



U.S. Department of Housing and Urban Development

# 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>



# Outcome Indicators (cont.)

- **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](http://eca.state.gov/files/bureau/performance_measurement_definitions.pdf)



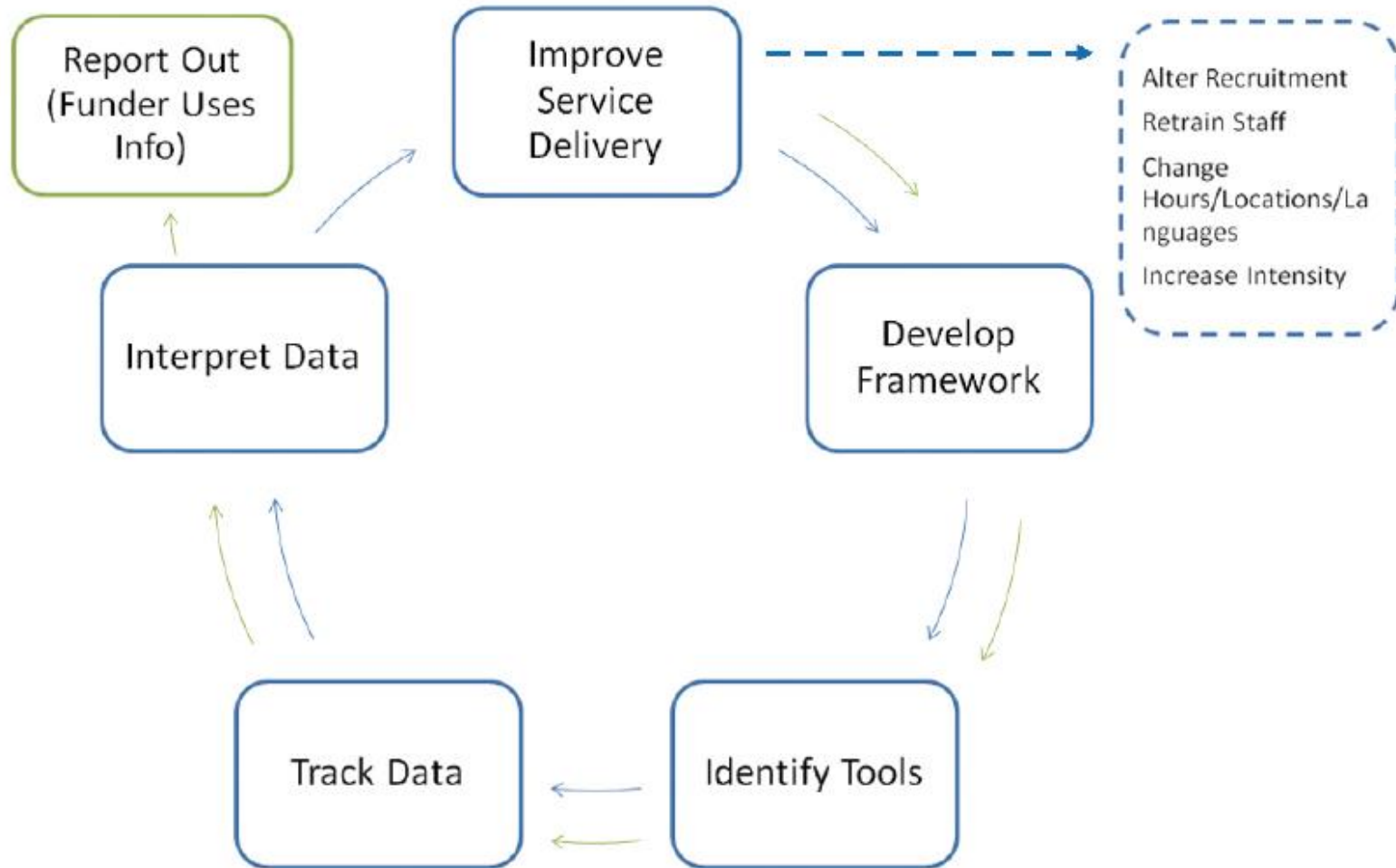
# Data Can Help Tell Us...

- 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*



# 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





U.S. Department of Housing and Urban Development

YOUTH

POLICY

INSTITUTE

# 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



**LOS ANGELES  
PROMISE  
NEIGHBORHOOD**



*www.ypiusa.org*



# 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

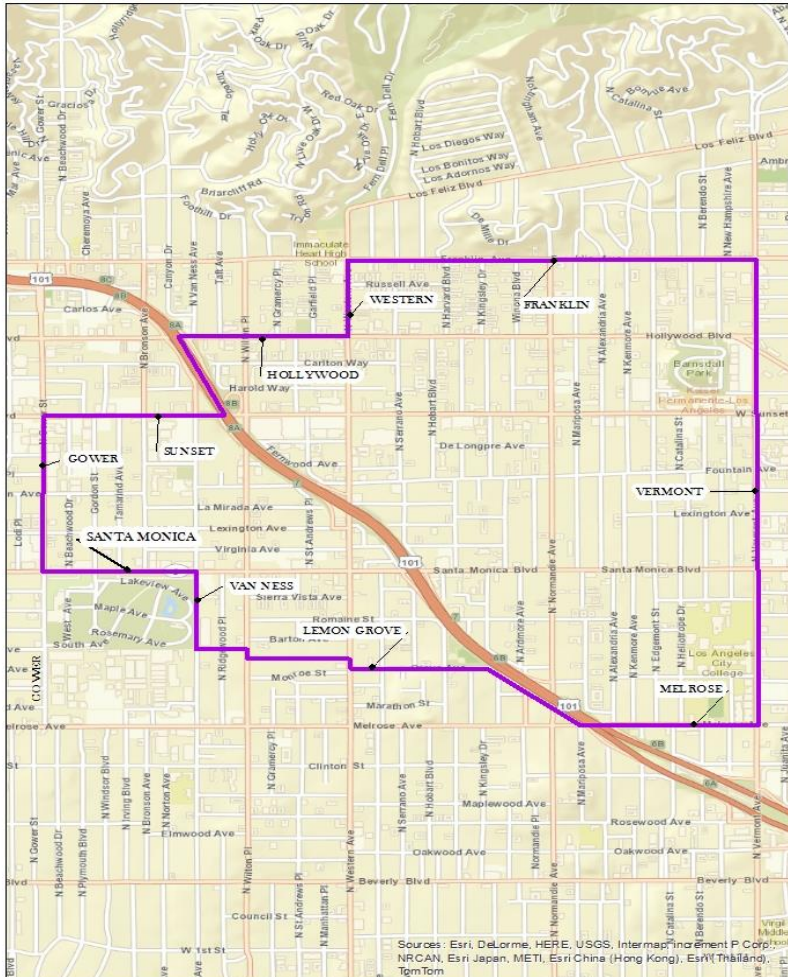
## Parent & Family Services

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

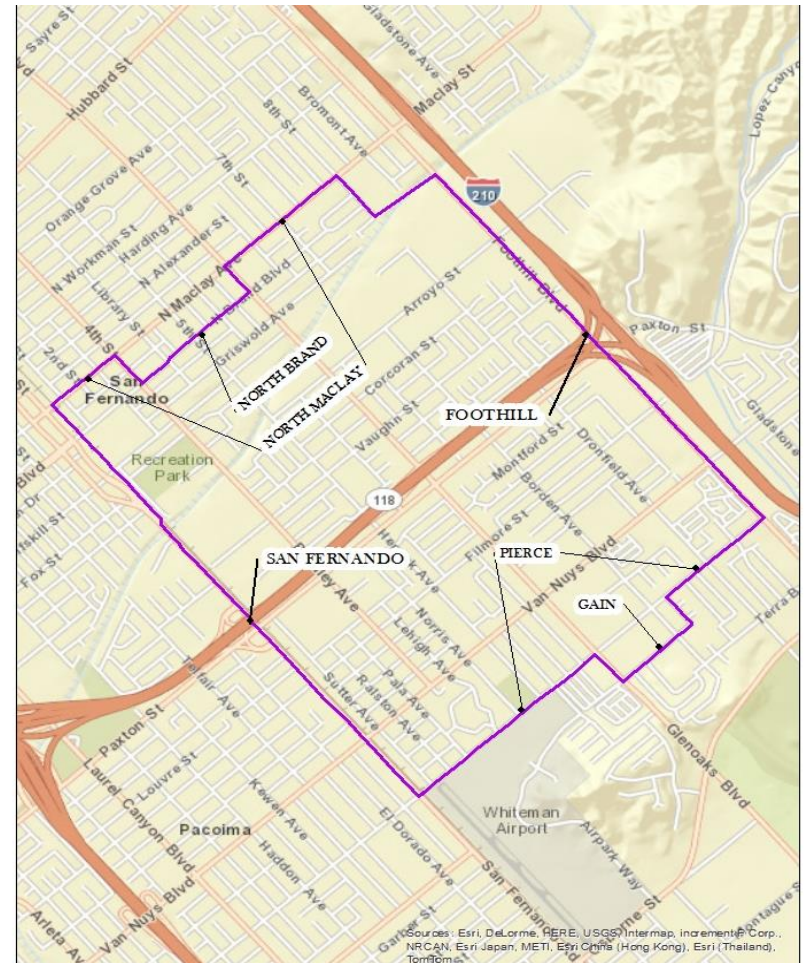
## Community & School Transformation

*Create partnerships & coordinate services with schools, service providers, government, etc.*

# Hollywood

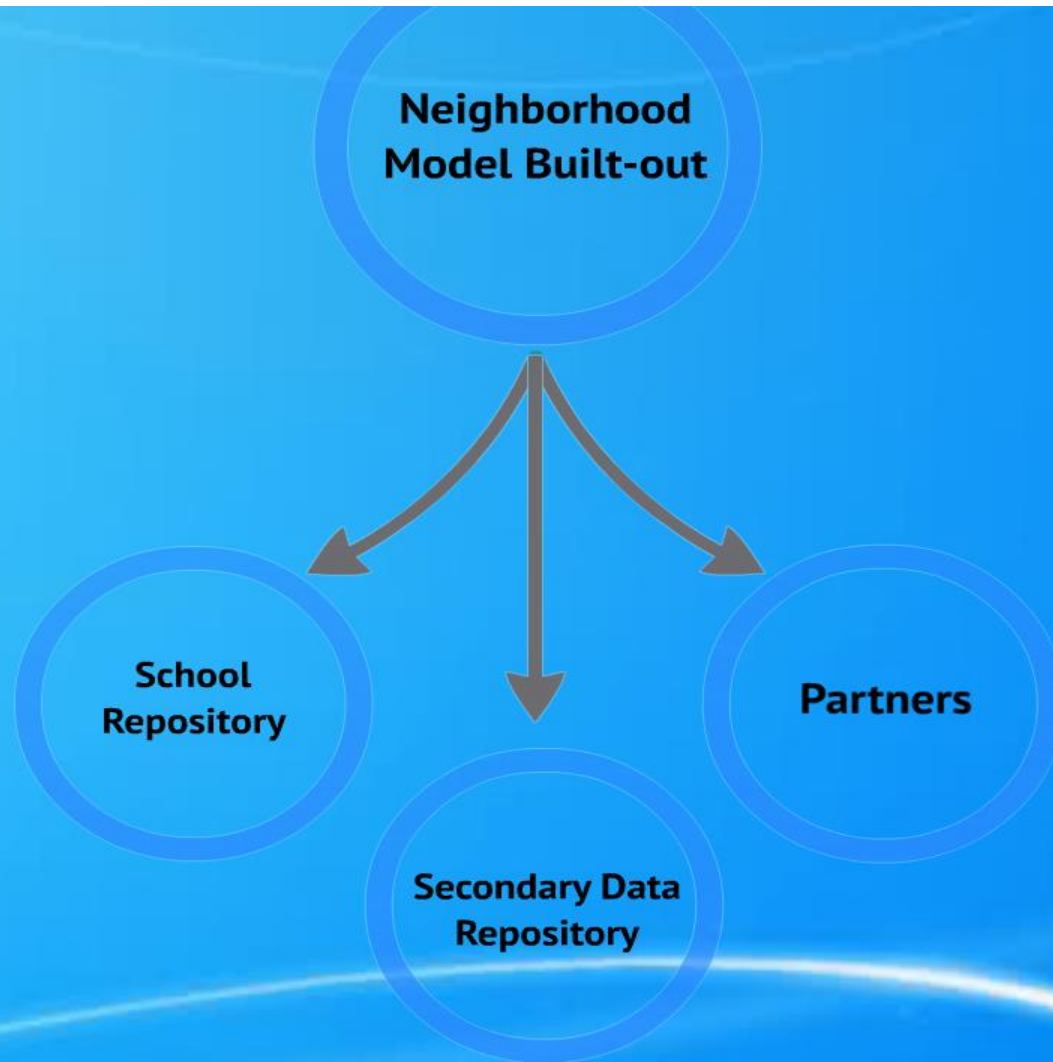


# Pacoima





# Data System and Secondary Data Sources



# Efforts To Outcomes (ETO)

**ETOSoftware**<sup>®</sup>

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

Apex Academy

Go

New

Quick Search

To Do List

Messages

My Favorites

My Dashboard

Reporting Dashboard

Marketplace

Enter Search Term(s)

within

Participant

in

Apex Academy

Search

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](#)

[Los Angeles Unified School District Office of Education Department](#)



# 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

The collage illustrates various ways to analyze data. It includes:

- Group Attendance:** A report for 'Academica Semiller Del Pueblo' showing attendance by group and date range.
- Summary of Responses for 3D-PAR:** A report showing the number of responses in an assessment (8,209) and the number of responses represented in a graph (8,093, 99.98%).
- Gender Distribution:** A pie chart showing the gender of 6,500 participants. The data is as follows:
 

Gender	Count	Percentage
Male	3,600	55.4%
Female	2,790	42.6%
Not Reported	110	1.7%
Other	0	0.0%
- Age Distribution:** A pie chart showing the age of 6,500 participants. The data is as follows:
 

Age Group	Count	Percentage
18 - 19 Years Old	2,140	32.9%
20 - 24 Years Old	2,140	32.9%
25 - 29 Years Old	2,140	32.9%
30 - 34 Years Old	0	0.0%
35 - 39 Years Old	0	0.0%
40 - 44 Years Old	0	0.0%
45 - 49 Years Old	0	0.0%
50 - 54 Years Old	0	0.0%
55 - 59 Years Old	0	0.0%
60 - 64 Years Old	0	0.0%
65 - 69 Years Old	0	0.0%
70 - 74 Years Old	0	0.0%
75 - 79 Years Old	0	0.0%
80 - 84 Years Old	0	0.0%
85 - 89 Years Old	0	0.0%
90 - 94 Years Old	0	0.0%
95 - 99 Years Old	0	0.0%
100 Years Old	0	0.0%
Not Reported	0	0.0%
- Targeted Manual Waste School:** A report showing the number of participants in a targeted manual waste school.
- Point of Service Number of Sites for ADAMS 3-PAR 3-PAR Supportive Services:** A report showing the number of sites for ADAMS 3-PAR 3-PAR Supportive Services.



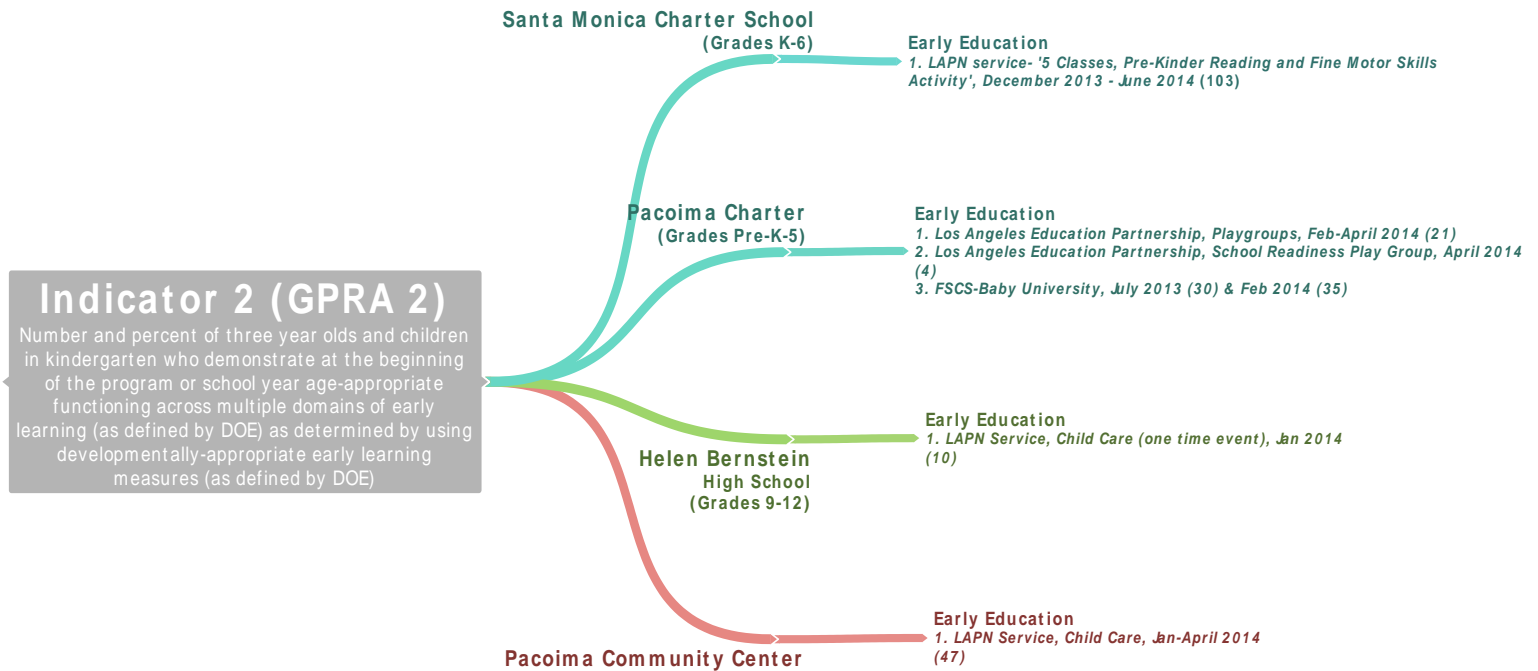
# Strategizing: Big Picture and Small

- Data Mapping
- Critical Conditions  
(Evaluating the Contexts of Your Student Outcomes)
- Sharing Data Regularly: Internal and External Communication



# Data Mapping: Big Picture

coggle



# 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

Communication



Coordination





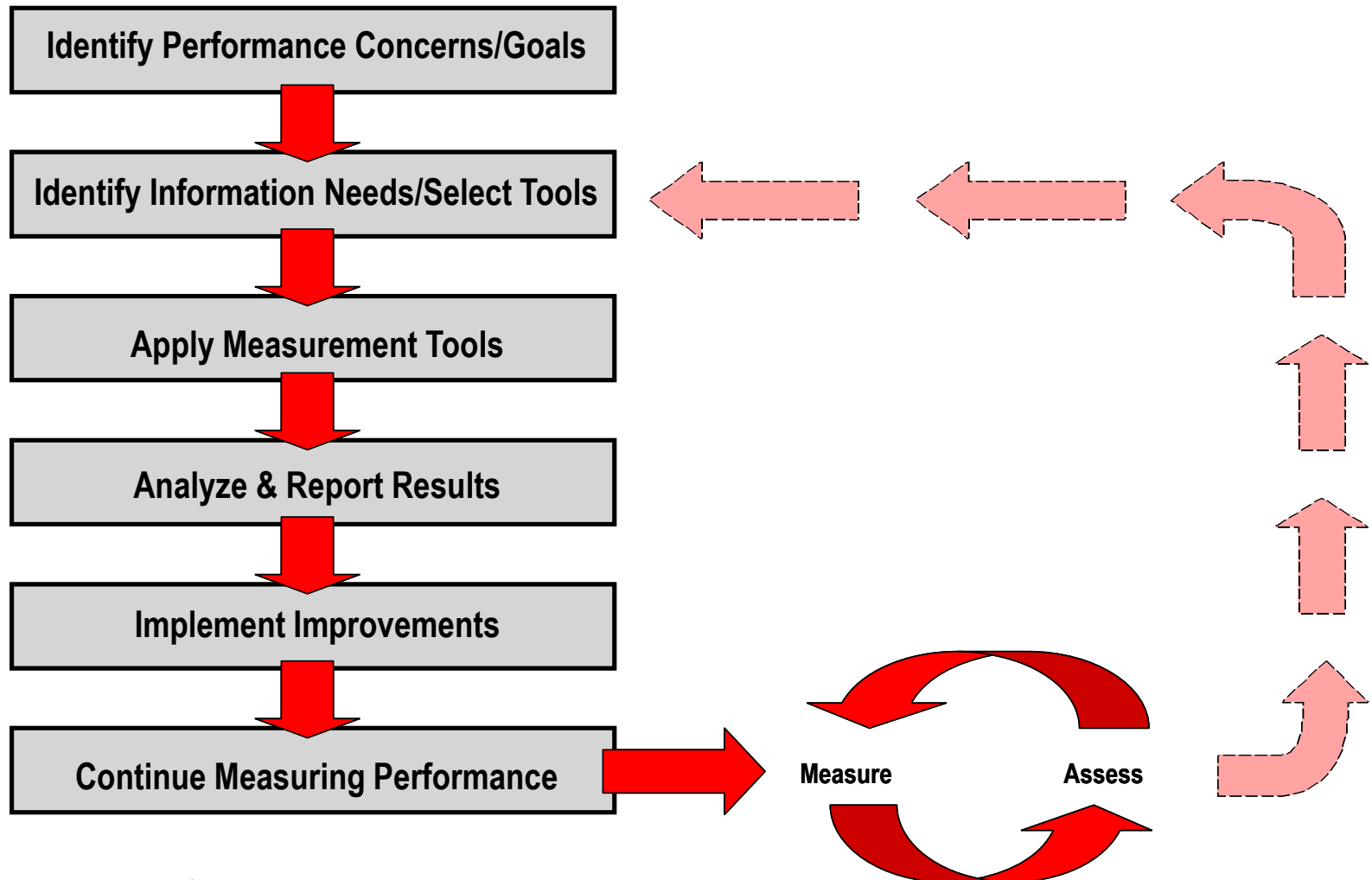
# Thank You!

*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:  
Tara Watford, [tarawatford@piusa.org](mailto:tarawatford@piusa.org)



# Summary: Steps for Continuous Improvement



# 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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