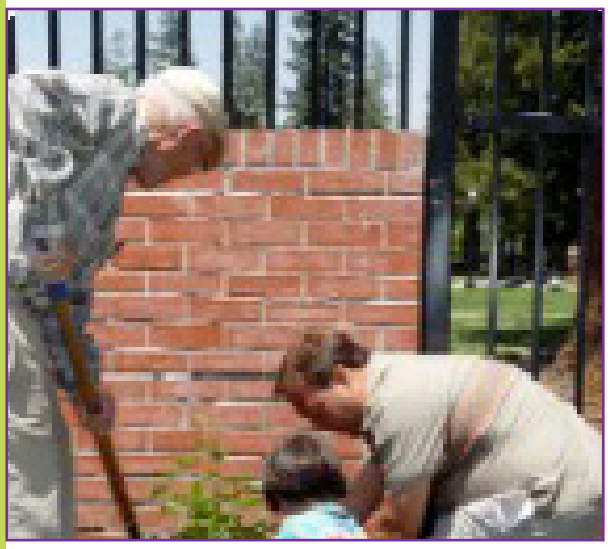
CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Authored by
Healthy Neighborhoods Venture Fund



San José Healthy Neighborhoods

Strategic Work Plan 2009 - 2012

Healthy Neighborhoods for All

Mission

The Healthy Neighborhoods Strategic Work Plan will assist the City of San José to mobilize the assets, strengths, resources, and innate resiliency of its residents, across the whole lifespan, to ensure healthy neighborhoods for all.

City of San José

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City of San José

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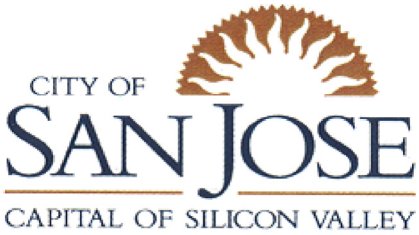

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City of San José thanks all the people and organizations that contributed to this Strategic Work Plan.

FOREW0RD

The City of San José is known as "The Capital of Silicon Valley" with an identity that is closely tied to the technology sector, and its innovation, entrepreneurial spirit and unflagging optimism, despite some cycles of boom and bust reminiscent of the Gold Rush that helped establish San José as the first capital of the State of California in 1850. The San José area is home to the largest concentration of technology expertise in the world, with more than 6,600 technology companies employing more than one-quarter million people.

San José is proud of the ethnic diversity of its population and the rich cultural identity of its many neighborhoods. No single race/ethnicity counts for more than a third of the city's total population. San José residents speak over 50 different languages and proudly honor their heritage with many cultural festivals and ethnocentric events and celebrations.

Despite its temperate climate with over 300 sunny days per year, San José is not immune to the escalating nationwide epidemic of overweight and obesity. Contributing factors include inadequate access to healthcare; sedentary lifestyles; and the fragmentation of communities due to hectic schedules, electronic socialization, solitary, less active recreation like television, video games, e-mail and Internet chat rooms. Healthy neighborhoods are those in which neighbors know each other, play together, use their parks, and choose to invest time and effort to assist each other. In short, neighbors invest themselves. They are able and willing to handle everyday issues to sustain their neighborhood pride through civic involvement.

San José also presents additional challenges marked by high housing costs, underdeveloped public transportation, and a declining manufacturing/industrial base with increasing residential development. This results in less tax revenue and higher demands for costly infrastructure and services. San José is reviving its commitment to collaborate with other public and private initiatives to encourage healthy lifestyles for every stage of life; insure safe and secure neighborhoods; and build sustainable neighborhoods with healthy social networks and supporting neighbors.

Within this context, the City of San José Department of Parks, Recreation and Neighborhood Services (PRNS) is examining how best to deploy its Healthy Neighborhoods Venture Funding (HNVF) by working in collaboration with all its partners to best serve the residents of San José to ensure healthy neighborhoods for all.

Moving Forward

Executive Summary

Given that there are not enough funds available to HNVF or in current government sponsorship to meet all of the priority needs of San José neighborhoods and residents, HNVF is advised to facilitate a process whereby the innate resiliency present in our community members is enhanced and brought forth to empower neighborhoods to address and solve their own problems, through building healthy social networks, shared activities and supportive relationships with their neighbors.

HNVF Moving Forward

HNVF was established in 1999 through an Anti-Tobacco Settlement Agreement with approximately $100 million distributed in eight annual cycles to various community projects, and services. Over the past eight years, HNVF has proved to be a vital community resource with significant impact across the full lifespan of City of San José residents. However, several issues and strategies have been identified regarding the organization, focus and implementation of HNVF funding for community services and capacity building, as to how best to utilize these resources, and enable their maximum possible impact.

It is recommended that PRNS and the City of San José consider adopting a Healthy Neighborhoods mission and vision that would assist the City of San José and HNVF to mobilize the assets, strengths, resources, collaborations, and innate resiliency of its residents, across the whole lifespan, to ensure healthy neighborhoods for all. For this mission to be realized, it is necessary for the city to focus its efforts on the development of community capacity to strengthen neighborhoods. This can be achieved by increasing access to and utilization of community recreation resources, such as parks, swimming pools and community centers, promotion of healthy exercise activities and organizing the delivery of services as to enhance and facilitate social networking and community-building.

A critical component to the development of healthy individuals for active participants in their neighborhoods and communities is the creation of opportunities for maximizing their resiliency and protective assets (see definition on paee 7) across the life span. Services that promote healthy lifestyles and strategies that support those behavioral changes (harm reduction for tobacco, drugs and alcohol, prevention services, parenting education, early childhood development, direct service to youth and seniors) are optimum in helping youth and seniors on the course of making healthy choices that, in turn, are basic to a healthy lifestyle.

In other words, use HNVF to promote the development of healthy communities by helping its residents to move away from sedentary lifestyles and recreate together and cooperatively. An additional benefit of connecting people to people through healthy activities is the creation of a stronger sense of community identity. Other communities that enhance the innate resiliency present in neighborhood members through the building of healthy social networks, supportive relationships, and problem-solving have termed this effort "Building Social Capital."

Healthy Lifestyle/Healthy Neighborhood Development Focus

The rationale for the revision of the current grant program areas to a narrower focus on healthy lifestyle promotion across the lifespan and neighborhood development includes:

- Inadequate or a lack of physical exercise coupled with a sedentary lifestyle are prime factors in the escalating obesity epidemic that brings with it multiple health risks, negative outcomes, spiraling health costs and, for the first time, a lower life expectancy for the next generation of children. Nearly two out of three adults are classified as overweight in Santa Clara County, with only 33% of adults engaging in the vigorous physical activity necessary to reap cardiovascular benefits.

- Healthy, active, and well-nourished youths are more likely to attend school and are more prepared and motivated to learn. Yet, an alarming one out of three students in San José are overweight, unfit, or both. These youths are developing serious health problems now and face dire consequences in the future.

- The growing number and proportion of older adults, which will more than double over the next 25 years, places increasing demands on the public health system and on medical and social services. Chronic diseases exact a particularly heavy health and economic burden on older adults due to associated long-term illness, diminished quality of life, and greatly increased health care costs. Much of the illness, disability, and death associated with chronic diseases are avoidable through known prevention measures. Poor health is not an inevitable consequence of aging. Key measures include practicing a healthy lifestyle (e.g., regular physical activity, healthy social activity, healthy eating, and avoiding tobacco use) and early detection practices (e.g., screening for breast, cervical, and colorectal cancers, diabetes and its complications, and depression).

HNVF Role and Funding Priorities

The Healthy Neighborhoods Venture Fund's intention of the Allocation Plan (the plan for which eligible services will be funded by HNVF) is to follow historical precedence by providing funding to support grantees youth and senior serving to carry out services with an emphasis on healthy lifestyles (tobacco prevention, health and fitness and other activities), building healthy social networks and cross generational connections, and building the resiliency and protective assets of youth and seniors.

The Children's Health Initiative (CHI) and the City of San José After School Programs Level 1 Homework Center Programs will continue to receive funding through the HNVF. Although The CHI, a program of the Santa Clara Family Health Plan, does not fit exactly within the social networking guidelines for the proposed model, it is likely that an exception will be necessary to continue support for what has proven to be a valuable and effective program. CHI is generally consistent with the overall preventive approach of the revised HNVF focus and has enabled more than 90,000 uninsured children to apply for health coverage since the program's inception in 2001.

Lastly, HNVF will establish a minimum level of funding to partners of the City of San José that will not go below the historic level of funding established during FY 2006-07. It is recommended that HNVF continues to follow the City Ordinance 26140 which established the anti-tobacco master settlement agreement revenue fund.

Cross-Cultural and Intergenerational Connections

Oportunities for cross-cultural connections and celebration of diversity within neighborhoods are essential to increase understanding and acceptance. Services that promote interaction and communication between the rich cultural and ethnic communities that reside in San Jose are part of creating healthier and safer neighborhoods. Concurrently, building multilingual and cultural support structures that facilitate the active involvement of individuals that represent the diverse communities, is paramount to healthy cross-cultural engagement. Inter-generational activities provide a unique opportunity to address the needs of youth who lack caring adult role models and the needs of seniors who experience social isolation - facilitating their continued participation and interaction in their neighborhoods.

Socio-cultural Emphasis

Notably, the social aspect of activity participation is emerging as a critical factor in promoting and sustaining recreational engagement. Preliminary evidence suggests that the social environment may be less effective in behaviorally influencing physical activity participation as the physical environment. Greater attention to the socio-cultural environment is particularly critical to intervention success in under served communities, given their more substantial cultural and economic barriers to physical activity participation. This suggests that merely to provide recreational facilities is necessary, but not sufficient to engage residents in physical recreation. We must facilitate social interaction and connectedness to encourage adoption and commitment to a healthy lifestyle that fosters connection between neighbors who can work together not only to improve their personal health, but also livability and safety of their neighborhood as well.

Community Partnerships and Leveraging Opportunities

The existing (and potentially expanded) network of HNVF providers could fulfill a critical function of building community partnerships and leveraging opportunities by helping to organize local neighborhoods or socio-cultural groups around a particular recreation site (i.e., recruitment and engagement), identifying community leaders to organize recreational activities with a strong social and community component/focus (i.e., capacity building, training and leadership development), providing ongoing support and monitoring (i.e., technical assistance, data collection, organizational support), and developing social networks, recreational opportunities and activities (direct services).

It may be relevant that HNVF staff and HNVF grantees partner with Neighborhood Associations, Strong Neighborhood Initiative - Neighborhood Action Committees (SNI-NAC), Parent Teacher Association (PTA), and other organizations to involve, engage and empower the local resident input. These groups will require the support of the HNVF provider network and identified eligible service providers to accomplish the goals and objectives related to their participation. Organization of technical assistance, monitoring, and capacity building with service providers will be necessary through a combination of support from HNVF staff and independent evaluators.

This strategy capitalizes on the commitment of the San José City Council of creating healthier neighborhoods: "San José officials said they are committed to maintaining the city's status as the safest big city in America, eliminating the budget deficit, reducing the multimillion-dollar backlog of deferred maintenance, increasing economic vitality, as well as fully funding parks, pools, community centers and libraries." This commitment aligns with the efforts of the City of San José and PRNS to increase the utilization of community centers, parks and swimming pools.

We must go beyond opportunity to facilitate social interaction and connectedness to encourage adoption and commitment to a healthy lifestyle. In building this social interaction, one of the main benefits is the connection between neighbors who can work together to improve their personal health, also the health, livability, and safety of their neighborhood as well.

There are several partnership opportunities available with local schools, the County Office of Education *Fit for Learning* nutrition/education and school wellness program that is reaching out to all elementary and middle schools to encourage healthy behaviors. Other partnership opportunities are with the Santa Clara County Public Health Department Nutrition programs that provide educational information and other supportive resources to children and families in the fight against obesity, and the Healthy Silicon Valley, which encompasses the above efforts and engages the funding community to support a unified approach to affecting policy and environmental changes on behalf of health goals.

Working Together

Most school districts have multiple gymnasia, playing fields and other facilities that are required by California Education Code to be made available to the community (Civic Center Act). This identifies every public school facility and campuses as a civic center for use by the public and non-profit organizations for the purpose of supervised recreational opportunities. For many recent immigrants and disengaged citizens, the schools are the primary social institution that they are familiar with and trust.

Resource Bank

There are several interesting possibilities within this context of social organization and community capacity-building regarding volunteer contributions and offsets for facility maintenance upkeep and operations that could be adopted to help address the budgetary constraints of the PRNS operational budget. One could easily imagine a local community taking pride in being empowered as it develops the leadership capacity necessary to help operate its local recreational facilities, recruit and organize themselves to provide supportive functions such as cleanup after events, landscaping and leading activities. For example, coaching youth teams or teaching activity classes. These organized volunteer services could be considered in lieu of monetary charges for facility usage. A "resource bank" could be constructed to account for the service, maintenance, security, upkeep or other related contributions of those who use facilities in lieu of monetary charges.

HNVF Results Based Accountability (RBA) Model

PRNS has migrated HNVF to a results-based accountability system, much like the performance logic model (PLM) system used for over a decade by another city-sponsored program, the San José BEST/Mayor's Gang Prevention Task Force. The PLM system provides several advantages over the current system, as follows:

- Providing usable information for policy makers, service providers, and other community stakeholders to assist in making difficult budget and policy decisions.
- Moving to a more efficient, objective and user-friendly system for qualifying, selecting and monitoring funding recipients. Furthermore, the system can be tailored to specific target populations through a weighting approach (i.e., engaging high risk impoverished monolingual seniors in recreational activities is given priority over wealthy suburbanites who have multiple options and opportunities for recreation) to maximize participation of those most in need of services.
- Allocating resources according to a proactive strategic plan and vision, directed by need, impact, ongoing quality improvement, and sustainability. Rather than responding to proposals from applicants defining the services each entity would like to provide, HNVF could identify specific targets from a city-wide perspective and post these opportunities. Selections would then be made based on who could best perform according to a set of criteria and a common evaluation system. For example, each specific community center location could be a target area for community capacity-building with local residents, and the suitable provider(s) would be selected according to a number of criteria reflecting their capacity to successfully engage participants and support the social recreation model.
- Providing a platform for infrastructure support and program marketing with a dedicated website that would not only capture and collect data, but also assist in the marketing and outreach aspects of the program. Such a platform would provide vital information regarding program availability, performance and could be used to engage the residents in many aspects of decision-making and service participation.
- Facilitating more effective use of resources currently dedicated to administrative and program management costs.
- Increasing the opportunities for community involvement in planning, evaluation and feedback.
- Opportunity for greater utility and increased impact within a more targeted focus area.
- Aligning efforts with other initiatives, both internal and external. As PRNS moves to standardize the RBA approach across its programs (BEST, HNVF), the model becomes a more powerful and consistent method for the City of San Jose to administer and monitor its funding.

The user-friendly and streamlined system also makes the City's Healthy Neighborhoods initiative potentially more attractive to other funders. Additionally, there are several partnership opportunities available with local schools, the County Office of Education Fit for Learning nutrition/education and school wellness program that is reaching out to all elementary and middle schools to encourage healthy behaviors. Other partnership opportunities are with the Santa Clara County Public Health Department Nutrition programs that provide educational information and other supportive resources to children and families in the fight against obesity, and the Healthy Silicon Valley, which encompasses the above efforts and engages the funding community to support a unified approach to affecting policy and environmental changes on behalf of health goals.

The PLM system has demonstrated success across a wide range of services areas, provides for common performance goals, allows for strong common accountability standards, but is flexible enough to take into account the uniqueness of each program and population. An effective organization depends on the measurement and analysis of performance. Such measurements may be derived from service needs and strategy, and can provide critical data and information about key processes, outputs, and results.

Transition/Migration

In order to ensure a reasonable transition and not unduly jeopardize the existing provider network, The HNVF Advisory Committee has approved staff's recommendations to rollover all current (Cycle 8) grantees into Cycle 9, while building the RBA approach and system to maturity. Then, through a combination of strategic planning, technical assistance and program evaluation, decisions related to increasing the alignment with program goals, mission and vision could be phased in over time. This would allow the existing network of HNVF providers the opportunity to adjust their services to concordance with the new approach and provide HNVF leadership with the information through assessment and evaluation that will result in proactive and targeted decision-making that maximizes impact and resource utilization. A carefully orchestrated migration of focus areas and providers will also be necessary to protect the existing HNVF provider network and ensure an orderly transition to new expectations regarding eligible services, the RBA approach, and particular strategies for community capacity building to assist neighborhoods to have healthy lifestyles with a network of supporting neighbors and service providers to build healthy neighborhoods for all.

Methodology

The consultant team, Community Crime Prevention Associates (CCPA), was retained to assist the City assess the HNVF model and subsequently, to develop a plan for future activities. In so doing, CCPA reviewed research-based practices and community needs assessment data from seven related strategic plans. CCPA also reviewed numerous HNVF documents, met with various HNVF stakeholders (including HNVF staff), and conducted research related to current and potential strategies and activities pertinent to the HNVF mission and focus areas. As part of this process, a series of focus group meetings was held to gather input and test strategic concepts with various HNVF stakeholders. These meetings took place at various community locations from late July through December 2007. The following page summarizes the process used to build this draft of the strategic plan.

Common Definitions

Below are a few common definitions of words that can be found in the Healthy Neighborhoods Strategic Work Plan and may be useful to the reader.

- ***Strategic Plan:*** Establishes strategies that provides a framework for actions that will lead to improving results, our best thinking about what works, and includes the contributions of many partners
- ***Allocation Plan:*** Defines eligible services to be considered for HNVF funding that will support the goals in the San Jose Healthy Neighborhoods Strategic Work Plan.
- ***Neighborhoods:*** A local community with characteristics that distinguish it from the areas around it is the formal definition. For this plan healthy neighborhoods will need to connect people in neighborhoods, across neighborhoods, and city wide to insure healthy neighborhoods for all.
- ***Asset Based:*** In the asset-based model, individuals, families, and communities are seen as naturally resilient. They are recognized as having the ability to identify and solve their own problems. The role of family, community and government is to nurture the healthy development of individuals, to provide them with opportunities, and to help them develop the self-reliance and self-determination they need to meet and overcome adversity and to contribute to their community.
- ***Resilience:*** The ability to recover quickly from setbacks. Resilience is the ability to thrive, mature, and increase competence in the face of adverse circumstances
- ***Protective Assets:*** Assets that are possessed by an individual that enable them to avoid risks to remain healthy and productive (i.e., in school, home, and the community).

In order to ensure a reasonable transition and not unduly jeopardize the existing provider network, it is suggested that HNVF consider maintaining the majority of current providers while building the RBA approach and system to maturity.

ALIGNMENT WITH RESEARCH & PLANS

Process of Developing Healthy Neighborhood Strategic Plan

This Strategic Work Plan followed these steps in building the plan:

1. Review of research based practices for Healthy Neighborhoods.
2. Review of community needs assessment data from seven related strategic plans.
3. Review of numerous HNVF documents and other City of San José reports.
4. Met with various HNVF stakeholders (including HNVF staff), and conducted research related to current and potential strategies and activities pertinent to the HNVF mission and focus areas.
5. Aligned Healthy Neighborhood Strategic Work Plan with other initiatives and strategic plans.

Research Based Practices Used to Build Strategic Work Plan

- Baltimore's & Seattle Healthy Neighborhood Initiatives
- City of San Jose – Lessons Learned & Success as One of the Safest Big Cities in America
- Center for Disease Control & Prevention (CDC) "Healthy People 2010"
- Research on Asset Based Resiliency and Social Capital for All Stages of Life

Alignment with Other Relevant Strategic Plans

This Strategic Work Plan is aligned with:

1. SCC & SJ Community for a Life time Older Adults Strategic Plan
2. SJ Blueprint Youth Master Plan
3. SJ Greenprint Plan
4. SJ Mayors Gang Prevention Task Force Strategic Work Plan
5. First 5 of Santa Clara County Strategic Work Plan
6. Healthy Silicon Valley Community Action Plan

By aligning with these plans HNVF funds should attract and leverage additional matching funds for HNVF grantees to provide direct services to youth and seniors that will enhance the mission of all the strategic initiatives.

Tasks Still To Do

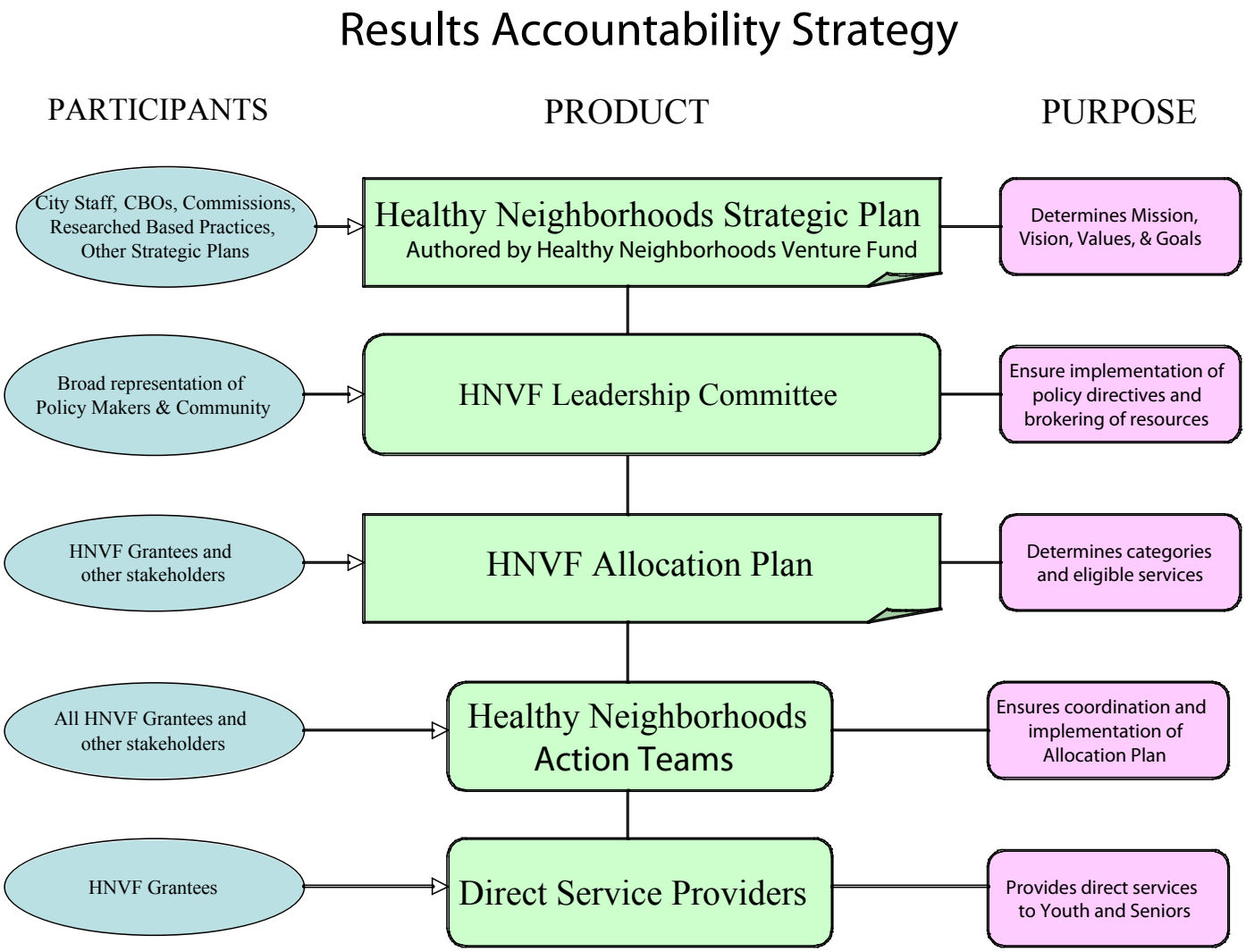
1. Review plan with policy makers and other stakeholders for feedback and direction.
2. Release Healthy Neighborhoods Strategic Work Plan
3. Request HNVF Advisory Committee Approval
4. Develop HNVF Allocation Plan that includes eligible services and target populations for HNVF grantees.
5. Recruit Policy Team and Technical Team Members to oversee and coordinate the San José Healthy Neighborhood Strategic Work Plan.
6. Begin evaluation process and commitment to practice continuous quality improvement for FY 2008-09.
7. Develop RFQ for FY 2009-10.

Governance, Management & Operations

The HNVF Advisory Committee should be expanded through the creation of a "Healthy Neighborhoods Policy Team" that would include a broad representation of: elected officials, public policy leaders, community members, health and wellness experts, and service provider representatives. The Healthy Neighborhoods Policy Team would meet quarterly to ensure implementation of policy directives and brokering of resources, including charting the overall strategic direction, facilitation of interagency collaboration, evaluates emerging trends, and monitors the progress of the Technical Team. The roster for the Healthy Silicon Valley may be a useful recruiting list for this purpose as well as other parallel initiatives such as the Santa Clara County Office of Education Fit for Learning Program, After School Education and Safety as well as other departments within PRNS and City-Wide. The Healthy Neighborhoods Policy Team could operate similarly to the Policy Team of the Mayor's Gang Prevention Task Force.

The Healthy Neighborhoods Technical Team would be comprised of HNVF grantees and other stakeholders. The Technical Team would meet monthly to ensure coordination and implementation of the Allocation Plan and the Healthy Neighborhoods Policy Team. Staffing and support for the recommended Healthy Neighborhoods Policy and Technical Teams will be provided by the Healthy Neighborhood Venture Fund.

Below is a diagram that outlines the Healthy Neighborhoods Strategic Work Plan governance structure and opportunities within for capacity building.



Building Healthy Neighborhoods

Allocation Plan

PURPOSE

While the Strategic Plan is the broad vision that will collectively promote Healthy Neighborhoods in San Jose, the Allocation Plan will dictate where HNVF's funding priorties will be in being one of the many champions of the Strategic Plan. The Allocation Plan will delineate eligible services and target populations to be considered for HNVF funding that will support the goals in the San Jose Healthy Neighborhoods Strategic Plan. It will also define the services that will create change or improve the conditions of well-being for the target population.

PROCESS

The City will coordinate and facilitate meetings with community stakeholders to produce the Allocation Plan. Services will be identified that align with the following categories.

- Healthy Lifestyles at Every Stage of Life
- Building Healthy Social Networks and Cross-Generational Connections
- Building the Resiliency Assets of Individuals in All Stages of Life

Target populations will be defined to determine the HNVF-funded service groups, such as children 0-5, school aged youth, teens, young adults, adults, seniors, etc. in each of the categories mentioned above.

Leadership and Committee Action Teams

PURPOSE

Purpose of Leadership Committee:

- Sets policy direction in accordance with the Strategic and Allocation Plans
- Facilitates interagency collaboration
- Evaluates emerging trends
- Monitors the progress of the Technical Team

Purpose of Action Team:

- Implements Policy Team direction
- Provides direct services

PROCESS

An Ad-Hoc Sub-Committee has been formed to assess Committee composition and its function based on the new business needs, and will assist in determining stakeholders that ought to be participants in the Technical Team.

Creating Alliances to Champion Healthy Neighborhoods ("Buy-in")

The creation of alliances to champion the Healthy Neighborhoods Strategic Work Plan is a work in progress. Upon formal adoption of the Strategic Work Plan and implementation of the recommended governance structure, HNVF will continue the process of seeking support city-wide with partners that can aid with creating healthier neighborhoods in the City of San Jose by leveraging resources and human capital to this effort.

Mission, Vision,

Mission

The Healthy Neighborhoods Strategic Work Plan will assist the City of San José to mobilize the assets, strengths, resources, and innate resiliency of its residents, across the whole lifespan, to ensure healthy neighborhoods for all.

Vision

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.

Values

The Healthy Neighborhoods Strategic Work Plan believes that it is necessary and important to ...

- **Connect residents to their neighbors, the young with the old, across and between cultures, in order to build safe and vibrant communities.**
- **Understand and accept that neighborhoods are the best gauge of their own issues and challenges and, when empowered, can solve and meet many of their own core needs.**
- **Provide a supportive infrastructure to communities that maximizes residents' innate resiliency and assets through community engagement.**
- **Understand and accept that building social connections is the most effective force in promoting healthy behavior and development of safe and healthy neighborhoods.**
- **Understand and accept that an ounce of prevention is worth a pound of cure.**
- **Value and utilize the strengths and resiliency inherent in our diverse backgrounds to unite us in the common purpose of creating meaningful opportunities for improved health benefits and healthy neighborhoods for all.**
- **Appreciate that cultural and ethnic connections provide a depth and richness of humanity and at its deepest levels, encourages the examination of different ways of thinking and addressing problems.**
- **Operate within a framework of accountability, transparency, and collaboration to maximize the quality and benefits of services to the community.**

Values, and Goals

Strategic Goals . . . . .

Strategic Goal #1:

Allocate HNVF funds according to a Healthy Neighborhoods Strategic Work Plan and vision, directed by need, impact, ongoing quality improvement, and sustainability. The HNVF funds will be aligned with all other strategic efforts to build healthy neighborhoods for all in San José.

Strategic Goal #2:

Develop and implement "asset-based" care and program activities that assist individuals at all stages of life to maximize their resiliency and other protective assets, build healthy lifestyles (tobacco prevention, health and fitness and other activities), and healthy social networks and cross generational connections.

Strategic Goal #3:

Empower residents to participate in open decision-making processes that impact the sustainability and livability of their neighborhoods.

Strategic Goal #4:

Empower the community to ensure that their neighborhoods satisfy residents' safety and security needs.

Strategic Goal #5:

Maximize the availability and usuage of public social/recreational resources and facilities operated by the city, school districts, county agencies, and other non-profit agencies within and across the City of San José.

Strategic Goal #6:

Align Healthy Neighborhoods Strategic Work Plan with other relevant strategic plans and initiatives for maximum program efficiency and sustainability.

Strategic Goal 1:

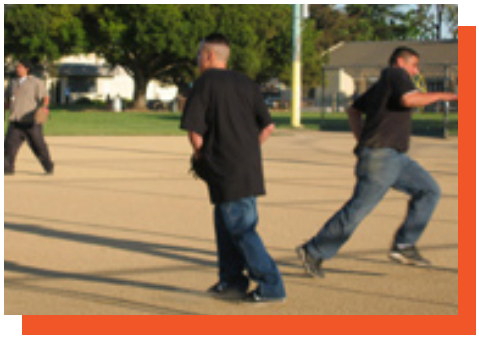
Strategic Goal #1: Allocate HNVF funds according to a Healthy Neighborhoods Strategic Work Plan and vision, directed by need, impact, ongoing quality improvement, and sustainability. The HNVF funds will be aligned with all other strategic efforts to build healthy neighborhoods for all in San José.

Objectives:

1. Create an open and transparent Request for Qualifications (RFQ) process that clearly delineates the criteria for providers to align their eligible service activities with the HNVF program. Allocation Plan is to follow historical precedence by providing funding to support grantees serving youth and seniors to carry out services with an emphasis on healthy lifestyles (tobacco prevention, health and fitness and other activities), building healthy social networks and cross generational connections, and building the resiliency and protective assets of youth and seniors.
2. Adopt and implement RBA Model for HNVF funds management to ensure ongoing quality improvement.
3. Select an independent evaluator to assist with the fair and rational implementation of the accountability and capacity-building process.
4. Delineate a migration plan that protects the current provider network while establishing the support and expectations necessary to align with the revised focus.
5. Ensure that community input from stakeholders representing various age, cultural and interest groups provide meaningful direction to designing preferred service and provider criteria.
6. Provide the support, guidance, training and oversight necessary to ensure effective and efficient HNVF funds implementation and management through capacity building by practicing continuous quality improvement.

Performance Results:

1. Eighty percent of HNVF applicants for the RFQ will indicate that they understood the RFQ process when applying for funding.
2. Eighty percent of HNVF applicants for the RFQ will indicate that the HNVF staff was helpful.
3. Eighty percent of HNVF grantees will indicate that the HNVF administrative and evaluation services were effective in assisting them to build capacity to serve youth and seniors in our community.
4. Eighty percent of HNVF grantees will indicated that their contracts and contract payments were received in a timely manner after required documents were received and accepted by the HNVF administrative staff.



Strategic Goal 2:

Strategic Goal #2: Develop and implement "asset-based" care and program activities that assist individuals at all stages of life to maximize their resiliency and other protective assets, build healthy lifestyles (tobacco prevention, health, and fitness and other activities), and healthy social networks and cross generational connections.

Objectives:

1. Identify eligible services as part of the allocation plan, consistent with the Healthy Neighborhoods Strategic Work Plan's mission and goals, that can be implemented with HNVF funding. The eligible service will be "asset-based" and strength based for youth and senior participants with a focus on healthy lifestyles (tobacco prevention and others).

2. Build the capacity of the community to develop their leadership opportunities in partnership with PRNS and HNVF relative to the goals of community empowerment, resiliency enhancement through social networking and community-building, and health promotion through group physical activities.

3. HNVF grantees will foster independence not dependence by using the strengths and assets of senior and youth customers.

4. All funded grantees will provide direct services to youth and senior customers.

5. Care and program activities will be, whenever possible, delivered to groups of customers to foster the customers social networks and connection to others supporting customers.

6. Ensure an appropriate and broad network of HNVF providers that represent and attend to the various and diverse groups of stakeholders in multiple neighborhoods and population groups.

7. Promote interaction and communication between the rich cultural and ethnic communities that reside in San Jose are part of creating healthier and safer neighborhoods by building multilingual and cultural support structures that facilitate the active involvement of individuals who represent the diverse communities, including the immigrant, is paramount to healthy cross-cultural engagement.

Performance Results:

1. Eighty-five percent of HNVF grantees will meet the following performance goals:

   - Spend 95% of grant funds.
   - Hire staff indicated in contract.
   - Serve customers indicated in their scope of work.
   - Provide the strategies indicated in their scope of work.
   - Provide 95% of the contracted planned services to their customers.
   - Customer satisfaction rate is greater than 70%.
   - Service Productivity Scores are greater than 60%.
   - Service Quality Scores are greater than 1.0.
   - Service Performance Index is greater than 600.

Strategic Goal 3:

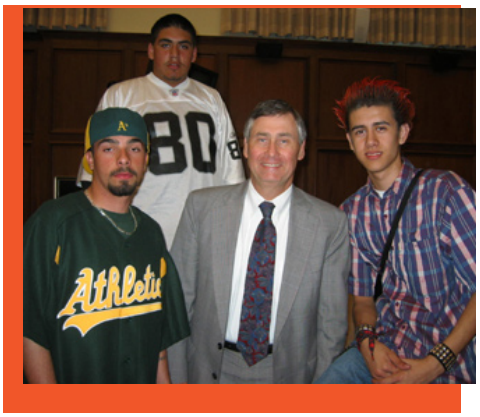
Strategic Goal #3: Empower residents to participate in open decision-making processes that impact the sustainability and livability of their neighborhoods.

Objectives:

1. Recruit stakeholder representatives to participate in providing input and direction to the allocation plan and support offered through HNVF funding.
2. Create a dedicated program website that informs and involves residents in the planning, monitoring and evaluation of the eligible services to be provided in their neighborhoods. The web site might also serve as a vehicle for neighborhoods, business, social groups, religious groups, and other organizations to keep track of the amount of steps their members are taking each day and the weight they have lost.
3. Explore constructing a "resource bank" volunteer contributions program model to engage and empower the community to trade services.
4. Work with established groups such as the Strong Neighborhoods Initiative (SNI) and various Neighborhood Associations to promote inclusion, support and alignment with the Healthy Neighborhoods Strategic Work Plan goals.
5. Work with all of San José neighborhood groups to participate in some physical/social activities and to maximize the use of parks, trails, and other public resources.
6. Replicate the youth evaluator model used by the Oakland Fund for Children and Youth and expand it to include youth and seniors in teams for each area of San José. This team of Senior and Youth HNVF Evaluators will assist in evaluating the effectiveness of activities and strategies and the dissemination of successful practices in one neighborhood or program to others involved in this work plan.

Performance Results:

1. In the first year, San José will document 10 million steps for the City of San José taken by residents and participants in HNVF programs.
2. Document the outreach work to community and neighborhood groups to promote inclusion and support of the Healthy Neighborhoods Strategic Work Plan's mission and goals.
3. Monitor the growth of the HNVF Resource Bank and report out the amount of volunteer service provided in trade for use of facilities and trading of services.
4. Youth and Senior Evaluators will document their activities and observation of the success of this goal in each year's final evaluation report.



Strategic Goal 4:

Strategic Goal #4: Empower the community to ensure that their neighborhoods satisfy residents' safety and security needs.

Objectives:

1. HNVF in collaboration with grantees will continue to build on the strong partnership between the San José Police Department and the citizens of San José that made San José the safest big city in America.
2. HNVF in collaboration with grantees will continue to assist the two-way communication and problem solving between the Police Department and neighborhood residents with an emphasis on youth and senior HNVF grantee participants.
3. Collaborate with the San José Police Department to connect to new neighborhoods with a social/physical network of neighbors to problem solve how to create more pedestrian friendly environments along with SNI and other city departments.
4. Work with the San José Police department to develop a method of tracking the community policing activities and opportunities that are developed through working with some of the new community and neighborhood networks established.

Performance Results:

1. Lower the crime rate for the City of San José.
2. Continue to improve the good relationship, problem solving, and community policing practice in the city by encouraging neighborhoods to become stronger partners with the police department to make their neighborhood safer and healthier.

Strategic Goal 5:

Strategic Goal #5: Increase, maximize the availability and usage of public social/ recreational resources and facilities operated by the city, school districts, county agencies, and other non-profit agencies within and across the City of San José.

Objectives:

1. Set up a system to monitor the use of social/recreational resources across the City of San José.
2. Maximize the use of San José social/ recreational facilities, parks, trails, community centers, libraries, schools, and other public facilities by citizens of all ages.
3. Explore the volunteer "resource bank" approach to account for the service, maintenance, security, upkeep or other related contributions of those who use facilities in lieu of monetary charges.
4. Build and support the leadership capacity of neighborhoods to more actively manage these centers and facilities, and through this empowerment process, share the ownership and upkeep of these vital city resources, while ensuring their continued and increased utilization.
5. Work with San José School Districts to review the Civic Center Act to clarify the provisions of the act to establish clear policy and procedures for the use of school facilities for social/recreational activities.

Performance Results:

1. Increase the use of our public facilities, parks and trails by 15% the first year of this plan.

Strategic Goal 6:

Strategic Goal #6: Align Healthy Neighborhoods Strategic Work Plan with other relevant strategic plans and initiatives for maximum program efficiency and sustainability.

Objectives:

1. Join Healthy Silicon Valley and embrace their Community Action Plan as a larger plan for community health promotion that is entirely consistent with this strategic work plan, and engages the funding community and public leaders to support a unified approach to affecting policy and environmental changes on behalf of health goals.

2. Become familiar with and support the efforts of the Santa Clara County Office of Education *Fit for Learning* nutrition/education and school wellness program that is reaching out to all elementary and middle schools to encourage healthy behaviors; the Santa Clara County Public Health Department Nutrition programs that provide educational information and other supportive resources to children and families in the fight against obesity; and the After School Education and Safety program that currently provides almost $13 million in annual state funding for after school recreation and wellness programs at local schools.

3. Engage San José Homework Centers with the *Fit for Learning* nutrition/education program designed for the after school setting.

4. Ensure alignment with *Community for a Lifetime,* a ten-year strategic plan to advance the well being of older adults in Santa Clara County and the City of San José.

5. Ensure alignment with the *City of San José Youth Service Master Plan: A Blueprint for Bridging the Digital Divide.*

6. Ensure alignment with *City of San José Greenprint Plan for Parks, Community Facilities, and Programs.*

7. Ensure alignment with the *City of San José Mayor's Gang Prevention Strategic Work Plan.*

Performance Results:

1. Increase the amount of matching funds by 30% used each year by HNVF grantees by assisting them to find partners involved in the strategic plans previously listed that are in alignment with this plan.

2. Add service productivity questions focused on fit for learning targeted to the Homework Center and other relevant City evaluations and achieve a target performance goal of greater than 60%.

FOCUS GROUP RESULTS FROM COMMUNITY DIALOGUES ON "WHAT IS A HEALTHY NEIGHBORHOOD?"

CCPA adapted the "What is a Healthy Neighborhood? Matrix "from the Sustainable Seattle Project, which carried out similar work in 2005 supported by the Seattle Foundation. The framework for the HNVF Healthy Neighborhoods Matrix incorporated elements identified through research and consists of four main concepts that respond to the question, "What is a healthy neighborhood?" The framing concepts are (1) Healthy Lifestyles for Every Stage of Life; (2) Safe and Secure Neighborhoods; (3) Sustainable Neighborhoods; and (4) Healthy Social Network and Supporting Neighbors. The connection between all four framing concepts is that they all serve to connect people, creating neighborhoods that are thriving. Other basic elements or "building blocks" of healthy neighborhoods that fall within the framework are depicted on the squares of the matrix. The HNVF matrix also had blank squares that would allow focus group participants to add elements that might not be already there.

During the month of August 2007, CCPA conducted a series of fourteen (14) focus group meetings with senior and youth stakeholders, older adults/senior service providers, youth service providers, members of the Senior Commission and the Youth Commission. The focus group meetings were attended by over 140 participants who were diverse in their cultural/linguistic background and ranging from six years of age to over eighty years old

At each of the 14 focus groups conducted, participants were invited to elaborate on the elements which they felt were important from their own particular perspectives as stakeholders, service providers to either youth or older adults/seniors, or as staff directly related to the HNVF or with an interest in how future funds were to be targeted and performance measured. Thus, blank squares were filled in and participants were given the opportunity to prioritize the three most important elements/issues that they felt were important to the creation of healthy neighborhoods. Some elements, such as economic viability, might exceed the scope of the HNVF focus, however, these could be addressed through cross-agency collaborations, cross-department coordinated efforts, or public/private ventures.

Matrix 1 on the following page shows the original matrix which CCPA introduced in the first focus group with the Senior Commission along with the new elements identified as a priority in other focus groups.

WHAT MAKES A HEALTHY NEIGHBORHOOD

MATRIX 1:

Combined Input of all Focus Group Participants to What Makes a Healthy Neighborhood.

Connecting People — **Healthy Lifestyles for Every Stage of Life** — Connecting People

Healthy Social Network & Supporting Neighbors

Regular Physical Activity to Maintain Fitness	Environmental Health	Promote Healthy Activity and Nutrition Behaviors for Every Stage of Life	Healthy Weight from Healthy Eating	Healthy Habits and Choices for Every Stage of Life	Reduce Tobacco Use
Transportation - Affordability and Better Options	Parenting Education	Grief Counseling for Deaf and Dying	Quality, Accessible Childcare for Youngest Residents	Generational Gap - Parental Involvement and Support Services	LGBT Reconciliation and Educational Program
Access to Parks and Community Spaces like Recreation Centers and Schools	Opportunities to Participate in Group Physical Activities and Play	Safety Net of Services for Youth Leaving the Juvenile Justice System	Promote Family Wellness	Literacy Program for Youth and Adults	Reduce Substance Abuse
Early Intervention Programs - Focus on Healthy Lifestyles	Participation in Community through Volunteerism	Friends and Family	Transportation - Affordability and Better Options	Respite Care for Caregivers	Promotion of Neighborhood Activities
Maximize the Use of Our Parks, Trails and Public Spaces	Intergenerational Interaction - Addressing the Gap	Activities for Development of Adult & Senior Assets	Resource Book for Seniors and Follow Through Upon Access to Services	Activities for Development of Child/Youth Assets	Support Economic Well-Being through Economic Empowerment
Access to Healthy Food	Individual Living Assistance Programming - Services to Support Living in Least Restrictive Environment	Provide Opportunities for Participation in the Arts	Racial /Cultural Diversity Celebrated and Multi-Racial Gathers Encouraged	Community Policing - Positive Relationships with SJPD	Free from Injury and Violence - Residents Feel Safe
City Wide - Youth Fairs or Youth Focused Activities	Access to Health Care	Promote Social, Emotional, and Mental Well-Being	Accessible services for undocumented youth and youth on probation	Good Housing Options for Various Stages in Life	Case Management Services for Dependent Individuals - Broker of Services
Good Schools	Healthy Foods at School	Clean and Maintained Homes in Neighborhood	Nice Place to Live	Pedestrian Friendly Neighborhoods	Active & Connected Citizens Who Know Each Other

Safe and Secure Neighborhoods

Connecting People — **Sustainable Neighborhoods** — Connecting People

Color Key:

Original Healthy Neighborhood Element.

Original Healthy Neighborhood Element - Identified as a Priority Theme by Youth and Senior Clients, Youth and Senior Commission and Current HNVF Youth and Tobacco-Free and Senior Service Providers.

New Element Identified as a Priority Theme by Youth and Senior Clients, Youth and Senior Commission and Current HNVF Youth and Tobacco-Free and Senior Service Providers.