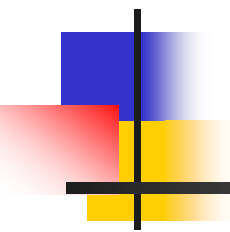




When times are tough



It's Time to be
Bold



When times are tough:

- Make a Difference
- Demonstrate Relevance
- Implement Change



Make a Difference

Gather data to prove
you are achieving your
goals and helping your
community.



Evaluation...

is a **systematic** process for an organization to obtain information on its activities, its impacts and the effectiveness of its work, so it can improve and describe itself.



Demonstrate Relevance

- Clearly express your community's needs and your mission and goals.
- Promote evaluation findings to show how your program fulfills your mission.



Implement Change

- Possible strategies:
 - Stop, Drop and Roll
 - Share services
 - Unify the approach
 - Restructure Strategically



Stop, Drop, Roll

- Divide the problem into thirds and solve:
 - 1/3 improved fundraising
 - 1/3 cuts
 - 1/3 shifting funds
- Maintain ability to be accountable



Share Services

- Find partners to share services
 - Admin and finances
 - Fundraising
 - Data collection and evaluation



Unify your approach

- Use the tough times to engage partners more fully to maximize the common vision and share more resources.
- Consider a wider circle of partners in your community.



Restructure Strategically

- Spin off a program
- Merge with another program
- Take on another organization's program



When you have to cut -

- Develop several scenarios, study implications and best response
- If you have a board, maximize it for strategizing, raising money
- Make a few big cuts, not lots of small ones
- Keep your 'stars' on staff
- Stay true to mission and policies



Evaluation in the lean times

- Build the evaluation up- front; retrofiting is expensive
- Pare down to the most effective data
 - Start studying the installation/use of the technology
 - Set up for future *outcomes* data
- Use consultants, but sparingly



Using consultants -

- Never hire your cousin or nephew
- Never hire a consultant to design and program proprietary or unique software as your database
- Never accept a one-size-fits all approach
- Never promise to the consultant data that you may not have



Using consultants -

- Consider consultant in planning, set-up, training, analysis or report-writing
- Make sure consultant knows *what* you need and *when*
- Ask consultant to test data availability and software first
- Do all the data collection and data input internally, by plan
- Get consultant to submit clear plan



Leveraging Evaluation Data

1. Provide funders what they need and demand
2. Gain public recognition, market
3. Engage new collaborators
4. Attract participants - clients and key partners



Leveraging Evaluation Data - 2

5. Recruit talented staff
6. Gather support for innovation
7. Improve services
8. Influence policy



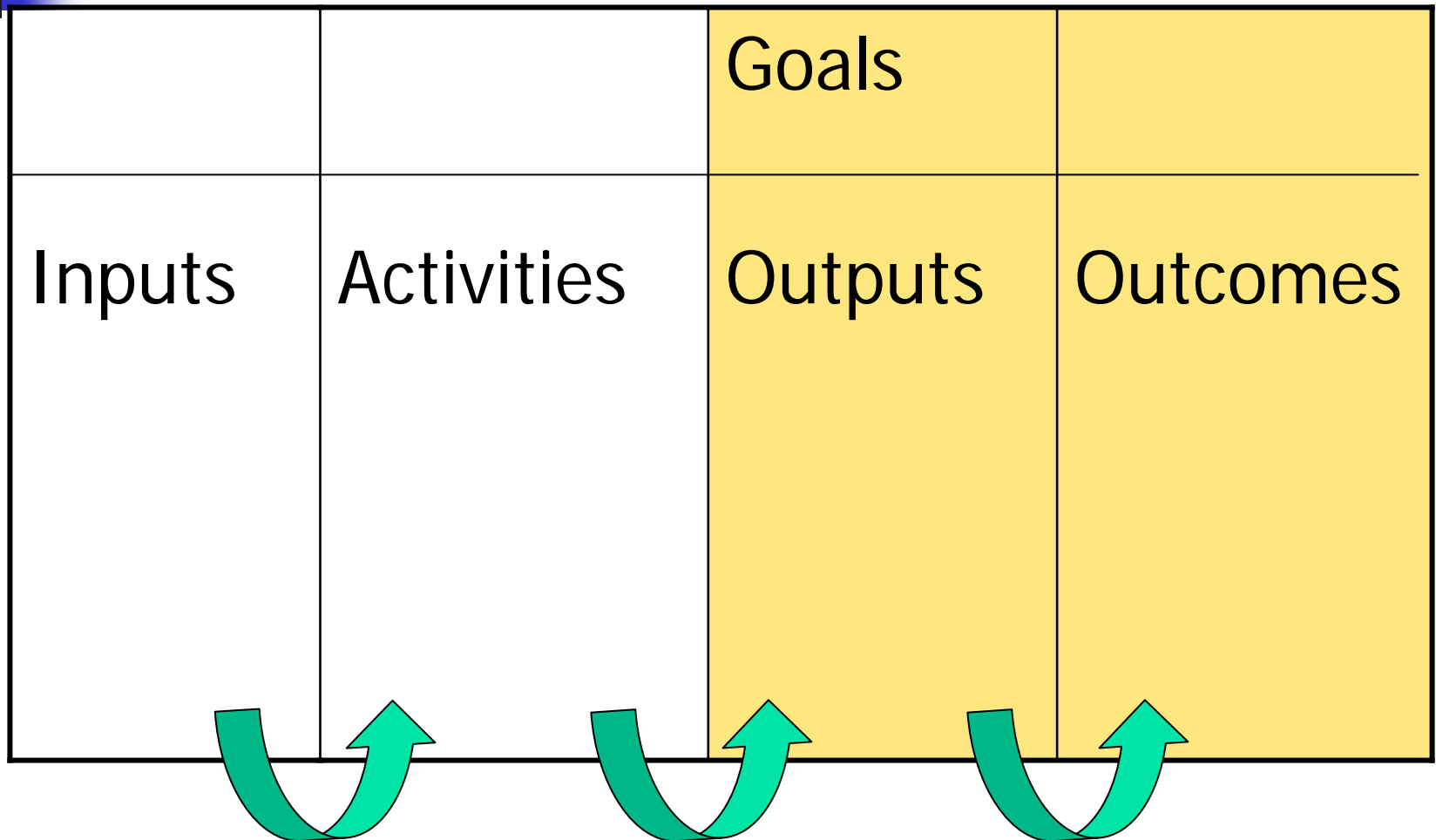
Provide funders what they need and demand



- Coherent logic model and goals: the beginning, middle and end of your work
- Goals that are measurable to some extent; measures that speak to goals
- Make sure your development and program staff have findings
- A clear report of findings on time



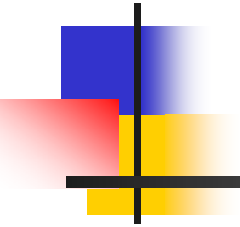
Logic Model or Pathway Map





Gain public recognition, market

- Design a good website
- Use evaluation results to tell your story - who you are and why effective
- Provide expert public testimony based on your findings
- Highlight crucial parts of your findings in publications, media, your newsletter
- *Try* to include former clients and/or their stories
- Craft a replicable model



Write and
memorize your
talking points



Engage new collaborators

- Organizations may be attracted to demonstrated success
 - Behavioral health and medical practitioners
 - Colleges and Universities
 - Businesses: PR firms, builders
 - Service organizations



Attract clients and partners

- With public reputation of child-centeredness, families may be more willing to cooperate
- With public reputation of professionalism and successful cases, reluctant partners may increase commitment



Build An Evaluation Culture

- Depends on the boss
- Include staff and board in the evaluation plan
- Fund evaluation adequately
- Schedule regular discussions of findings at staff meetings, board meeting



Improve Services

- Expand where you are particularly successful
- Remove barriers
- Encourage decision-making based on data
- Explore the need for special approaches for specific groups

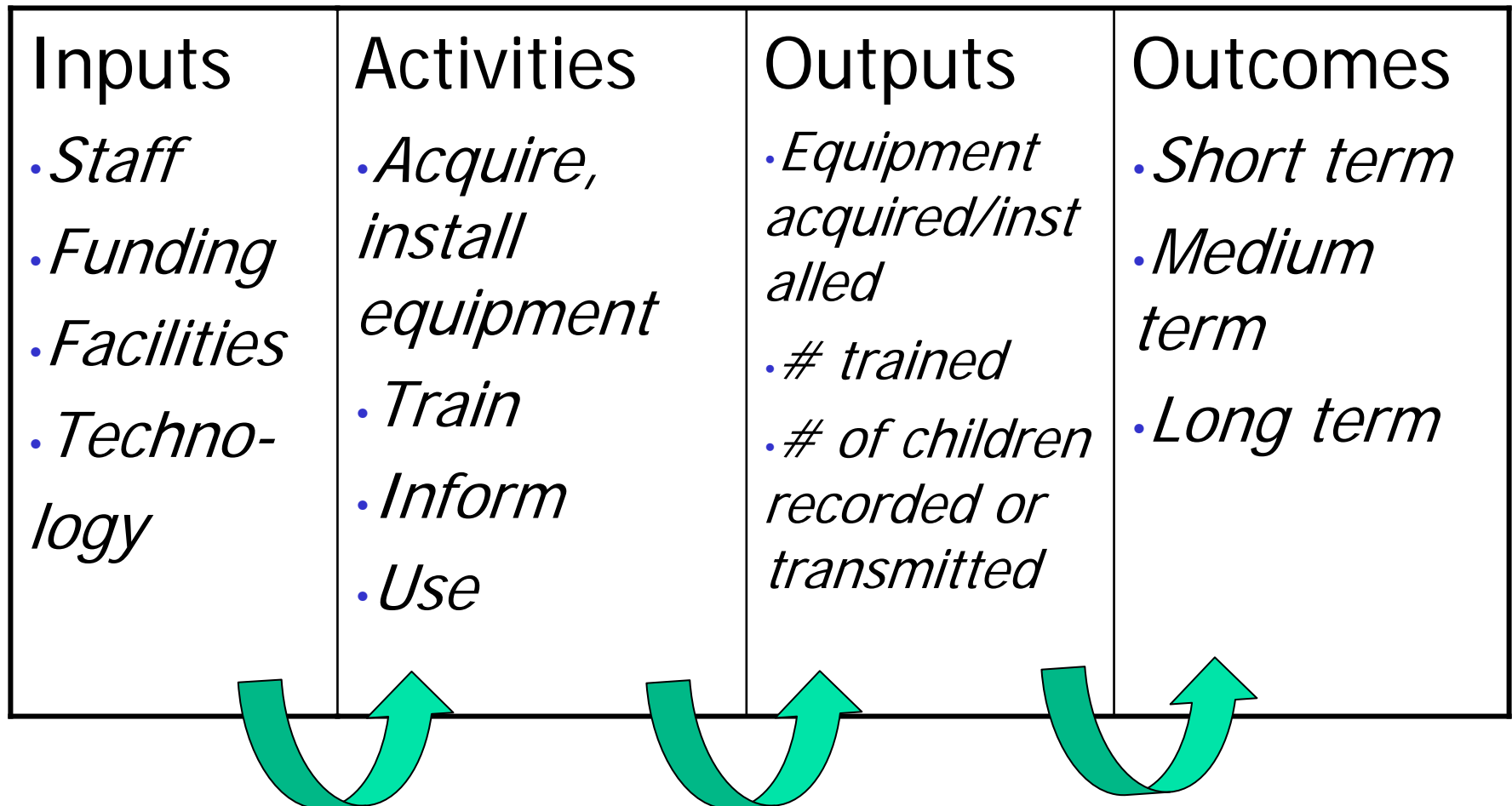


Influence Policy

- Involve stakeholders in evaluation advisory committees
- Find out what public officials consider good evidence
- Combine findings with other organizations for stronger statement
- Gain confidence in public testimony
- Publish data in easy-to-use format
- Calculate cost-effectiveness

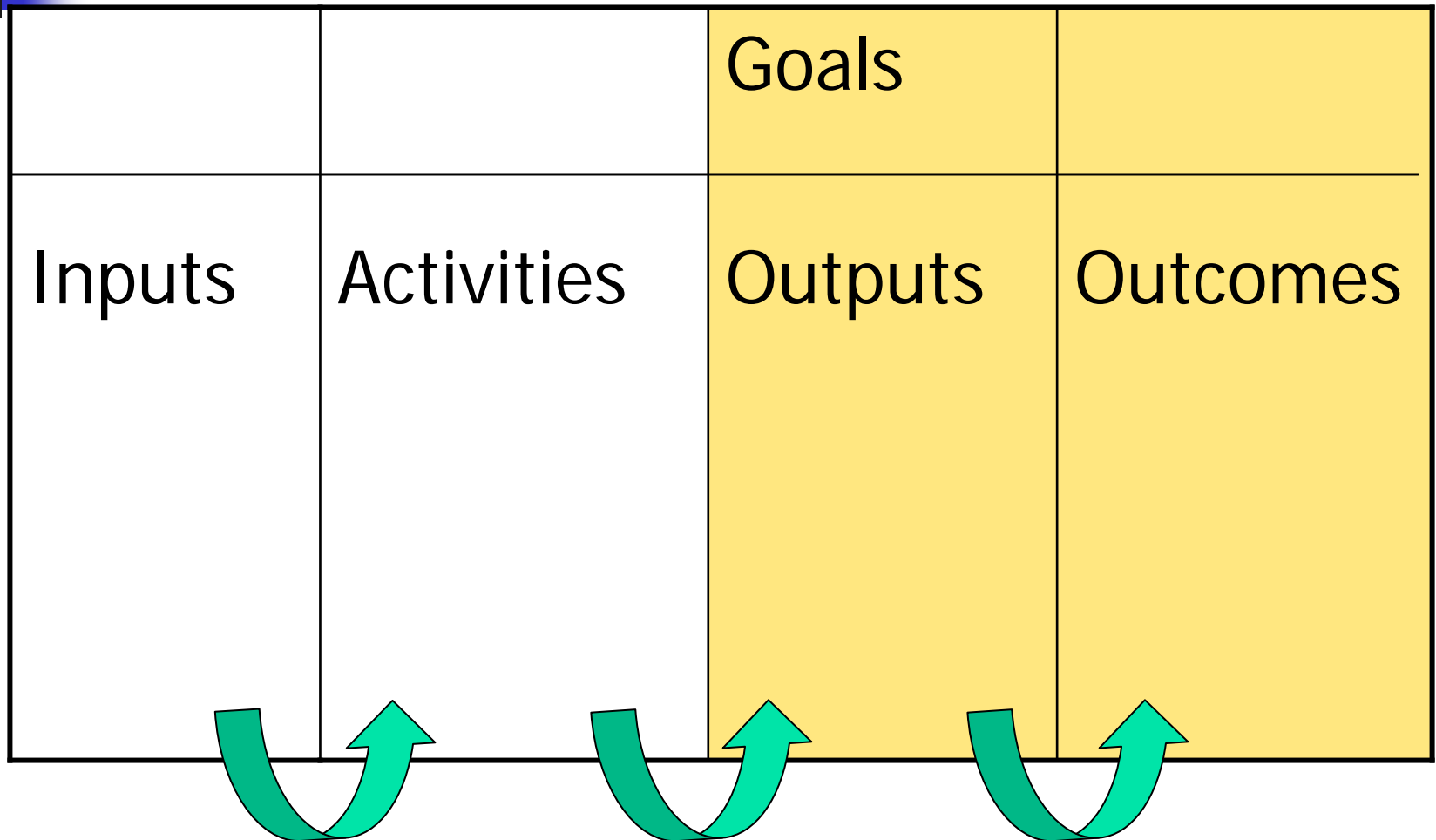


Logic Model or Pathway Map



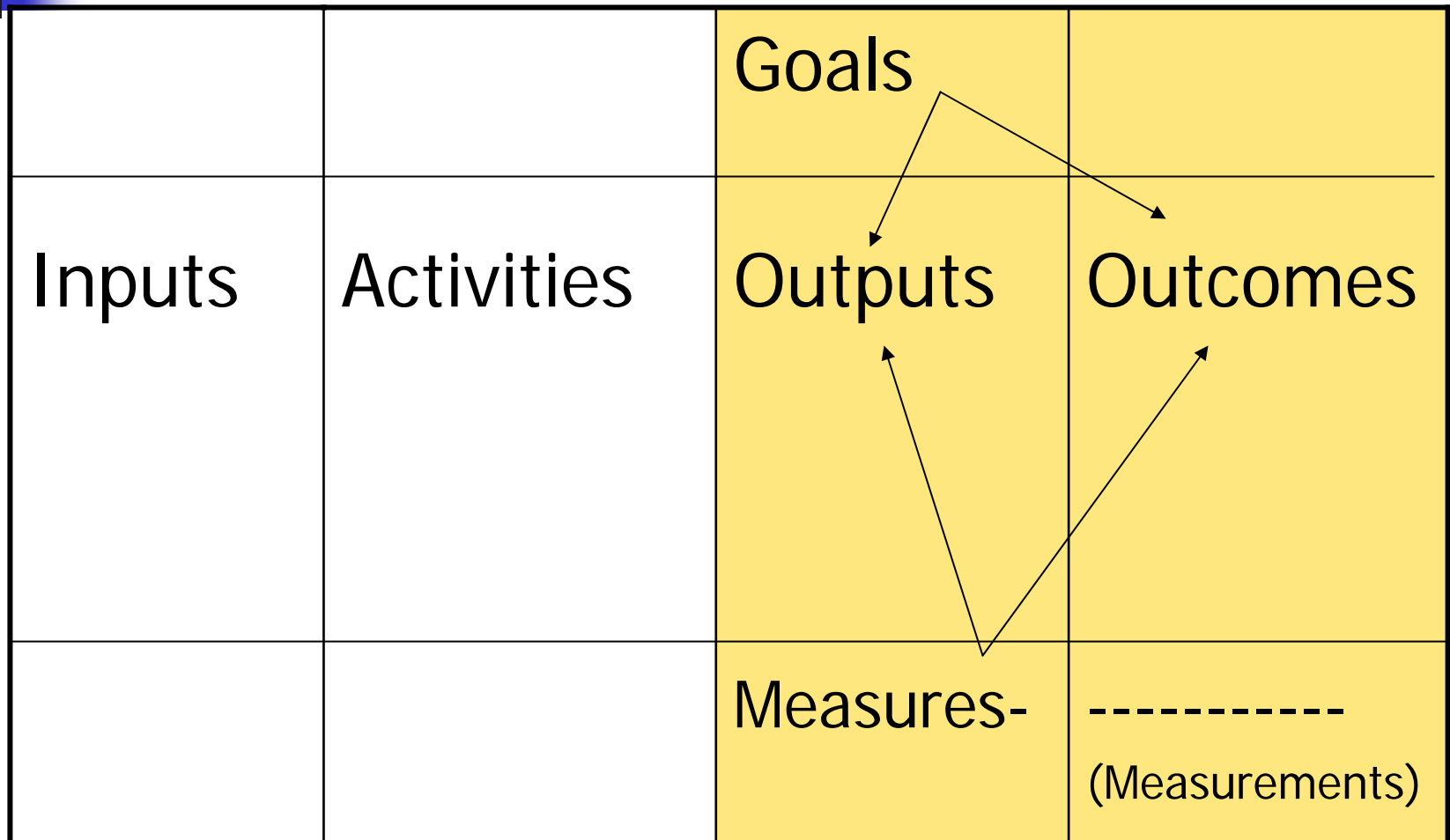


Logic Model or Pathway Map





Logic Model or Pathway Map





Goals for CACs and Prosecutors

- Complex, need careful definition
- Can include:
 - Child safety, healing, mental health, comfort
 - Child-centeredness
 - Justice and community protection
 - Coordination/collaboration
 - For the professionals – comfort, competence



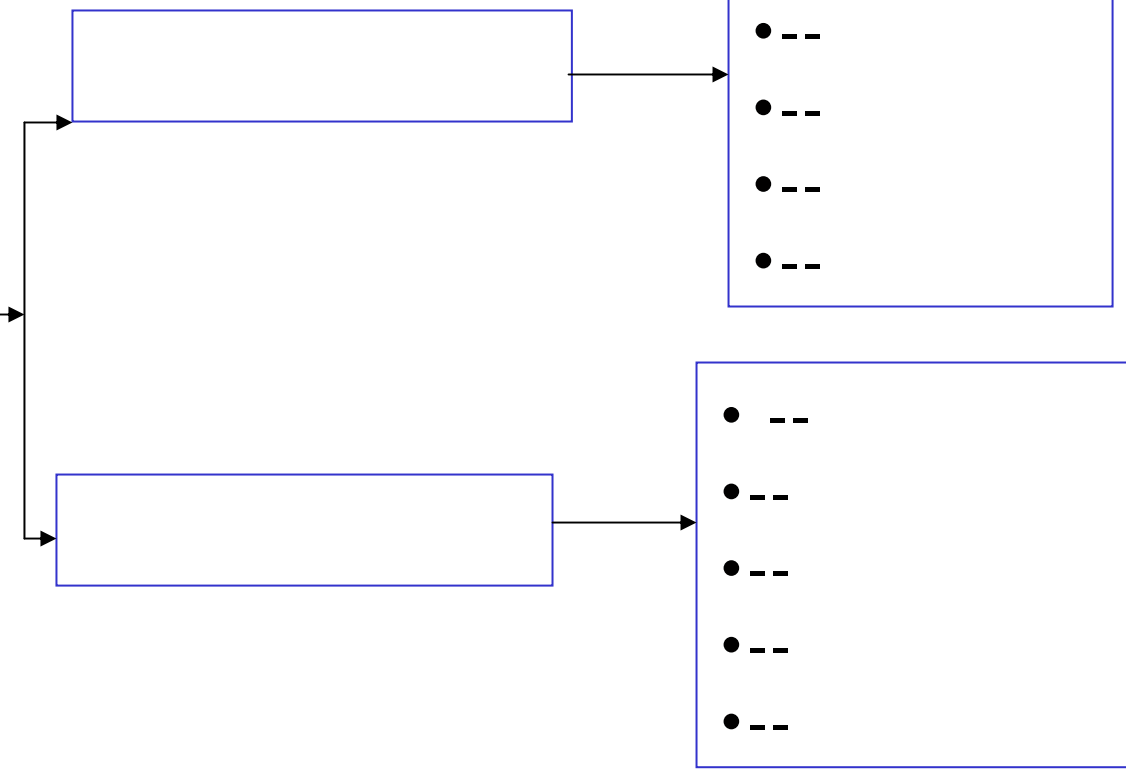
Goals and Performance Measures

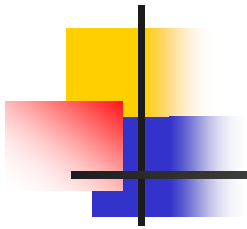
■ Goals

Outcomes

Measures

Goal 1:





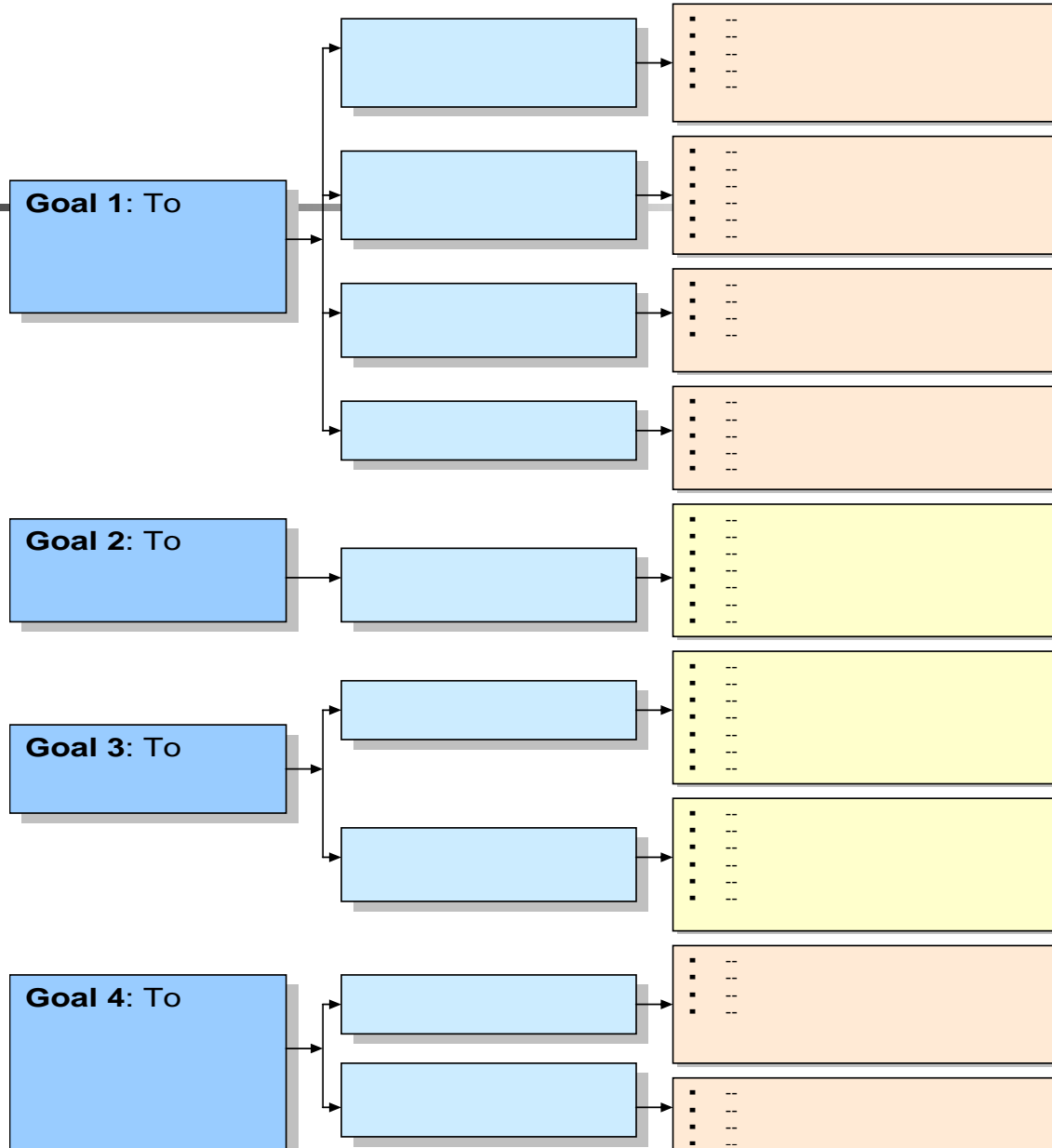
Agency
Goals

Objectives

Measures

Outputs

Outcomes



A Children's Advocacy Center

Performance Measures

Goals

Goal 1: To promote healing for child abuse victims

Outcomes

Forensic interviewing state-of-the-art

Child victims and families benefit from support svcs

Measures

- #Trained in protocol
- Adherence to protocol
- Child-centered
- # of interviews
- % Fewer duplicative interviews

- Victim advoc svcs
 - # served
 - types of services
- # kids assessed, rf tx
- Client outcomes
 - # improved in trtmnt
 - # cooperate with pros

A Children's Advocacy Center

Performance Measures, pg 2

Goals

Goal 2: To promote justice for child abuse victims

Outcomes

Response is coordinated, multi-disciplinary

Prosecution is child/family-friendly

Measures

- # Joint investigations
- Case conferences
 - # of cases
 - attendees
- Observers of interviews
- Perceptions of professionals
- Uses of recordings

- Victim/family knowledge/satisfaction
- # kids in Court School
- # kids testifying CCTV
- Use of recorded interviews/pleas

A Children's Advocacy Center

Performance Measures, pg 3

Goals

Outcomes

Measures

Goal 3: To provide a child/family friendly facility for centralized services

CAC provides medical, crisis intervention interviews

Child victims experience a supportive atmosphere

- # med exams on-site, off-site
- Victim services
 - # of cases
 - service usage
- # of interviews on-site/off-site

- Victim/family knowledge/satisfaction
- # kids in Court School
- # kids testifying CCTV
- Use of recorded interviews/pleas

National DA's Association

Performance Measures for Prosecutors + Child-centered additions

Goals

Goal 1: To promote the fair & expeditious pursuit of justice

Outcomes

Offenders held accountable

Improved service delivery to victims

Measures

- Arrests
- Convictions
- Incarcerations
- Dismissals

- Victim satisfaction
- Victim knowledge
- Child-centered adds:
 - Quality interviews
 - Collaborative investigation
 - Reduced trauma
 - CCTV testimony



Essential Data

- Child Victim info:
 - Age, gender, ethnicity, place of residence and phone#, caregiver, referral source
 - Nature of abuse, perpetrator
 - Special needs, problems to resolve, referrals out
 - Children not being served, e.g. ethnic or tribal, geographic
 - Patterns of referrals over time



Essential Data

- Service Data (Outputs)
 - Types of services provided and to which types of clients
 - Measures of service units
 - Staff who provided the services: organization, position, ethnicity, gender
 - Patterns of service provision over time
 - Cost



Essential Data

- Documentation of results/outcomes
 - Child Victims
 - Changes in the status of child victims
 - Changes in outcomes over time
 - Criminal Case
 - Criminal Disposition, length
 - Changes in Dispositions over time
 - Child Testimony
 - Use of recorded forensic interviews



Essential Data

- Civil Case
 - Safety, permanent caregiver, state custody
 - Therapeutic Case
- Changes in Case outcomes over time



Essential Data

- Perceptions about services
 - Child victim and family perceptions
 - Facilities/accessibility, staff performance, knowledge of system, investigation and prosecution



Essential Data

- Documentation of results/outcomes
 - Feelings about the organization overall
 - Feelings about specific parts
 - Ratings of staff performance
 - Ratings of facilities
 - Perceptions of accessibility
 - Changes in perceptions over time