

HUMAN SERVICES WORKSHOP: PERFORMANCE MEASURES AND INDICATORS

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WELCOME!



TODAY'S OBJECTIVES

By the end of the session, participants will be more familiar with:

1. County and Town approaches to measuring human services results
2. Using elements of a Results Framework
3. Selecting and developing performance measures and indicators
4. Identifying indicators for tracking and reporting on performance data

AGENDA



Welcome and Introductions

Understanding Board Priorities

Introducing the Results Framework

Preparing Myself for the Application

Tracking and Reporting Data

Putting it all together: Completing the Town/County Application

Review/Q&A

Adjourn

PARTICIPANT PRIORITIES

Getting to Know You:

- Write in the chat your name and the organization you are with
- Share a recent activity organized or service provided that your organization is especially proud of

BOARD PRIORITIES

HUMAN SERVICES BOARD PRIORITIES

The Town of Chapel Hill and the Town of Carrboro's Human Services Program funds programs that improve

EDUCATION * LIVELIHOOD SECURITY * HEALTH

Their overarching goal is to achieve economic and social wellbeing and opportunities to thrive.

ORANGE COUNTY BOARD PRIORITIES

- Ensure basic human services
- Create a balanced, dynamic local economy
- Promote governance that reflects community values
- Achieve a high performing county government
- Create, preserve, and protect a natural environment
- Ensure a high quality of life and lifelong learning



THE RESULTS FRAMEWORK

COMPONENTS OF A RESULTS FRAMEWORK

Activities

- Events (training program, distributions)
- Actions (counselling, health checks)
- Goods & Services Delivered

Resources Invested

- Human Resources (staff, volunteers)
- Materials/Supplies
- Equipment
- Funding

Intermediate Results

- Immediate changes in knowledge & behavior of a group
- Evidence of change in systems, policies or institutions

Strategic Objectives

- Short-Term benefits expected to occur for target group(s)

Goals

- Longer-term, greater change to which the program contributes

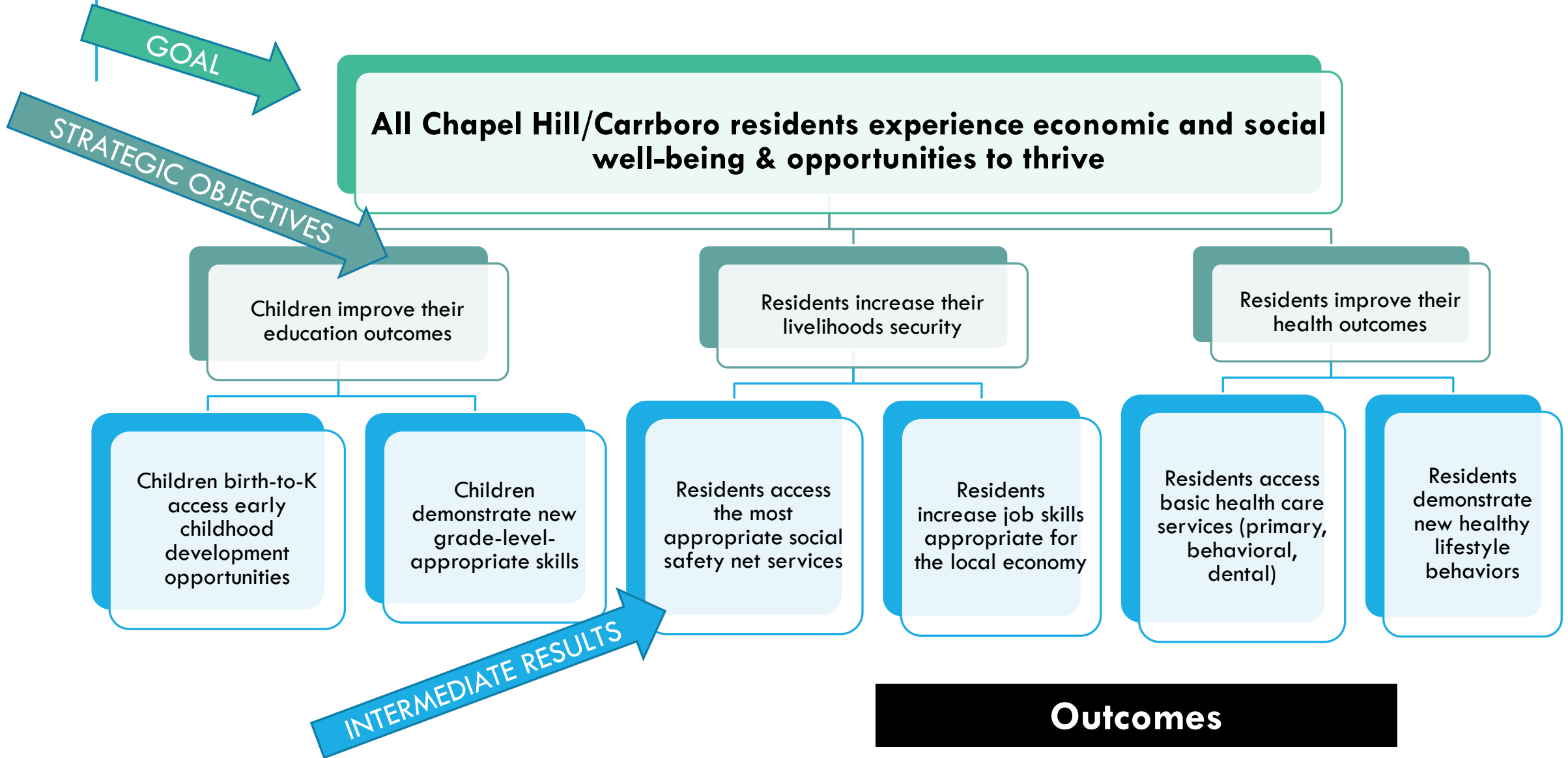
Outputs

Inputs

Outcomes

Performance Indicators - *Indicators of Success*

WHAT PART OF A RESULTS FRAMEWORK ARE BELOW?



WHAT ARE OUTCOMES VS OUTPUTS ?

Expected Change (Outcomes)

Long-term Goal

Children in Orange graduate career- or college-ready

Strategic Objective

Children improve their education outcomes

Intermediate Result

Students access appropriate tutoring opportunities

Activities (Outputs)

- Select program participants using equity lens
- Tutors trained
- Parent/guardian info sessions conducted
- Tutoring sessions conducted
- Focus groups with students to hear feedback on the program



OUTCOMES MUST BE MEASURABLE



They are:

- **Specific** – What does the project intend to change?
- **Measurable** – Can the indicator be assessed objectively, independently, accurately and consistently?
- **Achievable** – Is it possible for the project to accomplish the indicator?
- **Relevant** – Is the indicator applicable to the context and the project, as well as practical or cost-effective to use?
- **Time-bound** – Can the indicator be achieved during the project's time period?

Towns provide some for you, connected to their intermediate results; pick one that is meaningful to you and that you can measure

You can also have your own

QUIZ! OUTCOME VS. OUTPUT VS. OBJECTIVE

Output!	Intermediate Result	Objective!
Children's books are delivered to program participants	Parents and guardians read daily to their children under 5	Children enter school "kindergarten ready"
Individuals with substance abuse disorders demonstrate new vocational skills 	Substance abuse treatment sessions are conducted 	Individuals with substance abuse disorders are health, productive members of the community
Adapted sports event held	Participants demonstrate new skills	People with physical disabilities express greater confidence



PREPARING FOR THE APPLICATION

(practice run)



**HOW DOES MY ORGANIZATION FIT IN TO THE GOALS
AND OBJECTIVES OF THE HUMAN SERVICES BOARD?**

USING THE FRAMEWORK TO BUILD YOUR APPLICATION

Activities

Resources Invested

Intermediate Results

Select at least 1 from those provided by Towns that best reflects your project's aim

Strategic Objectives

- Children improve their education outcomes
- Residents increase their livelihoods security
- Residents improve their health outcomes

Goal

All Chapel Hill/Carrboro residents experience economic and social well-being & opportunities to thrive

Outputs

Inputs

Outcomes

Performance Indicators - *Indicators of Success*

WHAT MOVED YOU TO ACTION?



Need or Concern

Refugee families experience greater levels of poverty than the overall population

Vision

Refugee families thrive in their new home

Mission

XYZ organization connects refugee families to job opportunities

IDEA: HOW IT WILL BE ADDRESSED?



Activities

ESL classes; apprenticeships

Focused on whom?

Refugee youth

Resources

Instructors, businesses that offer apprenticeships, volunteers, class supplies

Accountability to the people you serve

Quarterly consultations with refugee youth committee to get their feedback

WHAT CHANGE DO YOU WANT TO AFFECT?



Intermediate Results
(Outcome)

Refugee youth strengthen in-demand job skills

Strategic Objective
(Outcome)

Increased number of refugee youth are employed in jobs that pay a living wage

Ultimate Goal
(Outcome)

Refugee youth thrive in their new home

USING THE FRAMEWORK TO BUILD YOUR APPLICATION

Activities

ESL classes conducted
Apprenticeships completed

Resources Invested

Instructors, class supplies

Intermediate Results

Residents (refugee youth) increase job skills appropriate for the local economy

Strategic Objective

Towns: Residents increase their livelihoods security

: Ensure a high quality of life and lifelong learning

Goal

All Chapel Hill/Carrboro residents experience economic and social well-being & opportunities to thrive

Outputs

Inputs

Outcomes

Performance Indicators - *Indicators of Success*

HOW DO YOU KNOW YOU ARE SUCCESSFUL?

Indicators of Success

HOW DO YOU DOCUMENT YOUR SUCCESS?

Data, Evidence

OUTCOMES HAVE INDICATORS TO MEASURE PERFORMANCE

Can be quantitative or qualitative:

Quantitative: assigned a numeric value and measured, such as number, ratio, ranking, percentage, frequency, growth rate or yield; or

Qualitative: descriptive and based on judgment or perception, such as level of participation, group cohesion or satisfaction; decision-making or leadership capacity; or attitudinal or behavioral change

Like outcome statements, outcome indicators should also be SMART.

PERFORMANCE INDICATORS (FOR CHAPEL HILL AND CARRBORO APPLICANTS)

Strategic Objective 1 (please choose one from the Results Framework)	<input type="checkbox"/> Children improve their educational outcomes		
	<input type="checkbox"/> Residents Increase their livelihood security		
	<input checked="" type="checkbox"/> Residents improve their health outcomes		
Intermediate Result (please choose one from the Results Framework)	IR3.2: Residents demonstrate new healthy lifestyle behaviors		
RESULTS	Actual 2017-18	Estimated 2018-19	Projected 2019-20
Performance Indicators (Please choose at least one performance indicator to report on from the Results Framework, and add additional performance indicators that you would like to report to the Towns. Please insert additional rows as needed, listing one per row).			

ORANGE BOARD PRIORITIES

- Ensure basic human services
- Create a balanced, dynamic local economy
- Promote governance that reflects community values
- Achieve a high performing government
- Create, preserve, and protect a natural environment
- Ensure a high quality of life and lifelong learning

FOR ORANGE COUNTY APPLICANTS

	Program/ Activity	Performance Measurement	BOCC Goals and Priorities	Quantifiable Objective	FY 2018-19 Actual Outcome (Numerical)	FY 2019-20 Estimated Outcome (Numerical)	FY 20-21 Projected Outcome (Numerical)
1		Residents demonstrate new healthy lifestyle behaviors	Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare	Increase the # of youth ages 12 -14 who replace screen time with physical activity			
2							
3							



CHECK-IN / QUESTIONS



TRACKING AND REPORTING ON DATA



Measuring your indicators

1. Choose measurement method
2. Identify and select data sources
3. Think about how you are going to communicate and use your data

Results Framework	Typical measurement method	Typical frequency	How Used
Goal	If goal is monitored (most are not), draw data from existing sources, e.g., American Community Survey	Depends, but would have a multi-year timeframe	Broad community communication, usually with other stakeholders working towards the same/similar aim
Strategic Objective	Primary methods or secondary data source; are compared with the corresponding baseline findings	At end of project/program	To evaluate program effectiveness; should be shared with donors and participants
Intermediate Result	Data collected by project	Monitoring begins soon after outputs have begun to be delivered and can be expected to start taking effect	By project leadership to inform program adjustments, decision-making
Output	Collected as part of routine project monitoring, e.g., pre-/post-training scores, calculations of food distributed, etc.	Quarterly	By project management to monitor effective, timely, quality delivery of project activities; used to adjust activities as needed to improve implementation
Activity	Collected as part of regular activities, e.g., checklists, participant lists, intake forms	Daily, Weekly, or Monthly	By project staff to make sure activity implementation is on track



Example

Let's say I am measuring an intermediate result/outcome indicator:
Participants use 80% of the food in their food basket within their own household by the end of the month.

1. Choose measurement method, such as
 - End-of-month survey (e.g., SurveyMonkey)
 - Question asked at next pick-up
2. Identify and select data sources
 - Every client? Sample?
3. Think about how you are going to communicate and use your data
 - Review trends quarterly with leadership team?




LEARNING ACTIVITY

As a group, look at this result/outcome indicator:

% of child participants maintain grade-level readiness over the summer (no “summer slide”)

- 1) How could you plan to measure this indicator?
- 2) How frequently?
- 3) How would you plan to you use the data?
- 4) What challenges do you foresee in data collection, analysis and use?



CHECK-IN / QUESTIONS



CLOSING & ANNOUNCEMENTS



REVIEW

In the chat: What is one learning you will take away from today and share with a colleague in your organization?

Town and County to share contact info

