Outcomes to Strategies: Using Data to Drive Results

6/18/14

HUD Office of Public Housing Investments, Choice Neighborhoods
Welcome & Agenda

• Framework for using data to manage performance
• Apply thinking to two key results
  – School readiness
  – Public safety
• Case Study: Youth Policy Institute
• Next Steps
Trainers

- Peter A. Tatian, Senior Fellow, Urban Institute Metropolitan Housing and Communities Policy Center
- Tara Watford, Director of Research and Evaluation at the Youth Policy Institute (YPI)
- Marsha Tonkovich, Senior Vice President, ICF
Introduction to Performance Management

• Two elements of performance management: Productivity & Outcomes

• Efficiency & effectiveness (Productivity)
  – Number of units, average cost/unit, and time/unit
  – Setting targets & improving production process
  – Quality of units

• Impact (Program Outcomes)
  – Did program activities make a difference?
  – Distribution of benefits
What is Performance Management?

• …a dynamic process to better understand program operations, monitor outcomes, and ultimately, help organizations produce positive outcomes.

• Involves ongoing performance measurement, reporting, analysis, and program modification.
  – Performance measures assess services and outcomes.
  – Indicators are specific measurements used to track performance.

Adapted from: PerformWell.org
Outcome Indicators

• **Outcomes:** Relatively enduring changes in participants’ attitudes, emotions, knowledge, behavior, health, or social condition brought about by the intentional action of programs.

  – **End outcome:** What is ultimate objective?

    **Example**

    *End Outcome:* Youth successfully complete college.

    *Indicator:* College graduation rate

*From http://www.performwell.org/index.php/identify-outcomes*
Intermediate outcomes: What else needs to happen to get to end outcome?

Example

[End Outcome: Youth successfully complete college.]

Intermediate outcome: Children academically proficient in grade 3.

Indicator: Grade 3 test scores

From http://www.performwell.org/index.php/identify-outcomes
Data Can Help Tell Us…

• Are programs leading to participant outcomes?
  – Are skills or behaviors improving?
  – Is knowledge increasing?
  – Are youth more likely to complete college?

From: Introduction to Performance Management (PerformWell webinar), Castillo and Chablani
Input and Output Indicators

- **Inputs:** Resources used to conduct activities and provide services.
  
  **Example**
  
  *Input indicators:* number of program staff, teacher hours available, program funding

- **Outputs:** Products and services delivered.
  
  **Example**
  
  *Output indicators:* parents trained, children tutored, college counseling sessions provided

*From: http://eca.state.gov/files/bureau/performance_measurement_definitions.pdf*
Data Can Help Tell Us…

• Are necessary inputs/resources in place?
  – Do staff have adequate training and support?
  – Are additional resources needed?

• Are programs achieving desired outputs?
  – Are you reaching your desired population?
  – Are people participating often enough?

*From: Introduction to Performance Management (PerformWell webinar), Castillo and Chablani*
Performance Management Cycle

From: Managing Performance in Youth Civic Engagement Programs (PerformWell webinar), Derrick-Mills and Kakli

U.S. Department of Housing and Urban Development
Exercise

• Small groups based on one of two results
  – School readiness at kindergarten
  – Public safety in neighborhood
• Defining outcomes
  – What is the change that you seek?
• What affects this outcome?
  – Programs and interventions
• Possible indicators: outcomes & outputs
Dear Data, What Have You Done for Me Lately?

Building and Maintaining A Data-Driven Culture: YPI as a Case Study

Tara Watford, YPI Director of Research & Evaluation
Choice Neighborhoods Conference June 2014
LA PROMISE NEIGHBORHOOD MODEL

Prenatal & Early Childhood Services
- Pregnancy & wellness services
- Parenting classes
- Support groups for parents
- School readiness programs

K-16 Learning Services
- Academic tutoring
- Mentoring & youth development
- Fitness & nutrition
- Dropout prevention
- College prep workshops

Parent & Family Services
- Case management
- Adult education
- Health care services
- Housing assistance
- Job training & placement services
- Financial services

Community & School Transformation
Create partnerships & coordinate services with schools, service providers, government, etc.
Hollywood

Pacoima
Data System and Secondary Data Sources

Neighborhood Model Built-out

School Repository

Partners

Secondary Data Repository
Efforts To Outcomes (ETO)

Welcome L. Raquel Lopez - Los Angeles Promise Neighborhood-Hollywood:() Apex Academy

New | Quick Search | To Do List | Messages | My Favorites | My Dashboard | Reporting Dashboard | Marketplace
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Enter Search Term(s) within Participant in Apex Academy

You have access to the sites below.

Site(s):
- AmeriCorps
- Carol White Program
- FIPSE
- Full Service Community Schools - Belmont
- Gang Reduction Youth Development
- Hollywood FSC
- Library of ETO City
- Los Angeles Promise Neighborhood-Hollywood
- Los Angeles Promise Neighborhoods-Pacoima
- Workforce Development
- Youth Services
Implementing a Data System: What’s Needed

- Strategic Planning – What Do We Want to Know?
- Time to Implement and Program to Agency’s Needs
- Data Staff and Quality Training
- Buy-In From Programmatic Side and Partners
Moving Beyond the Data Dump: Making Data Work for You
Strategizing: Big Picture and Small

• Data Mapping

• Critical Conditions
  (Evaluating the Contexts of Your Student Outcomes)

• Sharing Data Regularly: Internal and External Communication
Data Mapping: Big Picture

Indicator 2 (GPRA 2)
Number and percent of three year olds and children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning (as defined by DOE) as determined by using developmentally-appropriate early learning measures (as defined by DOE).

Santa Monica Charter School
(Grades K-6)
Early Education
1. LAPN service - '5 Classes, Pre-Kinder Reading and Fine Motor Skills Activity', December 2013 - June 2014 (103)

Pacoima Charter
(Grades Pre-K-5)
Early Education
1. Los Angeles Education Partnership, Playgroups, Feb-April 2014 (21)
2. Los Angeles Education Partnership, School Readiness Play Group, April 2014 (4)
3. FSCS-Baby University, July 2013 (30) & Feb 2014 (35)

Helen Bernstein High School
(Grades 9-12)
Early Education
1. LAPN Service, Child Care (one time event), Jan 2014 (10)

Pacoima Community Center
Early Education
1. LAPN Service, Child Care, Jan-April 2014 (47)
Evaluation of Institutional Contexts

• Incorporating Data that Isn’t Only Focused on Student Outcomes and Outputs

• Critical Conditions: Indicators that monitor the capacity to reduce disparities. What resources and institutional contexts are required to deliver and promote success? (Jeannie Oakes, 2003)
Data-Sharing: Building a Culture of Data Appreciation Internally

• Learning What Program Staff Wants to Know

• Include Program Staff in Strategic Planning

• Sharing Data Regularly. (Scorecards)

• Training Programmatic Side to Run and Present Data
Taking It to the Streets: Community Feedback

• Sharing Data with Constituents

• What Do THEY want to know?

• What Do THEY know that you aren’t capturing?
Collaboration

Needs Assessment
Project Coordinator
Community Partners

School

Mentoring Programs
Service Learning

Communication

Educational Workshops
Academic Support
Family Engagement
Technology Access

Coordination
YPI transforms Los Angeles neighborhoods using a holistic approach to reduce poverty by ensuring families have access to high quality schools, wrap-around education and technology services, enabling a successful transition from cradle to college and career.

For more information contact:
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Summary: Steps for Continuous Improvement

1. Identify Performance Concerns/Goals
2. Identify Information Needs/Select Tools
3. Apply Measurement Tools
4. Analyze & Report Results
5. Implement Improvements
6. Continue Measuring Performance
Why Plan for PM Action?

A plan will help you identify:

• Specific ways that PM can help you to improve productivity & outcomes
• Key challenges to implementation
• Who to involve
• Steps to begin implementation
Planning for PM Action: Key Steps

• Articulate benefits of a PM process
• Identify challenges/barriers and potential solutions
• Assess staffing/organizational/systems/data issues & opportunities for implementing a PM process
• Create plan for obtaining collaboration
• Develop timeline for implementation
Contacting Us

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