

**COLLABORATE**  
Community Coordinating Council  
Defining the Community  
Leadership Development

continue & strengthen

**ASSESS YOUR COMMUNITY**  
Needs Assessment  
Resource Mapping

re-assess

**CHOOSE RESULTS**  
Creating a Vision Statement  
Priority Results

re-evaluate

**USE EFFECTIVE STRATEGIES**  
Creating an Action Plan  
Case Management  
Multi-Disciplinary Teams  
Family Resource Centers

re-evaluate

**Section V**  
**INTEGRATE & TRACK**  
**YOUR WORK**  
Measuring Results

reform

**EVALUATE RESULTS & MAKE DECISIONS ABOUT YOUR WORK**

## MEASURING RESULTS

*“You can’t build a reputation on what you are going to do.”  
-- Henry Ford*

### **Description:**

Describes how each priority result will be measured, within a specific timeline.

### **Resources you’ll need:**

- ✓ Agencies, schools, and community-based organizations willing to participate in the evaluation process and utilize standardized forms and data collection processes.
- ✓ Volunteers to serve on evaluation teams. Separate teams for quantitative and qualitative methods may be needed since the methods require different expertise and skills.
- ✓ Residents, potential partners/allies, and representatives of agencies, community-based organizations, schools, local interest groups and business willing to participate in this important process.
- ✓ Meeting space, announcements, flip charts, tape recorders, and refreshments for focus groups that will be discussing the priority results you are evaluating.
- ✓ Trained focus group leaders, some which may need bilingual skills.
- ✓ An executive summary of your progress/achievements for distribution to all partners, potential partners, interested residents, and the Kern County Network for Children.

### **Track your progress by:**

Communicating about: what you want, what you need, how you did, and how you did it.

### **Approximate time frame:**

Determine a reasonable time frame and work diligently to meet it. Sample timelines are attached.

### **Tools that may be useful:**

(Many of these documents can be accessed and printed from the “**Contents & Process At A Glance**” page under “**Tools**”).

- G.J. Kinley & Associates’ evaluation of the KCNC & Local Collaboratives. This report provides information about the effectiveness of the KCNC and Local Collaboratives and their effect on children and families. For a copy contact the Kern County Network for Children<sup>1</sup>.
- The *Neighborhood Partnership 1995-96 Evaluation Report*. This report provides a detailed description of the evaluation process and results for four Kern County communities who are implementing grass roots solutions to local problems. For a copy, contact the Kern County Network for Children .
- The Kern County Network for Children’s annual *Report Card*. This report provides data regarding population, vital statistics, human services, trends in education, and criminal justice from agencies throughout Kern County and California. Mapped data specific to communities is used whenever possible. For a copy contact the Kern County Network for Children<sup>1</sup>.
- The Kern County Network for Children’s Conditions of Children Website, <http://www.kcnc.org>.

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<sup>1</sup>Refer to the directory of agencies included in the appendix for the name, address, telephone and fax numbers.

*Quantitative methods* for measuring numerical data (e.g. % increases, decreases, etc.):

- Family Intake/Assessment Form. This form collects basic demographic data on all household members and documents the family's primary needs. The paraprofessional/family advocate (FA) completes this form during the initial home visit(s).
- Instructions for completing evaluation (*Family Intake/Assessment*) form.
- Termination Form. The FA completes this form when services to the family are terminated and describes the reason(s) for termination (e.g. the family completed services, withdrew from the program, etc.).
- Social Condition Matrix. This tool measures information that was previously only available through qualitative analysis. Developed by the Institute for Collaborative Studies at Monterey Bay and modified for use in Kern County by the Applied Research Center at California State University, Bakersfield, this tool is endorsed by the Kern County Network for Children and designed for use in communities and agencies throughout Kern. For more information or training, contact the Kern County Network for Children<sup>1</sup>.

*Qualitative methods* for measuring data that is not numerical (e.g. trends and patterns of behavior, perceptions and attitudes, or insight into the process of program design and function):

- Focus Group/Key Informant Interview Protocol. Focus groups are facilitated small group discussions designed to address project goals, identify successes and obstacles encountered, and describe relationships that have evolved between organizations, businesses, and families within each community as a result of activities. They should be audio-taped, transcribed and, where necessary, and translated for detailed analysis
- Intercept Interviews - Survey on Neighborhood Partnership/Healthy Start Awareness form. This technique is designed to assess community awareness of activities by asking adults, who are randomly selected, to complete a short survey instrument. Four open-ended questions focus on name recognition and the respondent's ability to identify services associated with the Neighborhood Partnership/community coalition. Additional questions ask demographic information.
- Naturalistic Observation of Events for Neighborhood Partnership/Healthy Start Projects. Evaluation team members use this form to conduct on-site observations of coordinating council meetings and at least one event sponsored by the community. This 25-item instrument was developed to document demographic information, level of community participation, and decision-making processes.
- Neighborhood Partnership/Healthy Start Evaluation Case Reviews form. Evaluation team members meet with each service provider and ask the attached nine open-ended questions regarding one family that the provider considers to have succeeded and one family who they believe did not succeed. Case reviews give the providers an opportunity to "tell the story" of their relationship with a particular family, from the initial referral to the point of termination. In the interest of preserving the confidentiality of clients, actual cases/charts are not reviewed; instead, the providers reference case notes to recall dates, services delivered, and responses of family members.

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**Potential barriers to watch for and suggestions for overcoming them:**

- The forms described above measure broad indicators that ideally should be impacted through effective case management, but they may not be the indicators that are most valued by the family members themselves. They are also not comprehensive and do not, for example, include items related to substance abuse, unemployment or other important indicators of family function. A family's failure to demonstrate positive change in those areas measured does not mean that they failed to improve in other areas. Case reviews can mitigate some of these shortcomings, as they provide a glimpse into a far more subjective, but in some ways more meaningful, aspect of service outcome.
- Ensure that all partners are included in the evaluation process and are invited to assist with analyzing/explaining results. This will help to prevent the data from being misinterpreted. For example, an increase in the number of calls to a domestic violence abuse hotline could be misinterpreted as a community's failure to decrease incidences of abuse, whereas abuse counselors may explain this result as a success, indicating that more women and children are seeking help.
- Increased workload issues for service providers if forms are not developed in consideration of those they are already required to complete. Although some state and federal agencies require that certain forms be completed, other programs have the flexibility to modify/combine forms and streamline data collection.
- Data from focus groups and key informant interviews can be misinterpreted and misused. To prevent biased responses, focus group and intercept interview participants should include community members and/or clients, line staff, administrators, teachers, and family advocates.

**Success indicators to celebrate:**

- ◆ Your community can describe measurable, meaningful differences that have resulted, and use this information to write grants; share with policy makers, potential partners, and elected officials; invite media coverage to increase community support; and share with partners who will be asked to re-invest in or re-commit to the community over time.
- ◆ Resulting data can be used to document your community's activities or resulting impacts on partner agencies (e.g. improvement in school attendance can lead to increased revenue for the school(s), prevention services provided by one agency can decrease intervention/treatment service costs incurred by another agency).
- ◆ Results are used by community coordinating council members to re-evaluate the community's needs, vision, priority results, action plan and methods of measuring results.

**For technical assistance contact:**

The Kern County Network for Children<sup>1</sup>.

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