Change is happening…

CEO Goals Report 2016-17

April 12, 2017

Prepared by
Executive Summary (1 of 2)

- Over the past year, The California Endowment (TCE) finalized its North Star Goals and Indicators (NSGIs), which serve as an overarching framework for assessing progress of the Building Healthy Communities (BHC) Initiative.

- This year’s CEO Goals Report is organized according to the NSGIs. It aims to examine organizational performance, as well as begin the process of identifying and articulating the BHC Initiative’s “big stories.”

- Progress made across the four main goals of the NSGIs for 2016-17 was significant, building upon the initiative’s organizing and community infrastructure, as well as previous years’ successes including past policy wins, dollars leveraged, populations impacts, and skillful implementation by BHC partners and allies.

- **Goal 1: Building Voice and Power:** In 2016-17, TCE observed evidence of a stronger organizing infrastructure both locally and statewide and increased voter turnout for targeted groups. Furthermore, survey research revealed a more positive public opinion of disadvantaged population throughout the state. There were also inspiring case examples of BHC organizers rising into the ranks of elected local office.
Executive Summary (2 of 2)

- **Goal 2: Health Happens with Prevention:** Despite setbacks at the federal-level which continue to threaten TCE’s work, the state experienced record enrollment into the exchange and Medi-Cal. Moreover, California significantly increased its commitment to serving undocumented kids (as of November, 2016, 177K undocumented kids are enrolled in full scope Medi-Cal), and continued to serve undocumented adults via county-based care and services.

- **Goal 3: Health Happens with Schools:** The State Board of Education piloted a landmark accountability system that included suspensions/expulsions and chronic absence as key indicators. TCE contributed to a youth organizing wave that resulted in new school climate wins at the local-level. BHC schools are now safer places to learn and grow due to the efforts, dedication and collaboration among grantee partners.

- **Goal 4: Health Happens in Neighborhoods:** Rural sites are focused on land use and planning to promote health, while urban BHC sites organized around anti-displacement with the understanding that housing instability has an overwhelmingly negative impact on the health of communities. Additionally, the justice-involved population submitted 280K applications to change their records, which will improve their opportunities for employment, housing, and other health-promoting services. Finally, the emergence of youth-friendly policies and new sources of state funding to support upstream approaches provide evidence that grantees and partners are in the midst of dismantling the school-to-prison pipeline.
BHC North Star Goals

**BUILDING HEALTHY COMMUNITIES**

**NORTH STAR GOALS & INDICATORS**

**HEALTH EQUITY**

**HEALTH & JUSTICE FOR ALL**

**GOAL 1**
Historically excluded adults & youth have **power, agency and voice** in public and private decision-making to create an inclusive democracy and close health equity gaps.

Building Voice and Power for a Healthy and Inclusive California

**GOAL 2**
Californians have ready **access to a health system** that prioritizes **prevention and coverage** for all.

Health Happens with Prevention

**GOAL 3**
California public schools provide a **positive and supportive learning environment** that promotes life-long health and wellness for all students.

Health Happens in Schools

**GOAL 4**
California cities & counties, with state and tribal partners, **build health into land use decisions**, stabilize neighborhoods & shift resources from punishment to prevention.

Health Happens in Neighborhoods

* “Health Equity is achieving the highest level of health for all people, by improving the systems and conditions for health for all groups, especially for those who have experienced racial, socioeconomic disadvantage or historical injustice. In this sense, health equity is advanced through the fight for social justice.”
BHC North Star Goals and Indicators

**BUILDING VOICE AND POWER FOR A HEALTHY AND INCLUSIVE CALIFORNIA**

**Goal #1:** Historically excluded adults and youth residents have voice, agency and power in public and private decision making to create an inclusive democracy and close health equity gaps.

1. Strengthened leadership, organizations, collaborations, and networks are in place to engage community members in organizing in cross-race, issue, and sector campaigns, both locally and statewide.

2. The dominant cultural narrative has changed to one of inclusion and equity, recognizing traditionally excluded adult and youth residents as assets to their communities and prioritizing prevention over punishment.

3. Adult and youth residents have voice and power in local and state government and private sector decision-making processes affecting policies and resource distributions.

**HEALTH HAPPENS WITH PREVENTION**

**Goal #2:** Californians have ready access to a health system that prioritizes prevention and coverage for all.

4. Local health systems have integrated preventive care with increased investment in public health and social and community services in an equitable and comprehensive fashion.

5. Low-income and hard-to-reach populations have access to and are enrolled in health insurance or affordable, quality health care programs.

**HEALTH HAPPENS IN SCHOOLS**

**Goal #3:** California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

6. Schools implement positive discipline practices and provide supportive learning environments centered on trauma-informed principles to promote health and healing.

7. Students stay in school, maintain their attendance and experience academic success.

**HEALTH HAPPENS IN NEIGHBORHOODS**

**Goal #4:** California cities and counties, with state and tribal partners, build health into land use decisions, stabilize neighborhoods and shift resources from punishment to prevention.

8. Cities and counties, with state and tribal partners, include health in land use planning and policies, make health-promoting physical improvements in neighborhoods and create safe, stable communities.

9. Cities and counties, with state and tribal partners, recognize the toxic effects of trauma, prioritize youth development and resilience and shift the balance of public investment from punishment and incarceration to health and prevention. *This indicator also applies under Goal 3*

10. Youth and adults experience more positive connections and health benefits from living in their communities, avoid involvement in the justice system and, for the formerly incarcerated, successfully re-enter into community life.

**Indicators of Policy, Systems, Structural & Practice Change**

**Focused Population Indicators**
Goal 1: Historically excluded adults & youth residents have voice, agency & power in public and private decision making to create an inclusive democracy & close health equity gaps.

A stronger organizing infrastructure and expanded advocacy network is happening...

Over past two years, there’s been an increase in the number of core leaders and organizing staff, and social media usage...

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2016</th>
<th>% Diff</th>
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</thead>
<tbody>
<tr>
<td>Number of core leaders</td>
<td>1,857</td>
<td>2,682</td>
<td>+44%</td>
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<tr>
<td>Number of staff dedicated to organizing in the BHC site</td>
<td>169</td>
<td>201</td>
<td>+19%</td>
</tr>
<tr>
<td>Number of staff dedicated to organizing within the organization overall</td>
<td>296</td>
<td>399</td>
<td>+35%</td>
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<tr>
<td>Number of mobilized residents</td>
<td>49,230</td>
<td>47,775</td>
<td>-3%</td>
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...as well as evidence of strong collaboration and organizing across sites that wouldn’t have occurred otherwise.

“"The BHC Initiative has enabled increased focus, purpose, and collaborative opportunities facilitating the coming together of TCE grant-funded groups, non-funded organizations, and residents-at-large to advance health, justice, and well-being in City Heights.””

- Survey Response, USC Dornsife Report

• 94% of organizing groups reported that the BHC initiative has resulted in increased collaborations with other organizations.

• 82% of organizing groups collaborated at the county-regional level, while 63% collaborated at the state-level.

• The Health4All campaign has built and supported a strong statewide network of activists, organizers, local organizations, researchers and policy makers who continue to advocate and mobilize for access to care.

*Results must be interpreted with caution. Pool of respondents were different between 2014 and 2016; organizations may have different definitions and criteria; and/or tracking systems may not be accurate. Note: TCE funds were not used for lobbying purposes. Sources: “People Power in Place,” USC Dornsife report, 2016; Healthy California Board memo, February 2017; Advancing a Bold Campaign to Promote Health Access for All Californians, 2016.

Responding to a survey finding that young people build community online, TCE invested time and resources in social media which yielded a surge of 100,000 engagements in January 2017.
Goal 1: Historically excluded adults & youth residents have voice, agency & power in public and private decision making to create an inclusive democracy & close health equity gaps.

Increased turnout in key groups is happening...

<table>
<thead>
<tr>
<th>Greater percentage of groups targeted by CA Calls voted compared to peer voters*</th>
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<tbody>
<tr>
<td>Less than High School</td>
</tr>
<tr>
<td>Income &lt;$50K</td>
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<tr>
<td>Age 25-34</td>
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<tr>
<td>Age 18-24</td>
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<tr>
<td>Immigrants</td>
</tr>
<tr>
<td>African American</td>
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<tr>
<td>Latino</td>
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<tr>
<td>Asian</td>
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</table>

- California Calls, a TCE grantee and an alliance of 31 CBOs in CA provided targeted interventions through 3-5 week programs during election and non-election seasons to build relationships with voters and create a more informed electorate. Specifically through:
  - Phoning and canvassing target subgroups of voters (e.g. infrequent voters of color, young people, low-income, and immigrants);
  - Providing target voters issue education and assess support for a broad agenda of health & equity, then 1-2 contacts to encourage voters to exercise their duty to vote.

*Peer voters are voters with similar demographics of target subgroups. For example, the turnout of Latinos engaged by CA Call’s program was 11% higher than the overall turnout of Latinos in the 2016 election. Note: TCE funds were not used for lobbying purposes. Sources: California Calls Report, 2017, which include analyses by Political Data Inc of data from county registrars 2016 voting data compared to overall turn out percentages from the California Secretary of State.
Narrative change is happening...

**California voters recognize traditionally-excluded groups as assets and prioritize prevention**

### Immigrants

- **59%** of CA voters compared to **49%** of US voters believe **immigrants strengthen society**.

- **More CA voters** than not believe **undocumented** immigrants should be granted **access** to Medi-Cal (52% vs. 43%).

### School Discipline

- **66%** of voters prefer to **fund school counselors** over armed police officers in school.

- **86%** of voters believe that **suspending or expelling students** for misbehaviors should only be employed as a **last resort**.

- **66%** of voters want increased **youth access** to **mental health services** and **job training**.

### Justice-Involved Populations

- **65%** of voters supported **Prop. 57**, supporting increased **parole** and **good behavior opportunities** for non-violent criminals, and **allowing judges**, not prosecutors, to decide whether to **try juveniles** as **adults**.

- **67%** of voters still support **Prop. 47**.

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*Proposition 47, the Reduced Penalties for Some Crimes Initiative passed on Nov. 2014 ballot. Note: TCE funds were not used for lobbying purposes.
Rise of BHC leadership into elected office is happening...

**South Kern**
- **Jose Gurrola** grew up with BHC.
- Helped launch #Agua4All to secure access to safe drinking water.

**Eastern Coachella Valley**
- Site organized to change Coachella Valley Water District (CVWD) from an at-large to a representative system.
- In 2014, **Cástulo Estrada** elected as first non-white Director to CVWD.
- "Disadvantaged Community Infrastructure" advisory committee and task force created to advance equity.

**Long Beach**
- **Jeannine Pearce** was active in BHC launch; helped develop LB Rising, which provides leadership and civic engagement training.
- Was later appointed to Human Relations Commission.
- Won bid for city council in June 2016.

Note: TCE funds were not used for lobbying purposes.
Source: Healthy Communities Board Memo, October 2016.
Record enrollment and policy implementation is happening...

**Record enrollment this past year...**

- An additional **400K+** Californians signed up for insurance for the first time during the 4th enrollment period (in addition to the ~1.3M already enrolled in Covered CA).

- In total, **14M Californians** are estimated to be enrolled in Medi-Cal.

- **California bucks national trend** of decreasing enrollment.

**...as well as Health4All Kids expansion...**

- Since passage of Senate Bill 4, **177K undocumented kids** have enrolled in full-scope Medi-Cal.

- Additionally, despite threat of federal cuts, Gov. Brown retained Health4all Kids funding and increased it from **$188M to $280M**.

- However, an estimated **40-50K undocumented kids** are still eligible, but not yet enrolled.

**...build off of previous ACA implementation successes.**

- California serves as model for ACA success.

- California’s **uninsured dropped** by 50%.

- **More than 75%** of Californians now say their health needs are met.

- Passage of SB4*, as well as an array of consumer protection laws (e.g. limitations on deductibles and cost-sharing of expensive drugs).

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*Senate Bill 4, passed in October 2016, extended undocumented children access to healthcare.
Note: TCE funds were not used for lobbying purposes.
Sources: Healthy California Board Memos, August and November 2016; “California Reaches Record High Enrollment,” San Diego Union-Tribune, March 2017; “Key Insights and Lessons Learned From ACA Outreach and Enrollment,” Harder+Company; Governor’s Proposed Budget Summary 2017-18; SB 75 Children by County, California Department of Health Services, 2016.*
Goal #2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

Inflow of funding to Medi-Cal and prevention is happening...

**Prop. 55: Extension of Prop. 30 to bring $4 - $9B to Medi-Cal and schools...**

- 63% of California voters were in favor of a 1.5% tax increase on single filers with income >$263K or joint filing income of $526K.

- Half of the dollars to be invested in schools and community colleges, while up to $2B set to go to Medi-Cal.

- Remainder to go to reserves and debt payments.

**Prop. 56: Passage of tobacco tax increase to bring $1.7B toward health...**

- 64% of California voters were in favor of a $2 increase on each pack of cigarettes sold.

- Opponents outraged supporters 2:1.

- Majority of funds ($1.2B) to go to Medi-Cal.

- Remaining revenue to go toward smoking cessation programming and health research.

*More specific budget allocations will be finalized in Sacramento in spring 2017.*

Note: TCE funds were not used for lobbying purposes. Sources: Legislative Analyst Office website, 2016; Governor’s Budget Summary 2017-18; Ballotpedia, 2016.
Goal #2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

Movement to provide health access to undocumented adults is happening...

- Most California counties (47 out of 58) provide care and services to undocumented residents – up from 11 counties four years ago.

- County Medical Services Program (CMSP) composed of 35 rural counties now provide care and services to undocumented beginning in 2016.

- In South Sacramento, the county-sponsored undocumented care and service program opened for enrollment in January 2016 and its held first specialty clinic in April 2016.*

- In East Salinas, the county launched a pilot to provide pharmacy, laboratory, and radiology services to its ~55K undocumented residents.

*Given the current political environment, usage may be perceived as a big risk, which, in turn, may decrease clinic attendance. Note: TCE funds were not used for lobbying purposes.

Goal #2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

However, federal waiver for undocumented adults is **NOT** happening...

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**THE SACRAMENTO BEE**

Fearing Trump, California drops undocumented health insurance request

- Waiver request would have required handing over identifying data of state’s undocumented immigrants who would have enrolled.
- Lara dropped Federal waiver request to protect vulnerable population from new administration.

> “We’re going to introduce legislation this year to work on Health for All. It’s early in the legislative process, but we’re doing our research to ensure that we find what would be most cost-effective for us: Either we focus on preventive care or target those folks who are in most need now, given that it will be the most ill who are in the emergency rooms.”

- Sen. Ricardo Lara, D-Bell Gardens

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Note: TCE funds were not used for lobbying purposes.
Sources: Sacramento Bee, January 2017; California Healthline, 2017.
Goal #3: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

A growing youth movement to improve school climate and nutrition is happening...

**BHC youth movement is growing and thriving...**

- Of the **1,396 youth** surveyed in BHC sites, **92% (1,284)** were **core youth leaders**.

- There’s been an increase in the number of BHC-affiliated youth organizations (**68 in 2014 vs. 98 in 2016**).

- **62% of youth** indicated they “learned to stand up for their beliefs.”

- **More than 50%** reported **increased knowledge of community health issues and policy matters**.

- Participation in BHC is yielding progress and improvement:
  - **23%** increase in participation in college preparatory and success activities since 2014.
  - **9%** increase in participation in decision-making since 2014.

**...and organizing and leading school climate and nutrition wins.**

- **Boyle Heights/South LA:** Won LAUSD commitment of $10M for Restorative Justice (RJ) for 2016-17.

- **Del Norte & Adj. Tribal Lands:** Petitioned school district to move away from Styrofoam products and passed food truck ordinance in Crescent City to improve access to healthy food.

- **Merced:** Youth met with Obama’s advisors in August 2016 to advocate for RJ programs as a national strategy.

- **Santa Ana:** District committed to expanding RJ programming to seven additional schools.

- **City Heights:** Despite opposition from the SDUSD Police Officer’s Union, students are demanding a School Climate Bill of Rights, which would establish a youth council to guide implementation of restorative practices.

Note: TCE funds were not used for lobbying purposes.
Big statewide school policy change is happening...

- In September 2016, the State Board of Education unanimously adopted a new accountability system for evaluating schools and districts.

- Suspension rates and chronic absenteeism were included as two of six key indicators for measuring school performance.

- School climate, discipline and traditional academic indicators such as graduation rates and test scores are now all evaluated with equal importance.

- This builds on previous wins such as LCFF, teacher credentialing reform, and school discipline policy changes and represents the culmination of years of work by many partners, professional advocates, parents, and youth.

Illustrative example of new statewide accountability system dashboard

Note: TCE funds were not used for lobbying purposes.
An emphasis on school climate & discipline policy and LCFF* implementation is happening...

Overall, districts saw an increase of $6B in LCFF funding for 2015-16 school year, bringing them to an estimated 70% of full funding of the formula.

- Given recent policy wins and new funding streams, the new state accountability system represents the missing policy puzzle piece to fully advance the school climate change movement.

- Hence, the focus now is entirely on implementation and monitoring of these new policies, as well as ensuring that funds are directed accordingly and that the accountability system is piloted with fidelity.

- Last year’s data showed a 41% decrease in suspensions and expulsions statewide (with implementation of RJ and PBIS**) since 2011-12 and an improvement in graduation rates (from 74.7% in 2009-10 to 82.3% in 2014-15).

- This year’s results have not been released yet, however TCE and partners will be keeping a close eye on this trend data to inform implementation.

*Local Control Funding Formula; **Restorative Justice and Positive Behavior Intervention and Supports.

Note: TCE funds were not used for lobbying purposes. Source: Analysis by Children Now using Dept. of Education data, 2016; Data Reporting Office website, California Department of Education; 2015-16 state education budget by the numbers, EdSource, 2015.
Safer schools, reduced suspension, increased graduation across the state are happening.....

“...we found evidence of narrative change and the adoption of alternative programs and practices to reduce suspension in every school...We also found that administrators, teachers, staff, and students shared a common perspective that school safety had improved in recent years.”

“While schools adopted new alternatives such as restorative justice, PBIS,* or both, we found that the presence of law enforcement personnel as well as security and surveillance technologies went unquestioned and unchallenged in all of the schools we examined.”

- UC Berkeley Researchers in Central Valley

Survey data revealed approximately half of students in BHC sites and across state feel safe at school.

**Difference between BHC sites and statewide is statistically significant at 0.01 level (p<.01).

Nearly half of school districts earned top ratings for reducing suspensions.

California’s graduation rate has increased 10% to 83% (2015/16 to 2016/17).

*Positive Behavior Intervention and Supports
Positive trend in students’ sense of **school safety in BHC schools** is happening....

**Percentage of students reporting feeling “safe” or “very safe” at school, 2008-2016**

<table>
<thead>
<tr>
<th>Year</th>
<th>Grade 7 (BHC Schools)</th>
<th>Grade 7 (Other Schools)</th>
<th>Grade 9/11 (BHC Schools)</th>
<th>Grade 9/11 (Other Schools)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-10</td>
<td>56% 59% 60% 62%</td>
<td>63% 66% 66% 69%</td>
<td>51% 51% 54% 56%</td>
<td>61% 64% 65% 64%</td>
</tr>
<tr>
<td>2010-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2014-16</td>
<td></td>
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</tbody>
</table>

Sources: California Healthy Kids Survey, WestEd, 2008-2016.
Students’ sense of **school connectedness** is improving over time....

**Percentage of students scoring high on school connectedness scale, 2008-2016**

- **Goal #3**: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

Sources: California Healthy Kids Survey, WestEd, 2008-2016.
Land use and planning to improve health in rural BHC sites is happening...

**Fresno**

Won **~$70M in state cap and trade funds** to transform Fresno into a **Transformative Climate Community**, which will improve **transit, access to affordable housing**, support various urban greening initiatives throughout the region.

**South Kern**

Won **$5.6M in state funding** to **fix flooding, build sidewalks** and **improve street safety**; previously entire streets would flood with water forcing children to walk to school into the street.

**Eastern Coachella Valley and South Kern**

Over **120 water stations** were installed in public spaces such as schools, libraries, and community centers to guarantee access to safe drinking water for almost **150K residents** across and within these **two BHC communities**.

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Note: TCE funds were not used for lobbying purposes.

Goal #4: California cities and counties, with state and tribal partners, build health into land use decisions, stabilize neighborhoods and shift resources from punishment to prevention.

A focus on anti-displacement in urban BHC sites is happening...

Sites reported working on land-use planning/anti-displacement most often.

- Healthy Land Use Planning and Anti-Displacement...
  - 2014: 27
  - 2015: 37

- School Climate
  - 2014: 27
  - 2015: 29

- Systems that Restore and Heal
  - 2014: 17
  - 2015: 28

Additionally, urban sites reported wins that helped advance their health priorities

- **Oakland:** Won ballot measure to strengthen rent control measures and tenant protections.

- **East Salinas:** Held bilingual teach-ins about the housing planning process leading to an increase in the Land Use Action Team membership, as well as the ability of residents and youth to organize.

- **Boyle Heights and South LA:**
  - Metro passed policy of providing a 30% discount to developers who build affordable housing and established 30% goal for affordable housing.
  - City Council passed ordinance to create first rent registry.

“Overall, research supports the critical link between stable, decent, and affordable housing and positive health outcomes.”

Note: TCE funds were not used for lobbying purposes.
A massive reclassification effort is happening...

Unprecedented community action and outreach across state consisting of 75+ orgs. hosting 150+ events and...

...have led to 280K+ Californians applying to have their records changed under Prop. 47.


...which allows more time to reach the additional ~700K (of the 1M eligible) to apply to change their records.

...further increasing opportunities for employment, housing, and other health-promoting services.

Actions

Goal #4: California cities and counties, with state and tribal partners, build health into land use decisions, stabilize neighborhoods and shift resources from punishment to prevention.

Note: TCE funds were not used for lobbying purposes.
Disruption of the state’s school to prison pipeline is happening...

Disruption of the state’s school to prison pipeline is happening...

**School-to-Prison Pipeline**

- **K-12 Education System**
- **Prison system**

**State Policy**
- Passage of Prop. 57 that removes power from prosecutors to try juveniles as adults and improves parole chances for non-violent offenders.

**Local Policy**
- **Richmond and Oakland**: Contra Costa and Alameda counties ended practice of billing parents for the incarceration of their kids.
- **South LA**: Community activists worked w/ LAUSD to ensure all military grade weapons were returned to Defense Dept.
- **LA County**: Approved motion to develop a juvenile diversion program; Dr. Ross testified in support of the resolution.

**Implementation**
- $68M in Prop. 47 state savings toward Prevention:
  - 65% of funds directed to mental health / substance abuse treatment;
  - 25% to schools;
  - 10% to crime victim services;
  - First grant awards announced in spring 2017.
- Arrest of youth fell by 8% between 2014 and 2015.
- **Oakland**: 1,400 jobs for formerly incarcerated promised within the Alameda County system.

Note: TCE funds were not used for lobbying purposes.
Sources: Tracking Wins Tool, 2017; California’s Youth and Young Adult Arrest Rates Continue a Historic Decline, CJCJ, 2016; Press Release, Ella Baker Center, 2016; Alameda County to Reduce Jail Funding, East Bay Express, 2015.
Going forward, TCE needs to pay attention to:

**Power Building & Race**
1. Support stronger and more sustainable adults/youth organizing and other power building efforts.
2. Expand TCE’s “toolkit” around strategies that build electoral power.
3. Continue to address racial equity and dynamics, particularly in the new political environment.

**Policy Wins and Implementation**
4. Promote stronger state and local alignment: frequent communication, strong connection between local and state priorities, and capitalizing on strengths of local and state partners.
5. Clarify roles, responsibilities, leadership, and agendas in both site-level and “grassroots to treetops” statewide work.
6. Build upon previous wins and investments to push the envelope on new statewide policy.
7. Focus on monitoring implementation after the policy wins...at the county- and regional-levels.

**TCE Culture and Power**
8. Ensure that TCE’s internal culture and operations reflect BHC values:
   - Greater transparency in grantmaking and other decisions
   - Examination of TCE’s own power dynamics
   - Greater humility in partnerships and generous credit sharing with others
   - Strong culture of learning through regional networking

Appendix A: Methods and Data Sources

Purpose

• Provide a progress update to the Board on the four main goals of the North Star Goals and Indicators for 2016-17.

Materials co-created with THP Capacity Advisors and TCE L&E Team.

This report utilizes three key research-oriented activities:
   i. Desk review of existing evaluation reports and memo
   ii. Phone interviews with select TCE staff:
      1. Albert Maldonado
      2. Castle Redmond
      3. Craig Martinez
      4. Daniel Zingale
      5. Hanh Cao Yu
      6. Lori Nascimento
      7. Mary Lou Fulton
      8. Mona Jhawar
      9. Richard Figueroa
      10. Mary Lou Fulton
      11. Mona Jhawar
      12. Richard Figueroa
      13. Kate Shea

   iii. Internet and news searches to fact check and source interview findings

• Quantitative & qualitative data were synthesized to produce key themes, data points, and analyses shared throughout the report.