

Using Data to Support Sustainability and Expansion Efforts



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Session Overview and Objectives

- Sustainability
 - Examine sustainability
 - Review sustainability tactics and mechanisms
 - Set sustainability goals, identify practical steps
- Performance Measures and Other Data
 - Increase familiarity with performance management principles and practices
 - Adapted from Rossman and Winterfield (2009), *Coaching Packet: Measuring the Impact of Reentry Efforts*
 - Identify how performance data can be incorporated into your juvenile reentry efforts
 - Discuss outcomes and measurement



Sustainability: More than Just \$\$

“Multidimensional, encompasses a variety of resources, actions and processes, and maybe reflected in a variety of ways ...”

- Program level
- Agency/partner level
- System level
- Community level
- Roles and responsibilities
- Policies and procedures
- Information exchange and data-sharing
- Public education/outreach
- Funding and resource-sharing

Institution for Education Leadership. “Building Sustainability in Demonstration Projects for Children, Youth and Families” prepared for OJJDP and available at <http://ojjdp.ncjrs.org/resources/files/toolkit2final.pdf>



Policies and Practices

- **What “business” aspects need to be formalized?**
 - Screening and assessment procedures
 - Referral and service agreements
 - Transition plans and case management
 - Training and recruitment
- **Are policies, procedures, decision points documented?**
 - Who is doing what, to whom, when, how, for how long?
 - Are these materials accessible to the broader collaborative?



Funding and Resource-Sharing

- Know your assets
 - *Evaluation's Role in Supporting Initiative Sustainability*. 2002. Weiss, Heather, Julia Coffman, and Murielle Bohan-Baker. 2002. Cambridge, MA: Harvard Family Research Project
- Leverage your successes
- Think creatively about your partnership and approach
 - Skills, experiences, resources, networks



Information Exchange and Data

- **Build collective knowledge**
 - Program level: share client information critical to success
 - Partnership level: share meeting notes, newsletters, email list-serve or website
- **Gather partner input on “measures of success”**
 - More than recidivism
 - Leverage partner successes
- **Highlight partner data and demonstrable successes**



Data Plays Two Broad Roles

- Internal Role
 - Monitor program performance
 - Monitor staff performance
 - Identify problems
 - Reinforce what's important
- External Role
 - Substantiate success
 - Respond to criticisms and concerns
 - Identify opportunities
 - Educate key constituents (partners, policymakers, public)
 - Define performance on your own terms



Success Along Three Dimensions

- Core Processes
 - Assessment (right people in the program)
 - Case plans
 - Engagement and completion
 - Training*
- Reentry Indicators
 - Family/social supports
 - Education (attendance, achievement)
 - Substance abuse treatment/desistance
 - Mental and physical health
 - Prosocial activities
 - Employment*
- Public Safety
 - Rearrest, referral to juvenile court, readjudication, readmission to detention
 - Successful completion of supervision



What Is Performance Management?

- Regular and systematic collection and analysis of quantitative data
- Regularly measuring the results (outcomes) of programs, organizations, or individuals
- Using this information to increase efficiency in programmatic approaches or service delivery
- Reporting of important indicators of program operations and results

What is measured and reported gets attention



Key Analytical Considerations

Basic analyses frequently performed with performance data include:

- Calculating outcomes for all clients
- Calculating outcomes broken out by key client or service characteristics
- Comparing the latest outcomes with outcomes from earlier reporting periods
- Comparing the latest outcomes with pre-set targets
- Comparing the latest outcomes with other similar programs or to any external standards (benchmarks)



Create Reporting and Information Use Structures

- Determine what should be reported and to whom
- Select reporting formats that present the findings in clear and understandable ways
 - Use tables and graphic presentations
- Present explanatory information that places the numbers in a context that the audience can understand in drawing conclusions about the program's progress
 - Cite documented or highly probable reasons why the outputs or outcomes look unexpectedly high or low
 - Highlight issues internal to the program, or external and beyond its control, that are believed to influence the results



Performance Measurement vs. Program Evaluation

Program evaluations:

- Typically in-depth studies designed; may include comparison groups
- Typically focused on specific program or intervention
- Generally ad hoc (1 time or infrequently repeated) studies designed to answer specific questions
- Often motivated by funders' interests
- Often require significant resources, so generally not feasible to repeat evaluation routinely

Performance measurement:

- Intended to track data across time on a range of activities to see trends and overall indicators
- Does not have the same ability to attribute outcomes to the program's activities
- Less resource intensive
- Routinely collecting, analyzing, and reporting data



Discussion

- What is the biggest sustainability challenge you're facing?
- What have you done to facilitate sustainability or expansion of your program?
- What kind of data would support sustainability in your community
 - What one key question would you want that data to answer?
- What is your capacity to use the data?
 - How many people can produce it?
 - How many people understand it?



Contact

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