATION
|||||



ACKNOWLEDGMENTS

The Latino Community Foundation (LCF) would like to thank the following funders of the Children and Youth Initiative for their commitment and investment in the lives of Latino families:

Citi Foundation

Kaiser Permanente

State Farm Insurance

The California Wellness Foundation

The Hellman Family Foundation

The PMI Foundation

The San Francisco Foundation

The Wallace Alexander Gerbode Foundation

The William and Flora Hewlett Foundation

Union Bank Foundation

United Way of the Bay Area

Verizon Foundation

W.K. Kellogg Foundation

Walmart Foundation

Wells Fargo Foundation

Y&H Soda Foundation

We would also like to thank jdcPartnerships, LCF's external evaluation and capacity-building firm, for their dedication and guidance in making the Children and Youth Initiative a tremendous success and learning opportunity. Last but not least, a very special thank you to the dedication of the LCF Board of Trustees, especially the Program Committee members, who were the driving force behind this Initiative.

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TO OUR COMMUNITY

In 2008, the Latino Community Foundation launched the LCF Children & Youth Initiative (CYI), a four-year grant-making commitment to invest one million dollars in Latino children, youth and families. The Latino Community Foundation funded 18 community partners serving over 53,000 Latino families in eight California counties. These grants increased access to quality early education, heightened parent engagement and provided education to reduce adolescent pregnancy.

Today we are pleased to release the findings of the evaluation report assessing the impact and lessons learned from the CYI.

The Children & Youth Initiative began in the midst of the Great Recession. Latino families were among the hardest hit during this time, which placed great strain on existing safety-net providers that saw an increase in need and reduced public dollars. Yet, LCF's community partners proved to be resilient and effective.

CYI's success has gone beyond grant dollars. Guided by LCF, our community partners formed a learning cohort resulting in mutual trust, shared evaluation tools, leveraged funding and culturally based strategies. Partners expressed a desire to become more engaged statewide in shaping policies to address California's challenges and opportunities. LCF responded by launching a statewide advocacy campaign, the California Latino Agenda.

Since launching the Children and Youth Initiative LCF has exceeded its one million dollar goal. To date, LCF has raised and invested \$2.6 million in more than forty Latino serving organizations in twelve counties. We will continue enlarging our geographic footprint. The Latino Community Foundation remains committed to Latino families, children and youth with a scope that includes education equity, healthy communities, expanded access to technology, and civic engagement.

We encourage you to read this report. We welcome your feedback. Most importantly, we invite you to join us in creating a better future for California by investing in Latino families, children and youth. Together we can make a difference.

Sincerely,

Maria Gallo, LCF Board of Trustees Secretary and Program Committee Chair

Aida Alvarez, LCF Board of Trustees Chair

Raquel Donoso, LCF Chief Executive Officer

IN 2008, THE LATINO COMMUNITY FOUNDATION (LCF) LAUNCHED THE CHILDREN AND YOUTH INITIATIVE (CYI), TO PROMOTE THE HEALTH AND EDUCATIONAL SUCCESS OF LATINO CHILDREN IN THE GREATER SAN FRANCISCO BAY AREA.

CYI was an ambitious, four-year, \$1 million grant-making platform designed to invest and empower Latino-based organizations to increase the number of Latino children who are healthy and prepared for academic success. CYI invested in a cohort of 18 funded Community Partners with grants over multiple years. The geographic scope of CYI included 8 California counties: Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara, Santa Cruz, and San Benito.

The CYI Theory of Change was grounded in three core strategies: (1) to invest \$1 million over four years (2) to build a learning community among funded community partners and (3) to evaluate the impact of the initiative on Latino children and their families. LCF provided Community Partners with programmatic funding support, technical assistance, and opportunities to enhance evaluation skills to better measure progress and articulate community impact.

LCF was able to exceed the expectations set forth in CYI. Over the course of the four years of the Children and Youth Initiative, 36,410 adults, youth and children were served. The extended reach of the funded services included an additional 4,099 adults, 8,050 teens, and 4,742 children for a total of 53,301 community members impacted.

ACCOMPLISHMENTS: INVEST, COLLABORATE, AND EVALUATE

Invest: Support Low income Latino Families:

LCF supported low-income Latino families through a grant-making approach that integrated three program areas: early learning, teen pregnancy prevention, and parental engagement. Below is a summary of the short-term accomplishments and behavioral changes that occurred:

Sample of Outcomes from Funded Community Partners:

Increase early learning enrichment for low income Latino children (ages 0-5 years)

95% of 186 parents reported an increase in their child's readiness to enter preschool or kindergarten and 98% of 85 children demonstrated improved cognitive understanding, English language acquisition, and increased social and development skills necessary for learning

Increase comprehensive teen pregnancy prevention education

84% of 1,225 students that attended teen pregnancy prevention programs said that they were more likely to wait to have sex and 95% indicated that they are more likely to use birth control.

Improve health outcomes

95% of 242 participants who completed the prenatal programs demonstrated increased knowledge of healthy behaviors. As a result, 99% of newborns had a healthy birth weight and 96% of women who reported poor mental health and or depression, reported feeling stronger, with hope and self-respect.

Increase parental engagement among Latino parents

92% of 1,242 parents reported having an improved relationship with their child and increased confidence in their ability to support their family in navigating the educational system.

CYI AT A GLANCE

\$1 MILLION
INVESTED

18
COMMUNITY PARTNERS

53,301
PEOPLE IMPACTED

8
CALIFORNIA COUNTIES

4
YEARS

COLLABORATE: BUILD A LEARNING COMMUNITY

To complement CYI grantmaking, LCF facilitated mutual learning and collaboration among the funded cohort to advance the practice for all. LCF established a dynamic Latino-led nonprofit learning community through convenings and trainings that created a culture of trust and collaborative spirit. LCF focused on the following capacity building areas: program planning and delivery, evaluation, and communicating impact.

Over the course of four years, Community Partners developed deeper connections in and outside of the cohort, leveraged additional funding, shared their evidence-based models/best practices, and increased operational and evaluation capacity. Annual evaluation surveys demonstrated the following outcomes as a result of the technical assistance:

- 100% of partners agreed or strongly agreed that CYI convenings provided useful insights about important issues and strategies for ongoing development of their organizations.
- 80% of all CYI participants reported improved program delivery and increased number of services offered.
- 60% of all CYI participants increased organizational budgets and 67% increased partnerships with other organizations.

EVALUATE: MEASURE IMPACT

Early on, LCF partnered with jdcPartnerships, an external evaluation and capacity-building consulting firm, to equip Latino-based organizations with the evaluative tools necessary to measure their impact and continuously measure the effectiveness of CYI as a whole. Partners developed logic models and worked on their evaluation frameworks. In the words of one of LCF's surveyed Community Partners, "CYI was a well-conceptualized model that gave us a structure for clearly stating what the impact of our programs are and provided tools for sharing those with others." Community Partners reported improvements in the sufficiency of tools, systems, and staffing to collect and analyze data, with the largest increases in staffing capacity to collect and use information.

- More than two-thirds of Community Partners reported an increase in evaluation capacity and indicated that the growth was somewhat (54%) or greatly (15%) as a result of CYI participation.
- Almost all Community Partners (80%) reported improved data collection/data management tools or processes.

MOVING FORWARD

During the span of Children and Youth Initiative, Latino-based organizations faced tremendous challenges in serving the growing needs of their communities. The economic recession disproportionately affected Latino families, creating higher demand for public assistance and simultaneously reducing funding for service agencies. In spite of these difficult circumstances, Latino-based organizations continued to be anchors in their communities. Even in the hardest of times, LCF Community Partners proved to be resilient, adaptive, and optimistic.

The Children and Youth Initiative was much more than a grant-making platform; it provided LCF the tools to develop its present strategic direction. Through this experience, LCF built its strength as a connector and convener of leaders that are committed to expanding opportunities for Latino families. Although the cohort model was time intensive, it helped create a Latino-led learning community that empowered Community Partners and challenged LCF to do more. While wanting LCF to continue to focus on increasing investments in the Latino community, community stakeholders are looking for strategic opportunities to change the current trajectory of trends among Latinos. In 2012, LCF launched the California Latino Agenda, an advocacy platform, to address these systemic inequities and to unite Latino leaders around a common agenda.

“THE RELATIONSHIPS DEVELOPED AT THE LCF CONVENINGS HELPED SHAPE OUR CURRENT ORGANIZATIONAL DIRECTION”

LCF COMMUNITY PARTNER

CALIFORNIA'S FUTURE: LATINO CHILDREN AND YOUTH

The Children and Youth Initiative placed young children, adolescents, and their families at the center of community change. The focus of CYI was grounded in the fact that California is experiencing a substantial increase of Latino children in the State and the opportunities young families face as they attempt to provide a better life for their children. Fifty Percent of all babies born in California are Latino and now more than 51% of all school children are also Latino. This data was particularly compelling for the need to focus on young children, teens, and their parents.

Through careful assessment, LCF identified three key issues that drive the current economic, educational, and health disparities between Latino and non-Latino families in the Bay Area. First, Latinas continue to significantly delay early pre-natal care until after the first trimester, which is important in ensuring children are healthy and ready to learn. Second, teen birth rates among Latinas are far greater than any other group often exposing both mother and child to higher rates of poverty. Third, Latino children disproportionately experience low levels of school readiness, preschool participation, and as a result low literacy rates.

LCF's approach to reversing these trends was based on extensive research conducted by experts in the field and grounded in the CYI Theory of Change. The goal of the LCF CYI was to increase the number of Latino children that are healthy and prepared for school in order to increase their future educational and economic success. The CYI goals expanded to include reducing the teenage pregnancy rates through educational and leadership development programs that lead to higher graduation and college going rates.

Since the initial investment in 2008, shifts in the local, regional, and national context have informed LCF's work. CYI paralleled the national economic downturn that created an increasingly challenging fundraising environment. In California, the ongoing state budget crisis unraveled the already frail safety net, weighed down by an even sharper increase in demand. LCF was interested in exploring how Community Partners navigate these challenges and to the extent possible, provided them with tools to adapt. These conditions along with ongoing reflection and evaluation have influenced the design, implementation, and evaluation of CYI over the years.

CALIFORNIA

38% OF THE STATE IS LATINO

51% OF THE SCHOOL CHILDREN ARE LATINO



THE INITIATIVE



DESIGN

CYI was conceptualized as a four-year pilot and multi-faceted investment program to increase educational, health, and social outcomes for Latino children and youth. LCF met with dozens of leaders in the philanthropic and social sector to help shape the Initiative. These conversations and recommendations led to the adoption of a commitment to fund a cohort of grantees over the four-year period, with additional investments to build organizational strength and collaborative evaluation expertise. Each year, LCF surveyed Community Partners to identify critical areas for capacity building in order to maximize impact.

LCF chose to go beyond traditional grant-making to include a high-touch, adaptive, and asset-based model for partnership. LCF met partners where they were—culturally and organizationally—and worked to move them along a self-identified trajectory for success. CYI developed collaborative workshops and opportunities for organizations to share their knowledge, receive technical assistance trainings in program design and evaluation, fundraising, communication strategies, organizational governance, finance, and policy advocacy work.

STRATEGIES

Invest \$1 million in grants over four years.

Grants were focused on children ages 0-5, teenagers, and parents. LCF funded Latino-based organizations to provide culturally appropriate services addressing the following needs:

- Early learning enrichment for children ages 0-5.
- Teen pregnancy prevention and parenting.
- Access to pre-natal care services.
- Parent education and engagement.

Collaborate and develop a community-based learning cohort among funded community partners.

- Provide technical assistance through facilitated cohort meetings in order to support organizational learning and development.
- Strengthen Latino-based organizations by providing them with programmatic, operational, and evaluative tools.
- Connect Latino nonprofit leaders with each other to build relationships and collaborative partnerships.

Evaluate the impact that investments had on Latino children and their families.

- Develop logic models, data collection tools, and evaluative capacity.
- Work to build an outcome-focused culture within the organizations.
- Collect data to inform and adjust the CYI goals and objectives.

THEORY OF CHANGE

LCF established a Theory of Change and an implementation framework that articulated the intended impact and relationship between the various components of CYI as well as the guiding values and assumptions underlying the effort. The Theory of Change was a critical piece that served as a guiding tool to map the CYI assessment process. It informed stakeholders, funded Community Partners and the public about the guiding principles, rationale, strategies and expected outcomes to solving the problems.

The Initiative was rooted in a set of principles that guides LCF community grant-making strategies:

- Investing in the future generation by supporting children and their families will produce the largest return on investment.
- Latino-based organizations have a wealth of experience and expertise that enables them to provide culturally and linguistically appropriate services in the Latino Community.
- Committing to community change by investing in organizational and individual empowerment as key elements to positive transformation.

BAY AREA LATINO COMMUNITY TRENDS				
ISSUES	GOALS	STRATEGIES	SHORT TERM IMPACT	LONG TERM IMPACT
Approximately 20% of pregnant Latinas delay pre-natal care	Access to pre-natal care improves birth outcomes and ensures children are healthy and ready to learn	INVEST Support Low-income Latino Families: Pre-natal care for Latina adults and teenagers Teen pregnancy prevention and parenting Early learning enrichment for Latino children ages 0-5 Parent engagement services	Improve health outcomes through pre-natal care	More Latino children enter school healthy and ready to learn
Teen birth rates for Latinas are approximately 60 per 1,000 births; a rate higher than any other group in the region	Births to teen mothers can pose greater health and economical challenges for children and their families		Increase support for comprehensive programs that prevent primary and secondary unintended teen pregnancy among Latino youth	
Only 58% of Latino children ages 3 to 4 are enrolled in preschool, the lowest than any other group in the region	School readiness among children ages 0-5 leads to improved reading skills		Increase early educational learning experiences for low-income Latino children ages 0-5	More parents have the skills and resources to fully participate and support their children's learning environment
Only 23% of Latino 3rd graders scored at or above the 50th percentile on the California Achievement Test English reading section, one of the lowest compared to other groups in the region.	Parental education and support services promote activities that lead to increased school readiness among children.		COLLABORATE Build a Learning Community: Provide technical assistance to support organizational learning and development	
		EVALUATE Measure Impact Identify the impact of funded programs on Latino children and their families, as well as assess the significance of LCF funding	Increase learning and collaboration to enhance organizational skills and community impact	Increase investment to Latino-community based organizations and strengthen services to Latinos in the Bay Area

The LCF Children and Youth Initiative funded 18 Community Partners. The initial cohort included ten organizations but expanded because of a partnership with The Hewlett Foundation and The California Wellness Foundation. The partnership provided an opportunity to expand the geographic and programmatic scope of CYI. Some organizations were only funded for one year, while others were part of the cohort for the entire four years. (See Chart 1 for a complete list of Community Partners).

LCF's Community Partners were diverse in size and focus but they had many things in common. They were trusted community institutions that provided safety-net services, promoted preventative programs, connected families to local resources and empowered community members through their work and mission. LCF chose organizations with the cultural competency to create and implement solutions from a strengths-based approach.

EARLY LEARNING ENRICHMENT

Three organizations worked primarily with children 0–5 and their parents/caregivers. These programs provided culturally appropriate child specific developmental activities. Additionally these programs engaged parents in structured activities with their children with the aim of increasing adult capacity to support child development.

TEEN PREGNANCY PREVENTION

Ten organizations focused on outreach activities to promote awareness about healthy relationships, teen access to health care, prenatal care, and workshops that helped teens make informed decisions to prevent unplanned pregnancies. Within this program area, several organizations included some health care service delivery, while others were school or community-based.

PARENT EDUCATION AND ENGAGEMENT

Five organizations focused primarily on parent engagement. Their programming spanned a range of service types and focus areas important for parental success and family strengthening. Their services included individualized case management support, leadership development, and group sessions to reduce social isolation and to build a support network.

COMMUNITY PARTNER	YEARS OF INITIATIVE PARTICIPATION			
	YEAR 1	YEAR 2	YEAR 3	YEAR 4
EARLY LEARNING ENRICHMENT Good Samaritan Family Resource Center Good Samaritan, located in the San Francisco Mission District, provides family support, education, and health services to over 2,500 families a year. The mission of Good Samaritan Family Resource Center is to help immigrant families access needed services, develop self-sufficiency, and participate fully as members of the San Francisco community.	To support Kids' Club, a school readiness program that aims to enhance children's development and ability to attain academic and social success.			
	Novato School Readiness Program The Novato School Readiness Program's goal is to serve primarily Latino children ages 0-5 and their families to improve all aspects of a child's health, including physical, socio-emotional, and mental health in Marin County.			
	Learning and Loving Center Learning and Loving Center, located in Morgan Hill, provides education and outreach to over 250 low-income immigrant women and children per year. The Center's mission is to be an agent of change encouraging immigrant women to build relationships among themselves, their families, and their community. Through literacy, technology, and basic skills education, women acquire necessary abilities for further self-development.			

COMMUNITY PARTNER	YEARS OF INITIATIVE PARTICIPATION				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
PROGRAM: TEEN PREGNANCY PREVENTION	<p>Familias Unidas Familias Unidas is a community-based mental health and social service agency serving over 5,500 low-income families, including youth, adults, parents and seniors in Contra Costa County. Their mission is to strengthen the County's multicultural communities by promoting family health and self-sufficiency with a focus on serving Spanish-speaking immigrant families living at or below the poverty level.</p>		To provide a comprehensive pregnancy prevention program targeting at-risk youth ages 12–17 in Contra Costa County using a Comprehensive Sex Education curriculum and via peer provided services.		
	<p>La Clínica de La Raza La Clínica, with clinics in Alameda, Contra Costa, and Solano counties, serves over 45,000 people annually; particularly at-risk youth. The mission of La Clínica is to improve the quality of life of the diverse communities it serves by providing culturally appropriate, high quality and accessible health care for all.</p>	To support Clínica Alta Vista's Centering Pregnancy Program for pregnant teens and case management and prenatal care for teen mothers to prevent secondary pregnancies.			
	<p>Mexican American Community Services (MACSA) MACSA is a multi-service agency located in San Jose serving over 76,000 Latino families per year in the area. MACSA's mission is to enrich the lives and advance the interest of the Latino Community of Santa Clara County. Their youth programs provide mentors, support groups, and educational workshops to help young men and women make positive life choices.</p>		Support youth programs, Cultural Rites of Passage Circles and Youth Theatre.		Provide information and awareness about teen pregnancy prevention to youth ages 11 to 19 years.
	<p>Mission Neighborhood Health Center (MNHC) MNHC, located in the San Francisco's Mission District, is a comprehensive, community-based health center serving over 11,000 low-income Latino children, adolescents, adults, and families in San Francisco. MNHC's mission is to provide high quality, culturally competent primary care services, focusing on the Latino Spanish-speaking population.</p>		To increase access to reproductive health care services and education to teens through the Teen Clinic.		
	<p>Teen Talk Sexuality Education Located in San Mateo County, Teen Talk Sexuality Education offers educational programs to over 4,000 youth per year. Their mission is to improve positive and honest communication between adults and youth, encouraging youth to make healthy choices, and reducing teen pregnancy and HIV/STDs in the community.</p>		Support the Teen Talk Program and Male Involvement Program		To provide teen pregnancy prevention education and free, clinical resources to Latino students in the Redwood City School District.
	<p>Tiborcio Vasquez Health Center (TVHC) TVHC is a community-based health center in southern Alameda County serving over 22,000 people per year. Its mission is to promote the health and well-being of the community by providing accessible high quality care.</p>		To support the School Based Health Center programs to provide teen pregnancy prevention services.		
	<p>Hollister Youth Alliance Founded in 1995, Hollister Youth Alliance (HYA) is a grassroots empowerment and violence prevention organization that provides neighborhood and school based services. The mission of HYA is to assist young people in developing skills so that they can contribute to the social and economic betterment of their community. Their vision is to provide culturally competent services to empower and enrich the families we serve while working as a model for collaboration and advocacy in the community.</p>		To provide a comprehensive educational teen pregnancy prevention program using evidence-based curriculum to reach at-risk youth in San Benito County.		

	COMMUNITY PARTNER	YEARS OF INITIATIVE PARTICIPATION			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
PROGRAM: TEEN PREGNANCY PREVENTION	<p>Salud Para La Gente Founded in 1978 to bring health care services to migrant and seasonal agricultural families in the mid-coastal region of Santa Cruz. SPLG's patients include farm workers, as well as the underserved, uninsured, and underinsured residents of Pajaro Valley. SPLG's mission is "to provide high quality, comprehensive, and cost-effective health care responsive to the needs of the communities we serve." SPLG operates 18 service delivery sites across the tri county service area and offers comprehensive primary care through its medical, dental, optometric providers, and adult day health care at Elderday.</p>				To provide teen pregnancy prevention workshops, individualized case management, and reproductive health care services to teens and coordination among agencies in Southern Santa Cruz County.
	<p>Mission Graduates Since 1972, Mission Graduates has been focused on increasing the number of K-12 students in San Francisco's Mission District who are prepared for and complete a college education. For 40 years, Mission Graduates (MG) has been an important institution in San Francisco's Mission District—an ethnically mixed, low-income community.</p>				To support the provision of teen pregnancy prevention services using parent promotores to deliver workshops to parents aimed at increasing parent knowledge, confidence, and intention to communicate with youth about sex, sexuality, and contraception.
	<p>Ravenswood Family Health Center Founded in 2001, Ravenswood Family Health Center (RFHC) was formed to fill a severe gap in safety-net medical care for the underserved communities in Southeastern San Mateo County. Since 2001, RFHC has grown to serve nearly 9,000 patients per year. Their mission is to improve the health status of the communities by providing the highest quality of primary health services in a competent, caring, and culturally sensitive manner.</p>				To support educational and medical services to 200 teens and young adults to reduce teenage pregnancy rates in the East Palo Alto and neighboring communities.
PROGRAM: PARENT ENGAGEMENT	<p>Bay Area Hispano Institute for Advancement, Inc. (BAHIA) BAHIA, located in West Berkeley, serves over 200 low-income Latino families per year in Northern Alameda County. The mission of BAHIA is to provide quality bilingual and multicultural childcare to children ages 2 to 10 years of age, particularly serving low-income Latino families.</p>				To support the parent education program of BAHIA/Centro VIDA, focusing on parents with children ages 0-5.
	<p>Canal Alliance Canal Alliance provides strength-based, family-centered case management, skills-building and economic development services to approximately 6,000 families per year in the San Rafael community of Marin County. The mission of Canal Alliance is to develop self-sufficiency and leadership for a healthier community.</p>				To support healthy pregnancies through the Compañeras Program and provide family resources to low-income, immigrant families.
	<p>Mujeres Unidas y Activas (MUA) Mujeres Unidas y Activas provides early childhood education trainings and mental health services to over 400 immigrant Spanish-speaking children and their parents yearly in Oakland, Richmond, and San Francisco. The mission of MUA is to empower and educate Latina immigrant women through mutual support and training to be leaders in their own lives and in their community.</p>				To support the Caring Hands Childcare Training Program and to provide parent education workshops to Latino parents with young children.
	<p>Somos Mayfair Somos Mayfair, located in San Jose, serves 6,000 families per year focusing on improving the health and well-being of Latino children and their families through family support, community engagement and civic action. The mission of Somos Mayfair is to cultivate the dreams and power of the people of Mayfair through cultural activism, social services and community organizing.</p>				To support the Siembra Family Support Program. This program uses peer community educators to provide early childhood and health education case management services to Latino immigrant families with children ages 0-5.
	<p>The Latina Center The Latina Center is a grassroots organization based in the City of Richmond serving 6,000 families a year. The mission of the Latina Center is to improve the quality of life and health of Latinos by providing personal and leadership development opportunities to Latinas and their families.</p>				To support the Primero Nuestros Niños/Our Children First program. This program is a culturally appropriate parental engagement program that is geared towards Latina survivors of family violence with children ages 0-5.



THE IMPACT



Direct Community Served

Community Partners served primarily those most marginalized in their communities. Across all program areas, the majority of individuals who accessed services were low-income Latina women. More than half of those women were survivors of domestic abuse and many were living in social and economic crisis.

Below is the demographic breakdown of clients served:

- 94%:** Low Income Clients
- 36%:** Clients In-crisis*
- 44%:** Homeless/Unstable Housing
- 82%:** Immigrants
- 66%:** Survivors of Domestic Violence

Between 2008 and 2012, a total of 36,410 adults, teens, and children 0–5 received direct services.

Indirect Community Served

The Children and Youth Initiative also tracked the number and types of indirect individuals who were reached through Community Partners. Understanding that services to Latino children or parents have an impact on many members of a household, LCF worked to quantify this reach. According to a 2010 Pew Research Center Report, Latinos (22%) are significantly more likely than whites (13%) to live in a multi-generational family household. In addition, among Latinos, 48% are in a three-generation household, 47% are in a two-generation household, and 4% are in a skipped-generation household (grandparent and grandchild, no parent). Based on this data, LCF partners calculated those indirectly reached. Over the course of four years, the extended reach of the funded services included approximately 4,099 adults, 8,050 teens, and 4,742 children for a total of 16,891 indirect individuals.

FIGURE 1:
TOTAL NUMBER OF CLIENTS THAT RECEIVED DIRECT SERVICES IN EACH OF THE THREE FOCUS AREAS PER INITIATIVE YEAR AND CUMULATIVELY

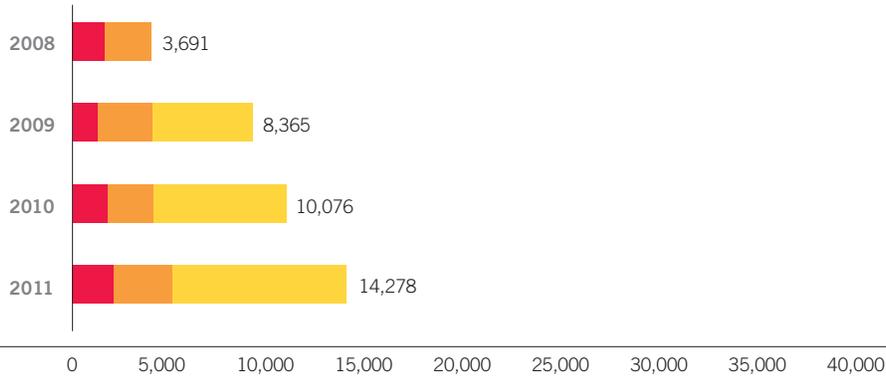


FIGURE 2:
TOTAL NUMBER OF UNIQUE CLIENTS SERVED DURING ENTIRE INITIATIVE



■ EARLY LEARNING ■ PARENT ENGAGEMENT ■ TEEN PREGNANCY PREVENTION

53,301

TOTAL NUMBER OF CLIENTS IMPACTED (DIRECT + INDIRECT COMBINED)

36,410 DIRECT

16,891 INDIRECT

Community Impact

Listed below are the behavior changes that resulted from the outcomes that were articulated in the CYI Theory of Change.

Increased early learning experiences for low-income Latino children ages 0–5.

- 95% of 186 parents reported an increase in their child's readiness to enter preschool or kindergarten. (Y2-Y4)
- 94% of 186 parents reported an increase in their children's ability to learn new things. (Y2-Y4)
- 98% of children demonstrated increased knowledge of self-awareness, self-esteem, cognitive knowledge, English language, social and development skills to prepare for school (Y3)

Improved health outcomes through pre-natal care.

- 272 patients enrolled and completed the prenatal program. An average of 95% of the patients demonstrated increased knowledge of healthy behaviors. (Y2)
- 268 out of 271 (98.8%) newborns weighed more than 2,500 grams. (Y2)
- 95% (76 of the 81) births to Centering mothers weighed more than 2500grams. (Y3)
- A total of 220 expectant mothers attended five or more prenatal group sessions. (Y1)
- 96% of 63 women who reported poor mental health, crisis, trauma at or depression at program start, reporting feeling strong, with hope, calm, and full of self-respect, or a combination of these following participation. (Y4)

“OUR HOLISTIC APPROACH TO FAMILY SUPPORT HAS PRESENTED US WITH OPPORTUNITIES TO SELF-REFLECT ON THE IMPACT WE HAVE AS AN AGENCY. WE HAVE DELVED INTO DEEP EXPLORATIONS OF OUR ROLE AND IDENTITY.”

FUNDED COMMUNITY PARTNER

Increased parental engagement among Latino parents in children's learning and in understanding the educational system.

- 87% of 373 parents reported an increase in their own knowledge and skills to support their child's development and learning. (Y2-Y4)
- 99% of 390 parents reported using learning regarding age-appropriate communication and discipline. (Y2-Y4)
- 92% of 1242 parents reported an improved relationship with their child (Y4)
- 94% of 1242 parents reported that they felt more confident in their ability to support their family to navigate community resource and educational system. (Y3-Y4)

Increased support for youth to prevent primary and secondary unintended teen pregnancies.

- 96% of 118 patients (including 71 teens) engaging in family planning chose a birth control method. (Y3-Y4)
- 84% of approximately 1225 students attending teen parent presentations indicated they are more likely to wait to have sex; 95% indicated they are more likely to use birth control when they do have sex. (Y4)
- 87% of approximately 600 youth attending school presentations reported increased knowledge of how to prevent pregnancy. (Y2-Y3)
- 69% of approximately 200 teen mothers reported greater parenting competency; 82% reported increased use of birth control (Y2-Y4)
- 100% of teen pregnancy prevention peer educators reported increased knowledge and sense of what it means to have a good future.(Y2-Y3)
- 96% of 347 parents who attended workshops reported increase in knowledge of effective pregnancy prevention communication strategies

Throughout the four years of the initiative, LCF developed training sessions from a position of supporting partners' assets rather than starting with deficiencies. Support for increasing Latino organizational capacity came in the form of technical assistance trainings, speaker series, facilitated cohort meetings, and individualized capacity building. Significant time was spent incorporating important cultural values and norms into each technical assistance training to increase participation and sustain interest.

Over the four years, LCF surveyed Community Partners to identify areas of growth within: 1) Program/Services, 2) Core Operations, and 3) Evaluation. Below are the results from a cumulative survey with an 88% response rate.

Areas of Growth for Community Partners

Programs/Services

- Improved program/service delivery (80%)
- Increased number of services offered (80%)
- Increased number of clients served (73%)

Core Operations

- Increased partnerships with other organizations (67%)
- Increased organizational budget (60%)

Evaluation

- Improved data collection/data management tools or processes (80%)
- Improved understanding of potential role/use of evaluation in organization (67%)
- Increased staff involvement in evaluation activities (60%)
- Increased clarity about what information is needed to demonstrate progress towards outcomes (60%)
- Improved ability to provide other funders with requested information re: evaluation (60%)
- Improved ability to articulate evaluation plans/tools in grant proposals (53%)

Almost all Community Partners (87%) reported that non-monetary support from LCF had contributed at least "somewhat" or "a lot" to building the capacity of their organizations. Over the course of four years, Community Partners saw a difference in their ability to leverage funds, build deeper connections in and outside of the cohort, validate their evidence-based models, and increase operational and evaluation capacity.

“RARELY HAVE I SEEN A FOUNDATION GO OUT OF THEIR WAY TO PULL AGENCIES TOGETHER TO GO AFTER LARGER, FEDERAL FUNDING. MORE OF THOSE KINDS OF OPPORTUNITIES WOULD BE EXTREMELY HELPFUL.”

FUNDED COMMUNITY PARTNER

Below is greater detail to illustrate the impact CYI had on the organizational growth of funded Community Partners.

1. Valued CYI Convenings in Strengthening Organizational Practices

As a Learning Community, partners received technical assistance convenings and opportunities for collaboration and exchange. A total of 16 convenings were held over four years. Community Partners provided positive feedback in each of the first three years with average overall ratings of usefulness ranging from 4.2 to 4.6 on a five-point scale. When asked to consider the usefulness of convenings across all years of participation, 100% of Community Partners agreed or strongly agreed that the convenings provided useful ideas or insights shared about materials, practices, or strategies; including topics important to ongoing development of their organizations; and, overall, were useful.

Community Partners also commented on the value that the convenings provided as a time and space for organizational leaders to think about organizational functioning. In the words of one partner, “We were given the opportunity [and] the space to be able to have those conversations that sometimes it’s really hard to

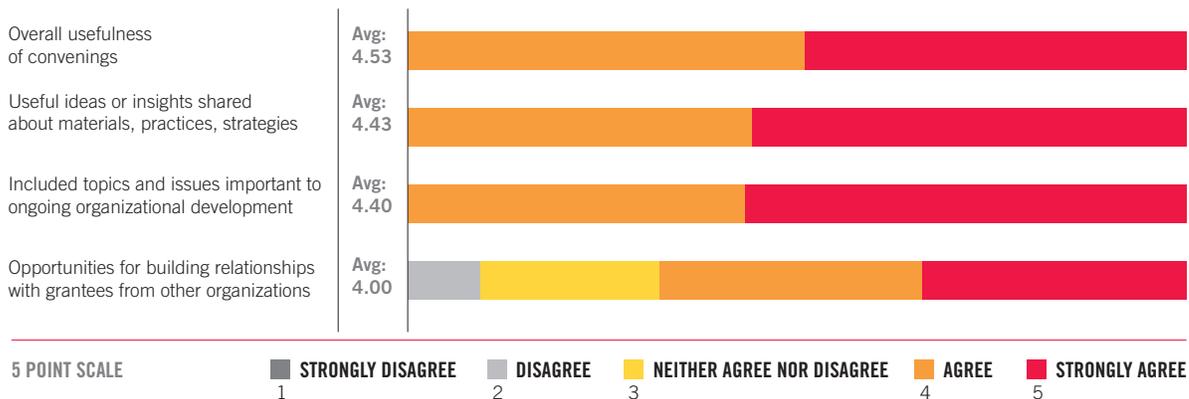
have when you’re in the thick of client crisis or organizational day-to-day...that was really valuable.” For a few Community Partners, especially those funded for fewer than four years, the convenings were less successful in providing opportunities for building relationships with grantees from other organizations.

The most common theme that emerged was desire for additional structured collaboration through convenings that are explicitly structured to support networking; sharing program highlights, successes, challenges; and as one Community Partner noted, “to think about strategy together, whether around service delivery, policy, or funding.”

“IT WAS AN ADDED GIFT TO WORK IN SMALL GROUPS TO HEAR THE CHALLENGES AND DREAMS OF THE OTHER LATINO NONPROFITS. INSTEAD OF BEING COMPETITIVE, WE WANT MORE COLLABORATION AND PARTNERSHIP BUILDING.”

FUNDED COMMUNITY PARTNER

FIGURE 3:
USEFULNESS OF CYI CONVENINGS (4 YEAR PERIOD)



4.53
AVERAGE RATING OF THE OVERALL USEFULNESS OF CONVENINGS (ON A 5 POINT SCALE)

2. Leveraged Additional Funding

Beyond convenings, LCF made efforts to connect the cohort to opportunities and new resources. When asked about leveraged funds in Years 2, 3, and 4 of the Initiative, a total of 11 of the 18 Community Partners provided information about the amount of funding attained from various sources. Across these three years a total of \$3,592,559 in leveraged funds was reported (Median amount of attained leveraged funds across all three years; \$102,500; Minimum: \$20,000; Maximum: \$920,000)

In the final year of the Initiative, more than one-half of Community Partners (9 of 15 responding organizations) indicated that they have leveraged LCF CYI funding for amounts that ranged from \$20,000 to \$185,000 (Total: \$711,900; Median: \$93,900)

In Y2 and Y3, Community Partners were asked to rate the degree to which LCF CYI participation supported leveraged funds. Only Community Partners reporting moderate or great influence were asked to provide dollar amounts. In Year 4, this item was changed to yes/no with the request that all that indicated 'yes' provide the amount of funding attained.

LCF also made efforts to unite the cohort and connect them to external funding opportunities. In particular, LCF gathered Community Partners and led an application process for a Federal grant. Grantees repeatedly mentioned the meaningfulness of this process, despite the grant not being awarded.

“WE’RE TRYING TO SHOW THAT OUR WORK IS EVIDENCE-BASED. THAT HAS BEEN A CHALLENGE BECAUSE WE KNOW THAT THERE ARE CERTAIN THINGS THAT REALLY WORK IN OUR COMMUNITY, BUT IF THEY’RE NOT EVIDENCE-BASED, THEN THEY MIGHT NOT BE FUNDABLE.”

FUNDED COMMUNITY PARTNER

FIGURE 4:
ATTAINED LEVERAGED FUNDS IN YEARS 2, 3, AND 4 OF CYI

	YEAR 2	YEAR 3	YEAR 4	TOTAL
Minimum Amount	\$20,000	\$56,000	\$20,000	\$20,000
Maximum Amount	\$920,000	\$1,454,409	\$185,000	\$2,559,409
Total	\$1,370,250	\$1,510,409	\$711,900	\$3,592,559
Number of Community Partners Reporting	5	4	9	11
Total Number of Community Partners	9	14	14	18

3. Built Additional Internal and External Partnerships

LCF made an effort to foster collaboration and mutual learning among the cohort to advance the practice of all. Over the four years of the Initiative, Community Partners developed internal and external connections and learned from each other. The benefits of simply sharing a room with a group of dedicated individuals gave organizational leaders the confidence and motivation needed to propel their work.

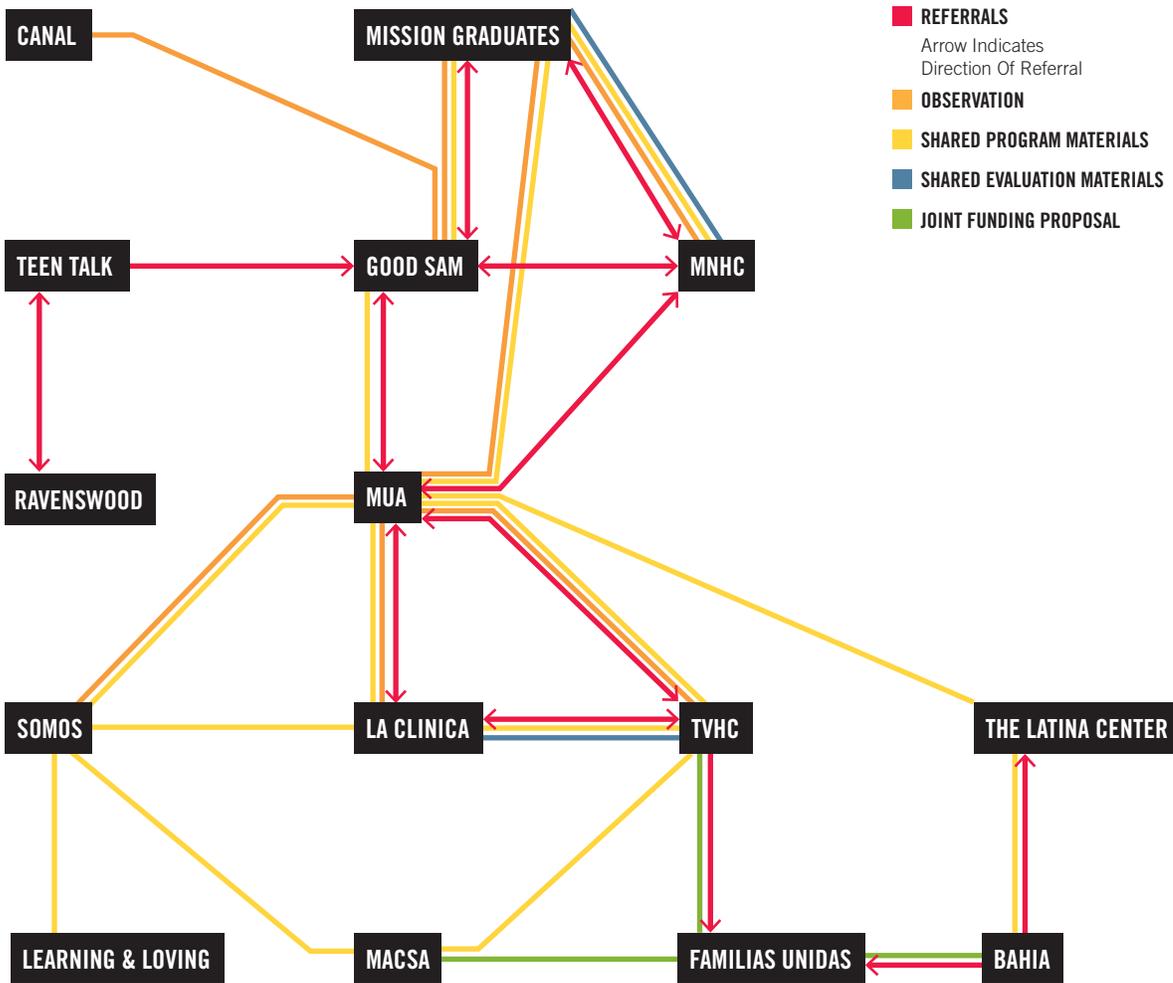
As hoped by LCF, cohort organizations extended the learning community beyond the convenings. More than two-thirds of the Community Partners were mentioned by at least one other grantee as an organization with which they had discussions about their programs outside of the convenings. More extensive coordination also occurred as represented in the network of connections displayed in Figure 5.

Community Partners were asked to indicate the ways in which they worked with each of their fellow cohort members. Their responses were analyzed to determine the unique connections between each Community Partner as well as the total number of connections for a given Community Partner. (See Figure 5)

“EXECUTIVE DIRECTORS NOW HAVE TO NOT ONLY LOOK AT THEIR OWN ORGANIZATION BUT ALSO AT OTHER ORGANIZATIONS AND BUILD LOCAL ADVOCACY NETWORKS, LINKS AND ASSOCIATIONS. WE CAN’T DO IT ALONE.”

FUNDED COMMUNITY PARTNER

FIGURE 5: COORDINATION AND COLLABORATION AMONG CYI COHORT MEMBERS



Community Partners worked with each other in the following ways:

- Made referrals to and/or from each other
- Observed another organization to inform program design/implementation
- Shared program materials
- Shared evaluation materials
- Collaborated on joint funding proposal

These organizations discussed programs with other partners during and/or outside convenings:

YOUTH ALLIANCE (Funded in Year 4 only)

SALUD (Funded in Year 4 only, Indicated observing other programs, but did not specify which organizations)

NOVATO YOUTH CENTER

Other notes:

MACSA was not funded in 2012

MACSA, Canal and Ravenswood did not respond to the survey. Connections reflect those reported by others.

4. Validated Use of Evidence-based Models and Best Practices

Community Partners specifically expressed an increased awareness of, desire for, and ability to connect their work to the existing body of research and evidence-based practice. They not only utilized evidence-based models, but started to spread into evaluation as they worked with their own data to validate their own practices, when an external evidence base did not exist.

Community Partners experienced funding reductions and constraints and were often forced to make difficult choices about restructuring their programs. In this process, they were able to use the evidence based model in allocating scarce resources effectively and making their program more attractive to funders.

5. Connected and Learned from Each Other

When assessing the benefits of multi-year cohort participation, almost all or 87% of Community Partners reported that CYI participation provided opportunity to learn from other cohort organizations. Second to this learning are potentially underlying opportunities to connect in meaningful ways (83%) and to collaborate (67%). (See Figure 6)

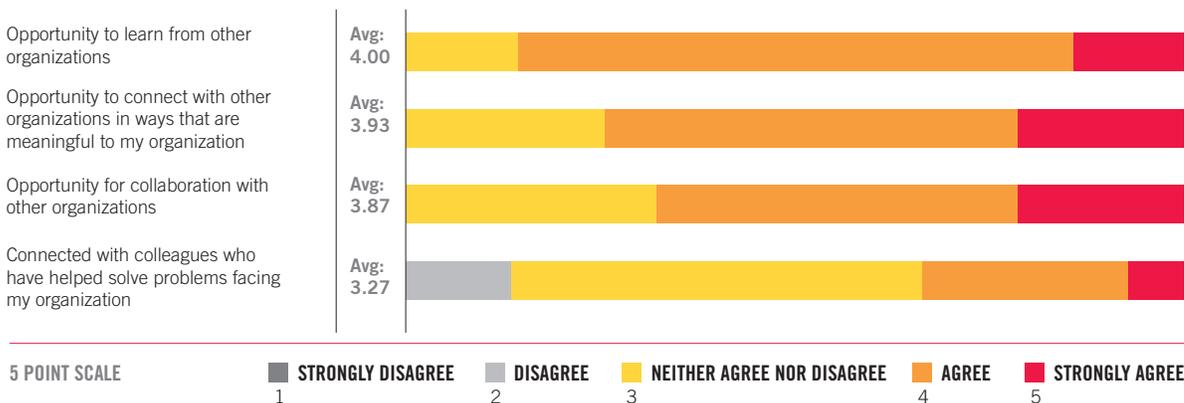
“THE GRANT REALLY DID HELP US LOOK AT AND IMPROVE OUR OVERALL SYSTEMS. MOVING FORWARD, THAT SYSTEM WON’T GO ANYWHERE BECAUSE FOR THE LAST FOUR YEARS WE’VE BEEN DOING IT, IT HAS BECOME HABIT, AND IT’S WORKED GREAT. WE’LL CONTINUE TO DO THAT.”

FUNDED COMMUNITY PARTNER

6. Identified Importance of Advocacy/Policy Work

Community Partners encouraged and challenged LCF to be a stronger voice and advocate for the greater Latino community. There was great consensus about the value of engaging in advocacy efforts targeted at systemic change. Partners identified the importance of organizational leaders positioning themselves as community leaders, enrolling other community members in the issues facing their population, and leveraging personal networks for advocacy resources.

FIGURE 6: BENEFIT OF MULTI-YEAR COHORT PARTICIPATION



4.00

AVERAGE RATING OF THE PERCEIVED OPPORTUNITY TO LEARN FROM OTHER ORGANIZATIONS THROUGH COHORT PARTICIPATION (ON A 5 POINT SCALE)

EVALUATION: MEASURING THE IMPACT

CYI’s third strategy was to identify the impact of funded programs on Latino children and their families, as well as assess the significance of LCF funding and cohort participation. LCF challenged Community Partners to meet LCF’s evaluation needs with the hopes that the support would also lead to development and refinement of internal evaluation practices. To this end, evaluation capacity building received sustained attention throughout CYI and took different forms ranging from large group sessions to individual coaching. LCF supported Community Partners in this process by providing opportunities and support for developing logic models, having conversations about how data would be collected, and sharing formats to collect and share this information.

Related to increases in evaluation capacity described above, comparing Y2 with Y4 responses, Community Partners reported improvements in the tools, systems, and staffing to collect and maintain data, with the largest increases in staffing capacity (time, and training) to collect information. Institutional practices indicating how information is collected also improved. More than two-thirds of Community Partners who reported increased evaluation capacity indicated that the growth was somewhat (54%) or greatly (15%) a result of participation in CYI.

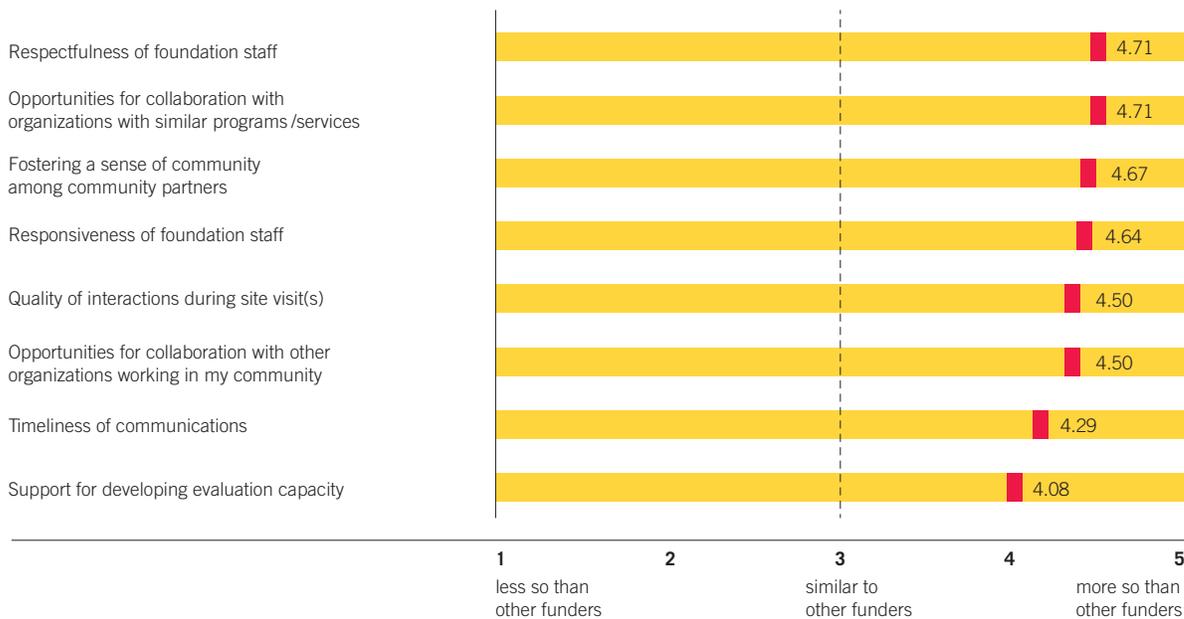
The data suggests that those who were part of the initial cohort in Year 1 were the ones who experienced the greatest increase in evaluative capacity. Partners found that developing and utilizing structures, such as logic models, to ground their work was invaluable for supporting staff transition as well as a long-term benchmark.

EVALUATION OF LCF

LCF as a Funder and Capacity Builder

To further its own effectiveness, LCF was interested in soliciting feedback from Community Partners about staff responsiveness and program usefulness. Based on feedback from Latino leaders, LCF is well regarded among its Community Partners with average ratings indicating highly favorable perceptions of LCF relative to other funders across a variety of dimensions. The most highly rated dimensions speak to both the structure of the Initiative (e.g., opportunities for collaboration, fostering a sense of community among CYI Cohort) and the way in which LCF interacts with Community Partners (e.g., respectfulness and responsiveness of foundation staff).

FIGURE 7:
COMMUNITY PARTNER PERCEPTION OF LCF COMPARED WITH OTHER FUNDERS



LESSONS LEARNED

The lessons learned are offered in the spirit of furthering LCF's reflection, practice, values of transparency, and ultimately, impact. The synthesized reflections result from findings culled from a variety of data sources and speak to the perspectives and experiences of the Community Partners, LCF staff and the evaluation consultant, jdcPartnerships.

LESSON 1

Theory of Change framework was valuable to both LCF & Community Partners

Grounding the Initiative in a Theory of Change with clear outcomes allowed LCF to speak to impact in a concrete way. Using a framework and, more importantly, explicitly sharing that framework with Community Partners had an impact as it provided grantees with an ability to see the interconnectedness of their common goals, learn from each other's successes and challenges, and identify additional items to evaluate.

LESSON 2

LCF is an important connector and convener

Beyond funding, LCF is uniquely positioned to connect Latino-based organizations to a broader audience including other funders, cross-sector leaders, and collaborative opportunities. Community Partners expressed gratitude for the experiences afforded through their cohort participation. They welcomed additional opportunities for collaboration in the future.

LESSON 3

The cohort model was beneficial

Based on Partner reflections, there were great benefits to participating in a cohort primarily in the areas of peer learning and partnerships. The cohort had substantial impact with a smaller more homogenous group. As the cohort grew in size and in geographic reach, the needs became more difficult to manage and fulfill.

LESSON 4

Structured initiative and framework supported organizational growth

Evaluation capacity building emerged most clearly as an area in which LCF was able to support organizations beyond funding. Community Partners developed increased capacity for collecting and analyzing data pertaining to their LCF reporting requirements, which resulted in a deepened appreciation for the benefits of gathering and analyzing data.

LESSON 5

Capacity building has limits and requires significant resources and commitment

As the cohort grew and became more diverse in size and regional focus, so did their needs, interests and capacities. Over the years, the cohort grew from smaller, community-based organizations to include clinics with more complicated data systems, reporting requirements and understanding of evaluation, and thus the introductory technical assistance grew to be less relevant for some partners. Additionally, the weight of LCF's grant size in comparison to the overall Community Partner's budget varied and added more complexity to the importance of cohort participation.

It is clear that some organizations might be best served by tailored, individual technical assistance customized to their unique circumstances and challenges. This however required commitment on the part of the organization as well as greater investment by LCF resulting in a different type of funder/grantee relationship than was initially planned.

“LCF IS VERY SUPPORTIVE OF EVALUATION AND CLEARLY MAKES AN EFFORT TO STRENGTHEN GRANTEE'S EVALUATION CAPACITY.”

FUNDED COMMUNITY PARTNER

Latino-based organizations face tremendous challenges and opportunities in serving their communities. Working with a primarily immigrant population means that organizations require the necessary cultural competency and staff capacity to oftentimes service whole families with multiple and complex needs. Effective outreach also requires culturally appropriate strategies, particularly because Latinos remain the largest digitally unconnected ethnic group in California. Organizations must spend considerable resources to find trusted staff with the professional and linguistic competency needed to serve and empower the Latino community.

Despite the scope of the challenges that Latino-based organizations face, they are resilient, adaptive, and continue to serve as anchors in their communities. Even in the hardest of times, Latino-based organizations continue to function and meet the multifaceted needs of the growing population. CYI Community Partners did not see themselves simply as service providers; they saw themselves as vital institutions that promote a culture of self-efficacy in their communities. These organizations serve as hubs for sharing resources, developing community leaders, and promoting cultural strengths and solutions.

LCF invested \$1 million in 18 Latino-based organizations that collectively served and empowered 53,301 direct and indirect community members. Because of CYI, a Latino learning community emerged, authentic partnerships were built, and an evaluative framework was created. The short-term outcomes from this four-year Children and Youth Initiative were met but the increased capacity of organizations, the connections made, and the lessons learned we anticipate will have long-lasting impact. Based on the learnings of the CYI, the following are recommendations for future investments:

“I WASN’T HERE FROM THE BEGINNING. BUT I HAVE COME ACROSS ALL THE SCOPE OF WORK THAT WAS CREATED FROM THE BEGINNING... I’VE BEEN ABLE TO USE THAT, AND IT KEEPS ME FOCUSED WITH THE SCOPE OF WORK”

FUNDED COMMUNITY PARTNER

Increase Transparency and Partnership

It is important for funders and organizations to work together to better understand how funded work is a part of the foundations theory of change. For LCF, this communication led to our partners knowing the impact intended with the grants and ability to better demonstrate their program success. It also contributed to funded partners being able to see how they were a part of a bigger strategy, their connection to each other, and supported increased networking and collaboration among the cohort.

Invest in Capacity-Building

Capacity-building is not a one-size fits all model and requires significant time for funders and grantees. Yet, it is important and in LCF’s experience has been very beneficial for organizations that may have smaller budgets and staff capacity. LCF Community Partners preferred multi-year learning to one-time classes for in-depth trainings. It was evident that learning with trusted colleagues was optimal as was having multiple staff members participate. LCF also invested in translation services, which is often missing from capacity-building programs and proved to be a worthwhile investment. LCF believes that community and identity-based funders are important vehicles for this work and that grants coupled with additional learning support yields greater impact.

Work with the Community, Adapt and Remain Flexible

During the beginning stages of the CYI, LCF knew parent engagement was an important element of student learning and achievement. However, after the initial Request for Proposal stage, there was overwhelming community response and desire to invest in parent education and engagement strategies-in particular among young, immigrant and teen parents. LCF increased funding in this area. It is important for funders to remain in dialogue with community leaders, include them in planning, and respond to emerging needs.

LCF is committed to incorporating the lessons learned to build a stronger foundation that can support the growth and success of the greater Latino community. The work accomplished through the Children and Youth Initiative reaffirmed LCF’s commitment to invest in Latino-based organizations that put children and their families at the center of community change.

ABOUT THE LATINO COMMUNITY FOUNDATION

The Latino Community Foundation (LCF) is the premier Latino fund in California. The mission of the Latino Community Foundation is to build a better future for California by investing in Latino children, youth, and their families. LCF envisions a future where all families are safe, healthy, and full participants in the civic and economic life of California. LCF fulfills this mission by investing in community-based solutions, sharing knowledge, uniting leadership, and inspiring philanthropy among Latinos. With initiatives like the Latina Giving Circle, LCF is igniting a new generation of philanthropists with the tools they need to make positive changes in the Latino community.

The Latino Community Foundation is a supporting organization of The San Francisco Foundation. Since 2008, LCF has invested \$2.6 M in 47 Latino-based community partners that have served more than 75,000 children, youth, and their parents. From Fresno to Sonoma, LCF makes grants to community based organizations in twelve counties of Northern California and the Central Valley. Grant program areas include: education, promoting healthy communities, connecting families to technology, and civic engagement.

To maximize impact, LCF has launched the California Latino Agenda to bring issues that affect the Latino community to the forefront and unite alliances toward a collective advocacy agenda. The California Latino Agenda connects philanthropy, business, and community leaders to advocate for solutions that will empower families, and lead to a better future for all Californians.

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