Creating Performance Metrics for Success - Summer 2017 Newsletter Resource Guide

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TERM INDEX

This newsletter's sources can be funneled into one or more of the following categories:

FRAMEWORK

Developing from a theory or general model. Frameworks can help an organization toward the beginning of a project or process, or help them take a new approach to their evaluation and community engagement initiatives.

TOOLKIT

Specific metrics, charts, or diagrams that can be easily adopted into an existing community engagement approach. Toolkits can readily be channeled into a current strategy or initiative and enhance an ongoing project.

CHECKPOINT

A set of procedures to be considered during an evaluation process or moment of reflection. Checkpoints can help organizations ensure that they are considering certain variables or issues that may impact the result of their efforts.

For further resources and info, visit the Community Engagement Action Group Library

FRAMEWORK

Trauma-Informed Community Building (TICB) Model - HOPE SF Learning Center and Weinstein, Wolin & Rose

HOPE SF Learning Center and Weinstein, Wolin & Rose focus on the need to recognize the chronic trauma experienced by low- and mixed-income communities. These practices explore how a trauma-informed lens can positively impact engagement within a community. This approach can have a positive impact by fostering residents' skills, capacity, and resiliency while not disregarding the high-stress environment many individuals face.

INDIVIDUAL
- Provide opportunities for multiple interactions
- Ensure incentives and sense of personal reward
- Meet residents where they are
- Develop authentic relationships-set realistic expectations and never over promise

INTERPERSONAL
- Model healthy behaviors
- Support peer to peer activities and interactions
- Provide opportunities that cultivate shared positive experiences
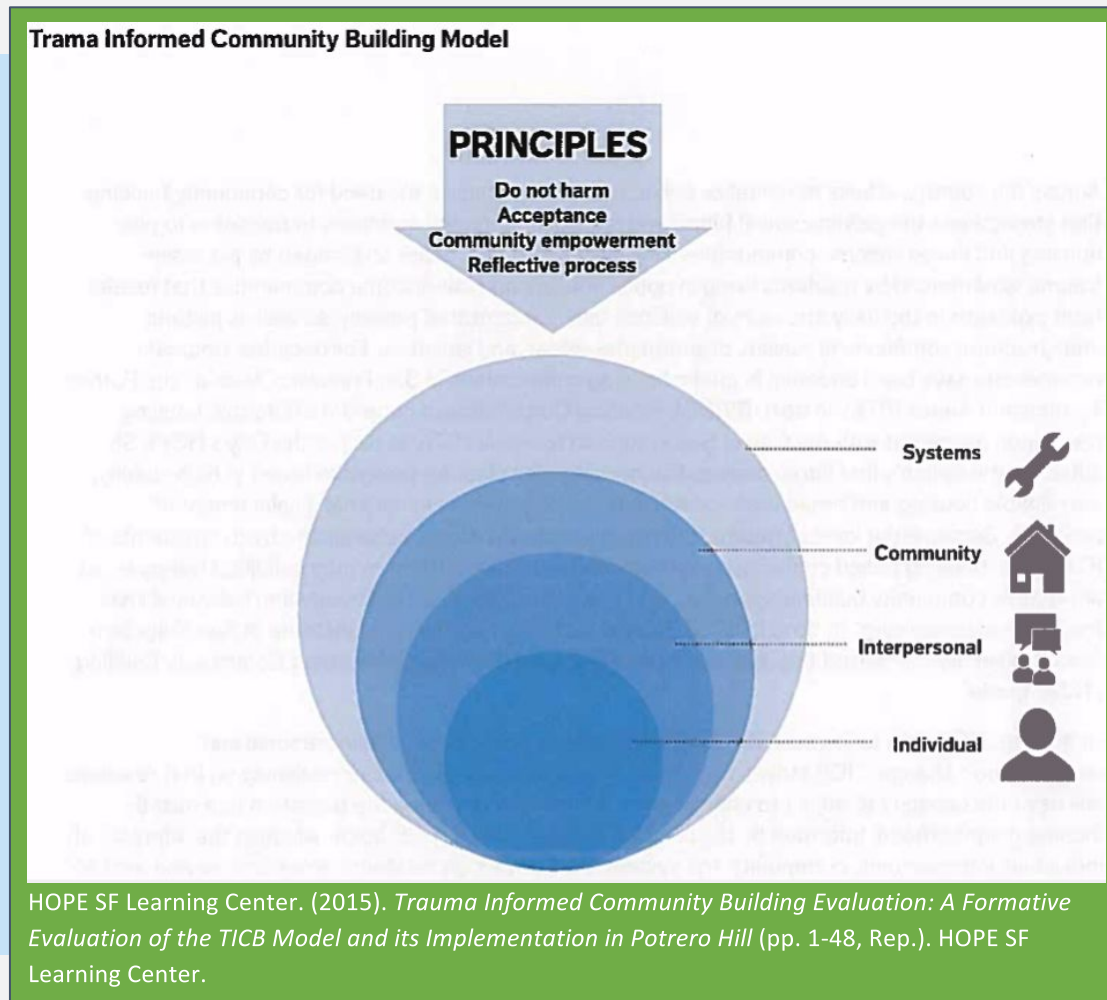- Ensure all activities allow for personal sharing and mutual support

COMMUNITY
- Expand efforts through incremental growth, building from success
- Ensure that sustainability and quality is criteria for implementation and involvement in community efforts
- Provide visible, tangible activities that reflect community change
- Cultivate community leadership through support and skill building

SYSTEMS
- Reflect community voices and priorities to stakeholders
- Build partnerships for long-term investments in community change and effective service delivery
- Advance long term community vision and develop community wide strategy to reach goals

Weinstein, E., Wolin, J., & Rose, S. (2014). *Trauma Informed Community Building: A Model for Strengthening Community in Trauma Affected Neighborhoods* (pp. 1-24, Rep.). Health Equity Institute & Bridge Housing .

In the figure on the previous page, Weinstein, Wolin, & Rose utilize the TICB model by outlining how community engagement can be applied in four societal levels: individual, interpersonal, community, and systems. Various examples are presented on how to apply this framework in each strata.

Trama Informed Community Building Model

PRINCIPLES

Do not harm
Acceptance
Community empowerment
Reflective process

Systems

Community

Interpersonal

Individual

HOPE SF Learning Center. (2015). *Trauma Informed Community Building Evaluation: A Formative Evaluation of the TICB Model and its Implementation in Potrero Hill* (pp. 1-48, Rep.). HOPE SF Learning Center.

This graphic (left) published by HOPE SF Learning Center is influenced by the socio-ecological model, with the principles of trauma-informed care influencing the analysis of inter- and intra-community dynamics.

When applying this framework, practitioners can look at their own communities and fill different persons, organizations, and institutions within each of the four categories.

FRAMEWORK

Working together: Building Capacity for Community Development

This article by Nye and Glickman seeks to answer the question: **"What kinds of new capabilities do CDCs need to be successful in improving their neighborhoods?"** Below are the five outlined capacities with corresponding questions community practitioners can consider:

1. **RESOURCE CAPACITY**
   a. How can we measure our financial strength? (reserves, assets, and income)
   b. Is there room for improvement within our business plan?
2. **ORGANIZATIONAL CAPACITY**
   a. Who within the organization serves as the spokesperson for the neighborhood/ community?
   b. How can we implement strategic plans to address community needs?
3. **NETWORKING CAPACITY**
   a. In what ways are we increasing collaboration with other CDCs and social service organizations?
   b. Do we have the capability to contract with other organizations for specific and specialized services? How might this enhance our practice?
4. **PROGRAMMATIC CAPACITY**
   a. Are we taking the time to analyze the speed and progress of project completion?
   b. How might we expand on the number of neighborhood residents trained for relevant community initiatives?
5. **POLITICAL CAPACITY**
   a. How are we evaluating community participation and accountability? What is our voter registration rate? What is the turnout at various public meetings?
   b. Are we reaching out and engaging elected officials in the development process and barriers our organization faces?

This article also outlines a few additional tips that CDCs can use to measure capacity:

➢ Judge performance by the values of constituents—for example, by utilizing goals they themselves have defined—to gauge performance and effectiveness.
➢ Changing capacity should be compared to baseline data to better display progress. This can be achieved by establishing a reasonable time frame that is effective and appropriate for your organization.

Nye, N., & Glickman, N. J. (2000). Working Together: Building Capacity for Community Development . *Housing Policy Debate, 11*(1), 163-198.

Evaluation and Community Engagement - Building the Field of Community Engagement Partners and Tracy Babler
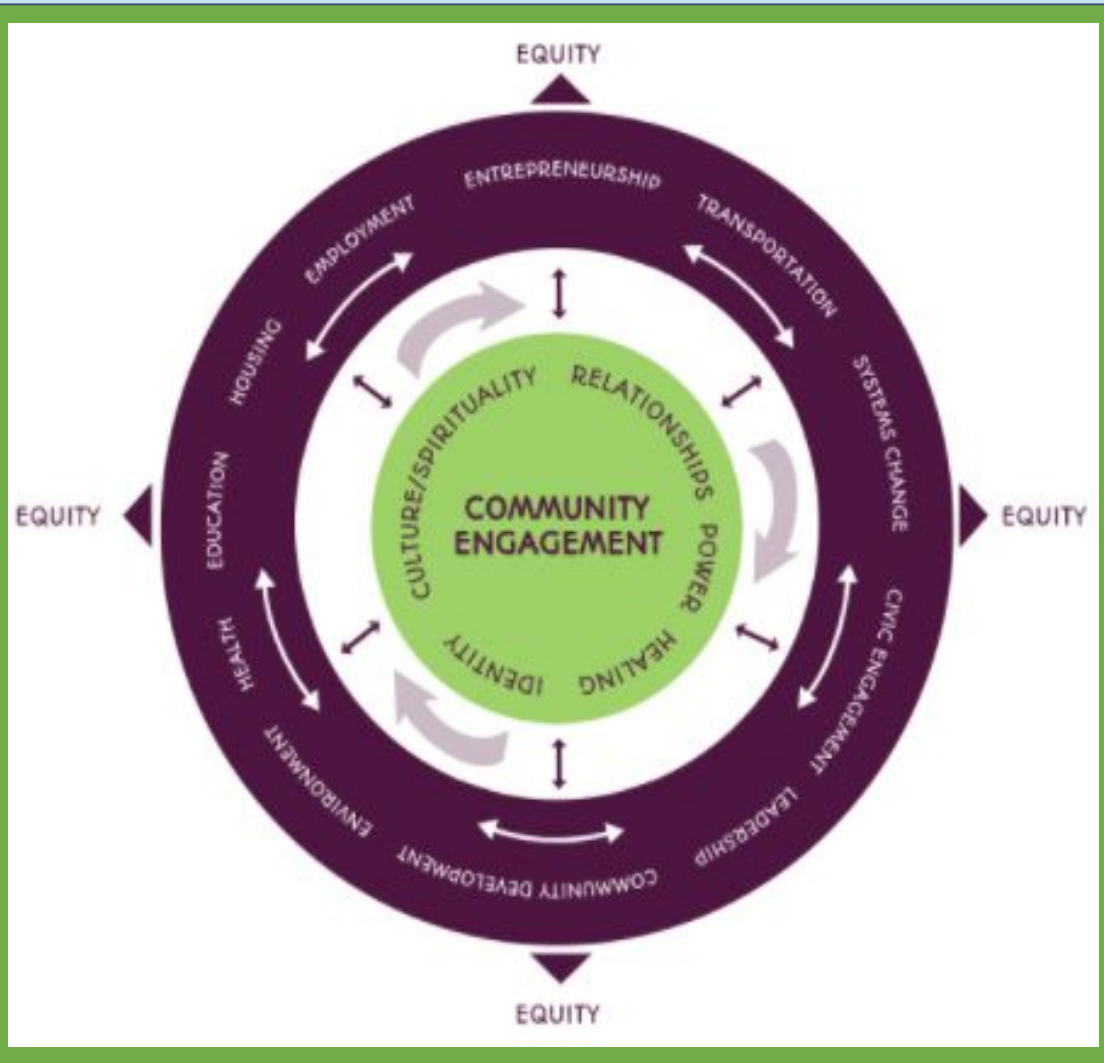
This report looks to answer "**How do you capture the impact of community engagement?**" After bringing together partners, funders, evaluators, and community engagement practitioners, Building the Field produced the Impacts of Community Engagement Graphic (left).

As shown by the arrows, the inner and outer circles impact one another, and concepts such as identity and culture can assist in shaping tangible outcomes like employment and systems change—all of which work in conjunction to create an equitable community.

Organizations could utilize this wheel as a model for analyzing the inner and outer communities in which they serve and exploring how the components impact one another.

Building the Field Community Engagement partners, & Babler, T. (2015). *Evaluation and Community Engagement* (pp. 1-8, Rep.). Nexus Community Partners & Building the Field of Community Engagement Partners.

FRAMEWORK

CHECKPOINT

Case Study of 21st Century Civic Engagement: Code for America and the City of Boulder, CO - Debs Schrimmer

This case study seeks to analyze what civic engagement looks like in the 21st century within the public sector. However, their principles can easily be applied to community engagement within any type of organization. They have developed a Code for America's Engagement Standard (outlined on the following page) that encourages citizens to remain active participants in their governmental structures. The steps could assist your organization, project, or initiative as you seek to measure and apply new and effective forms of community engagement.

1. **REACH** - How do you define your constituency? Which voices are represented? Which voices might be left out? How do you identify and engage who is missing?
2. **INFORMATION** - How are you providing information? Is it relevant, easy to find, and easy to understand? Is it delivered sincerely and authentically?
3. **SPACES AND CHANNELS** - How can you make use of a diversity of spaces? Are you utilizing both on- and offline channels? How do you ensure you are meeting people where they are?
4. **PRODUCTIVE ACTIONS** - What are some actions residents can take themselves to reach desired outcomes? How are the actions being delivered? Are they clear, concrete, and meaningful?
5. **USEFUL FEEDBACK LOOPS** - How do you ensure the public understands the productive impact of their participation? How do you inform residents that their actions have value?

Schrimmer, D. (2015, December 17). Case Study of 21st-Century Civic Engagement. Retrieved from http://datasmart.ash.harvard.edu/news/article/case-study-of-21st-century-civic-engagement-771

FRAMEWORK

CHECKPOINT

Service Delivery Integration in Action - Dakota County, MN

This method developed at Dakota County Community Services uses various tools to assist with evaluation and benchmarking. The graphic below can assist in determining necessary self-sufficiency tools across the lifespan with integrated services as the foundation. As programs are developed, community practitioners can refer to this framework to ensure services provided are enhancing resident stability.
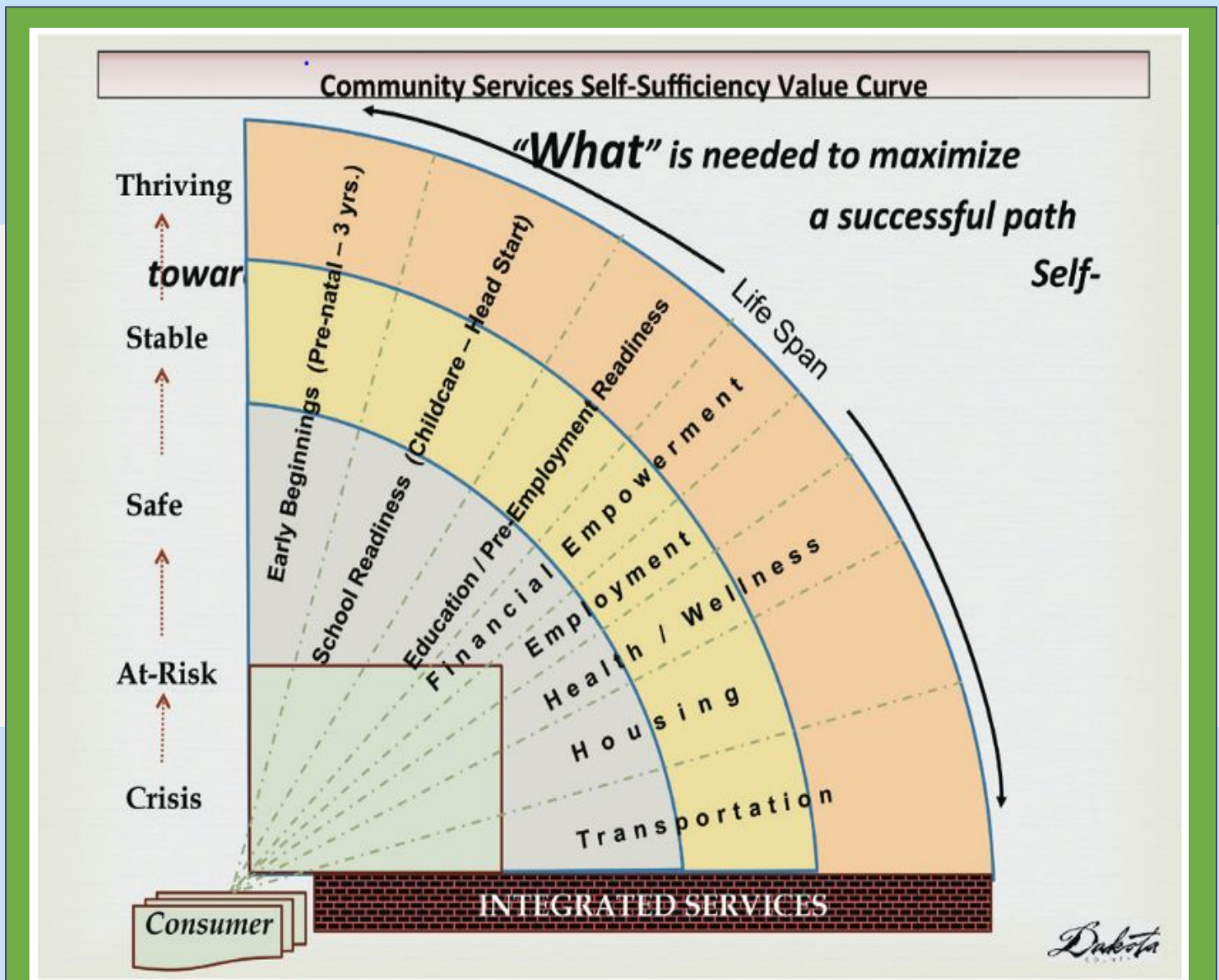

Image used with permission by the American Public Human Services Association

Dakota County Community Service's illustrative model displays methodology on how to deliver and evaluate social services while simultaneously analyzing outcomes:
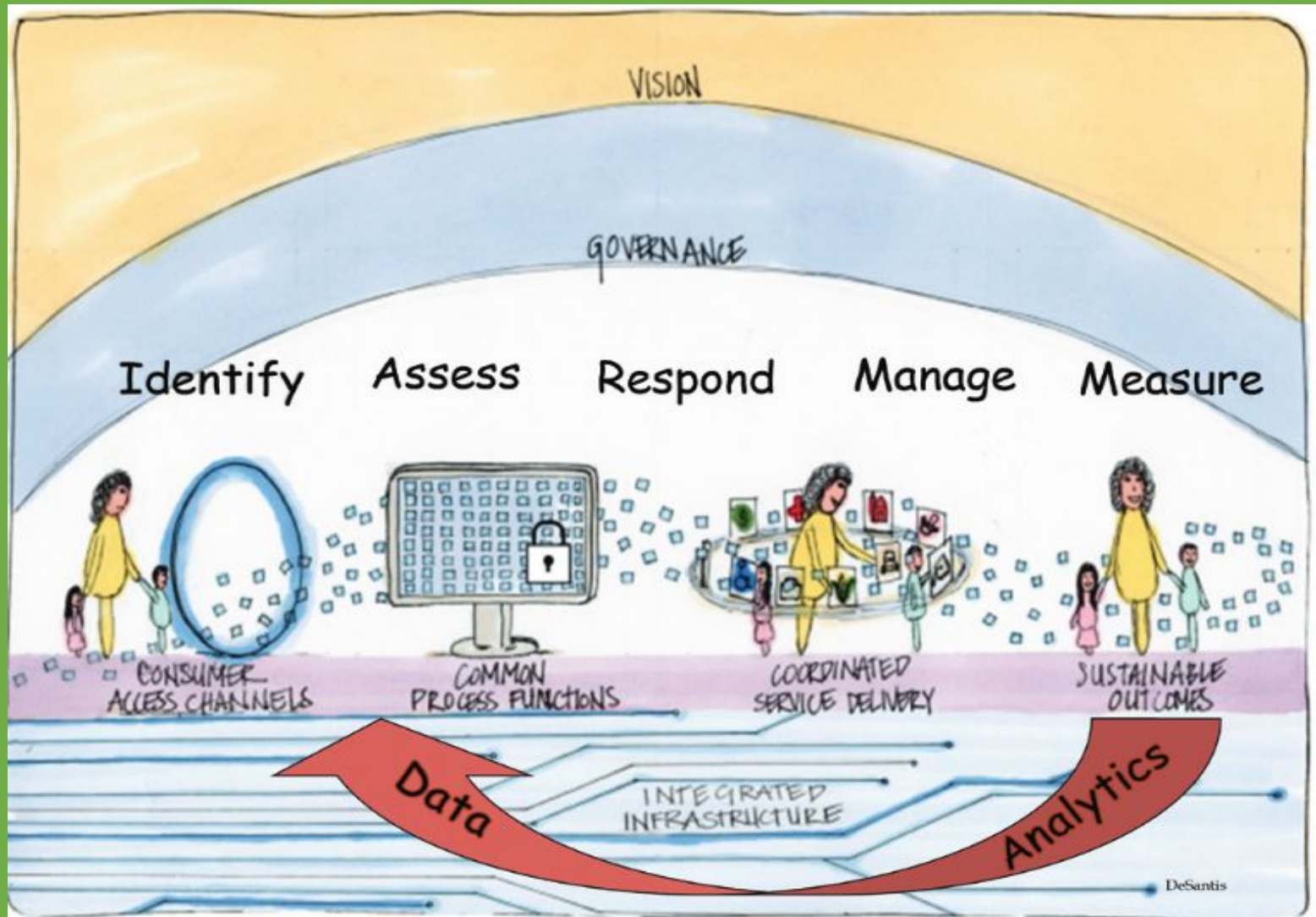

Image used with permission by the American Public Human Services Association

Harder, K., & Radtke, S. (2014). *Service Delivery Integration in Action: Dakota County*(pp. 11-15, Rep.). American Public Human Services Association .

Business-Community Partnerships: The Case for Community Organization Capacity Building

This case study published in the Journal of Business Ethics by Loza is set in the Australian context, but its focus on partnership across non- and for-profit sectors can be transferred to capacity building in any setting. Six components of effective capacity building are outlined in this paper:

FRAMEWORK

CHECKPOINT

1. *Building local ownership and self-reliance* - How is our organization investing in capacity building programs? How do we formulate our own plans and agendas?
2. *Practicing genuine partnerships* - Where do our partnerships lie? Do we share mutual goals and decision-making processes? How strong is our communication with our partners?
3. *Understanding the context specificity of capacity and its development* - In what area, specifically, do we seek to build capacity? Is it relevant to the mission statement of our organization?
4. *Examining capacities in a context of systems and strategic management* - Do we have the relevant tools to build capacity? (Recommended qualities: "resources, commitment, strategic thinking, technical skills, political sensitivity and persistence, and existing expertise" p. 302).
5. *Having a long-term commitment of partners* - How are objectives and priorities being built into long- and short-term plans? Are decision-making plans transparent?
6. *Exercising the process thinking in all phases of capacity building* - How do we plan to evaluate results? How flexible are our evaluation metrics? What components can be changed to become more versatile?

Loza, J. (2004). Business-Community Partnerships: The Case for Community Organization Capacity Building . *Journal of Business Ethics, 53*, 297-311.

Atlanta Community Engagement Playbook

This tool is a comprehensive guide on how the city of Atlanta implemented "plays" to better serve community needs. The playbook is based on various principles, and the following are specifically for community associations:

1. Act Constructively
2. Build Collectively
3. Work Creatively

The toolkit includes graphics, checklists, tables, and other forms of inventory to track community action plans. All are important for developing and building capacity within an organization and among its stakeholders. This graphic (right) is an adapted model that illustrates how practitioners could assess new recruits within an organization, group, or initiative by building from the act of following to that of leading.

Below is an example of a stakeholder interest map with questions organizations can ask themselves as they assess a community's preferences, skills, contributions, and needs:

LEADING

OWNING

PARTICIPATING

ENDORSING

FOLLOWING

Stakeholder Name	How Much Does Project Impact Them (4: very high; 3: high; 2: moderate; 1:low)	What is their level of Influence related to the specific engagement? (4: very high; 3: high; 2: moderate; 1:low)	What Issues do they care the most about?	What are the main Communication channels they use?	How can they contribute to the engagement process?	Ways to best involve the stakeholder

Outreach Plan Template

Target Group	Outreach Methods	When?	Resources?
Area high school students	Campaign on social media using channels we've confirmed via research that they use; Create a hashtag for the event	Month of September	10 volunteers; 5 student helpers; 2 staff members; $400 stipends for student helpers

After data is conducted on community stakeholders, this Outreach Plan Template can assist with the first steps of community engagement.

TASK:	
POINT PERSON:	

CHECK-IN DATES			

OBJECTIVES	PERSONS INVOLVED	DATES	OUTCOMES
Example: Follow up with Jackson Elementary School about scheduling your upcoming workshop there.	Mike volunteered to check with the principle. Ashley said she'd check the overall school calendar to see if there are any other events that night	Mike is following up on 9/24 and Ashley said she'd be able to check in over the next few days. They are reporting back to the group in a week.	Mike and Ashley reported back to the group: The principle told Mike they'd love to host the event and Ashley found no conflicts.

For accountability, this chart was developed to track and evaluate progress within a group or team project.

Resident-Centered Community Building Toolkit

FRAMEWORK

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TOOLKIT

Developed by a collaboration between the Aspen Institute and Jacobs Center for Neighborhood Innovation in San Diego, this toolkit includes a set of workshops aimed at engaging community leaders and agents in evaluating their human capital and internal skills. This five-part workshop series includes determining necessary relationships for a project's progression, conceptualizing a cycle for community mobilizing, developing 90-day action plans, and thorough reflection processes after each activity—an important component in evaluation.

This diagram, Circle of Relationships (right), is a part of the first workshop. Here, a developing project is analyzed in relationship to the residents, neighborhood institutions, and community change agents.

The five sessions are outlined as follows:
A. **THE CORNERSTONE** - Relationships, relationships, relationships
B. **BUILDING BLOCK 1** - Create multiple ways for people to engage and contribute
C. **BUILDING BLOCK 2** - Build and trust capacity
D. **BUILDING BLOCK 3** - Communicate often and in many ways
E. **BUILDING BLOCK 4** - Build the foundations for long-term work

CIRCLE 4: Community Change Agents
CIRCLE 3: Neighborhood Institutions
CIRCLE 2: Residents
CIRCLE 1: Project Name or "Overall Work"
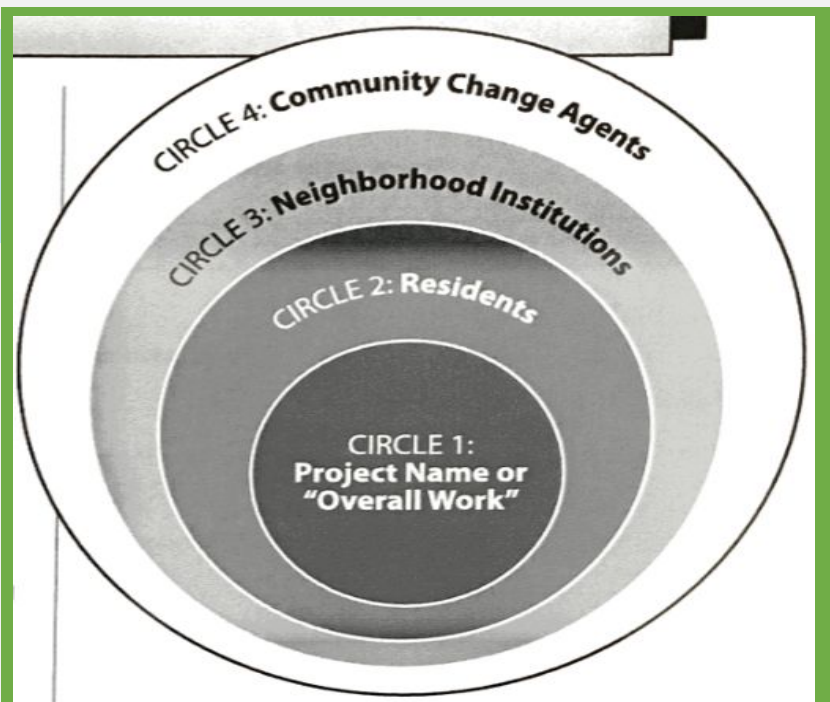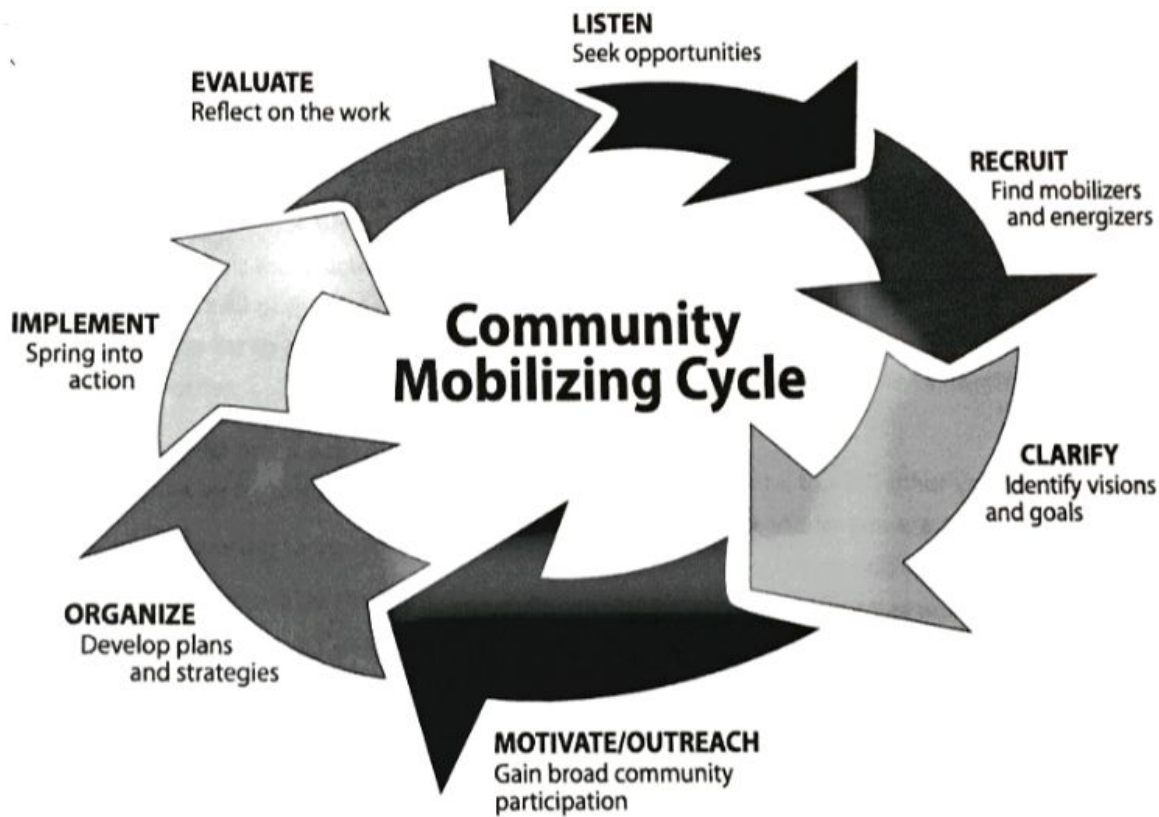
The Community Mobilizing Cycle (left) assists community groups in engaging and assembling ideas to then be synthesized into action.

In developing a succinct and efficient action plan, the toolkit suggests compartmentalizing and outlining the plan into three 30-day sections.

Building Block 4 highlights the seven components that are necessary for long-term sustainability within a project, community, or organization's development.

Where Are We on Our Journey? *Place a check mark in the appropriate column.*

	NOT STARTED No plans or not on radar	GETTING STARTED Having discussions, sharing preliminary ideas	HALFWAY Plans are in progress	FINISH LINE Completed 75% or long-term plan in place
1. Vision				
2. Training & Capacity Building				
3. Evaluation				
4. Leadership & Team Members				
5. Governance				
6. Partners & Networks				
7. Financial Resources				

After introducing the seven components to a group or team, each one can be assessed, rated and measured by the group according to the long-term progress with the above guide.

The Aspen Institute Roundtable on Community Change, & Jacobs Center for Neighborhood Innovation. (2013). *Resident-Centered Community Building Toolkit* (pp. 2-28, Publication). San Diego, CA: Jacobs Center for Neighborhood Innovation. Retrieved from https://issuu.com/jacobscenter/docs/residentlearning-toolkit.

FRAMEWORK
CHECKLIST
TOOLKIT

**Recipes for Rising Neighborhoods -
Collaboration between Alliance for Strong Families & Communities,
United Neighborhood Centers of America, Neighborhood Centers Inc.,
INPEACE, Congreso de Latinos Unidos, and the John H. Boner Community Center**

1. Describe the demographics of the individuals involved in your resident engagement effort? (ethnic background, socio-economics, age, industry, influence, etc.).

   ☐ Check yes if all groups might be interested or involved are reflected.

2. What are the unique strengths of the residents in your community? How does your agency leverage those strengths?

   ☐ Check yes if you have leveraged strengths into a new area of programming or service.

3. Where do residents connect with their fellow community members and neighbors besides the community center? Has your resident engagement strategy uncovered new places in the neighborhood where residents gather?

   ☐ Check yes if your organization is out in the community.

Using the analogy of baking bread, this toolkit—or 'recipe book'—outlines different strategies of community development and neighborhood revitalization. Specifically, their appendices provide various checklists and reflection opportunities for all within the community development process to analyze critical components like resident engagement, stakeholder interviews, and sharing the recipe with the broader community. To the left is an excerpt from one of the appendices.

Pinsoneault, L., & Van Hoorn, M. (2015). *Recipes for Rising Neighborhoods* (pp. 1-68, Rep.). Alliance for Children & Families, United Neighborhood Centers of America.

# Asset-Based Community Development (ABCD): When People Care Enough to Act

Green, Moore & O'Brien published this work of comprehensive tools and guidelines following the Asset-Based Community Development framework. By highlighting and developing community assets, the residents have agency of their skills and the steps that can be taken to improve overall well-being.

To the left is an example of a Community Assets Map. As an organization seeks to heighten their community engagement, outlining various institutional and civic connections is a key place to start when localizing community assets.

Green, Moore & O'Brien (2006), p. 28. Image used with permission from Inclusion Press.

To the right is a standard model displaying the cycle of turning ideas and relationships into an effective impact. This graphic serves as a reminder for organizations and corporations that discoveries, connections, social links, and community knowledge base remain in place after an action is put forward.

This model demonstrates the importance of evaluating impact and progress through the conversations and relationships in the inner circle. This way, new methods of care, strategies for actions, and continued bridge-building can perpetuate as shown in the outer circle.
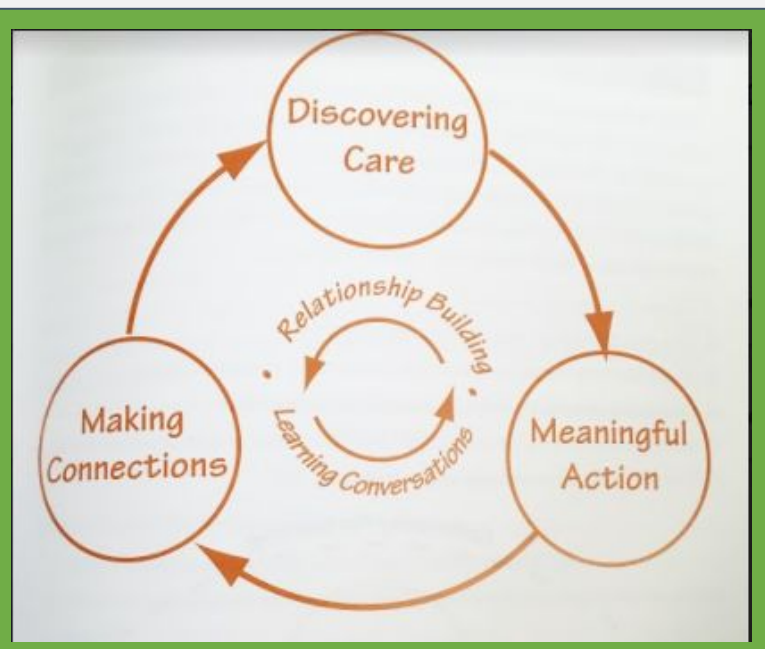
Green, Moore, & O'Brien, pg. 93. Image used with permission from Inclusion Press.

The standard model can additionally be integrated, expanded, and applied to different group sizes (right), beginning at initiation, leading to connector-leaders group facilitation, and reaching out to community partnership.
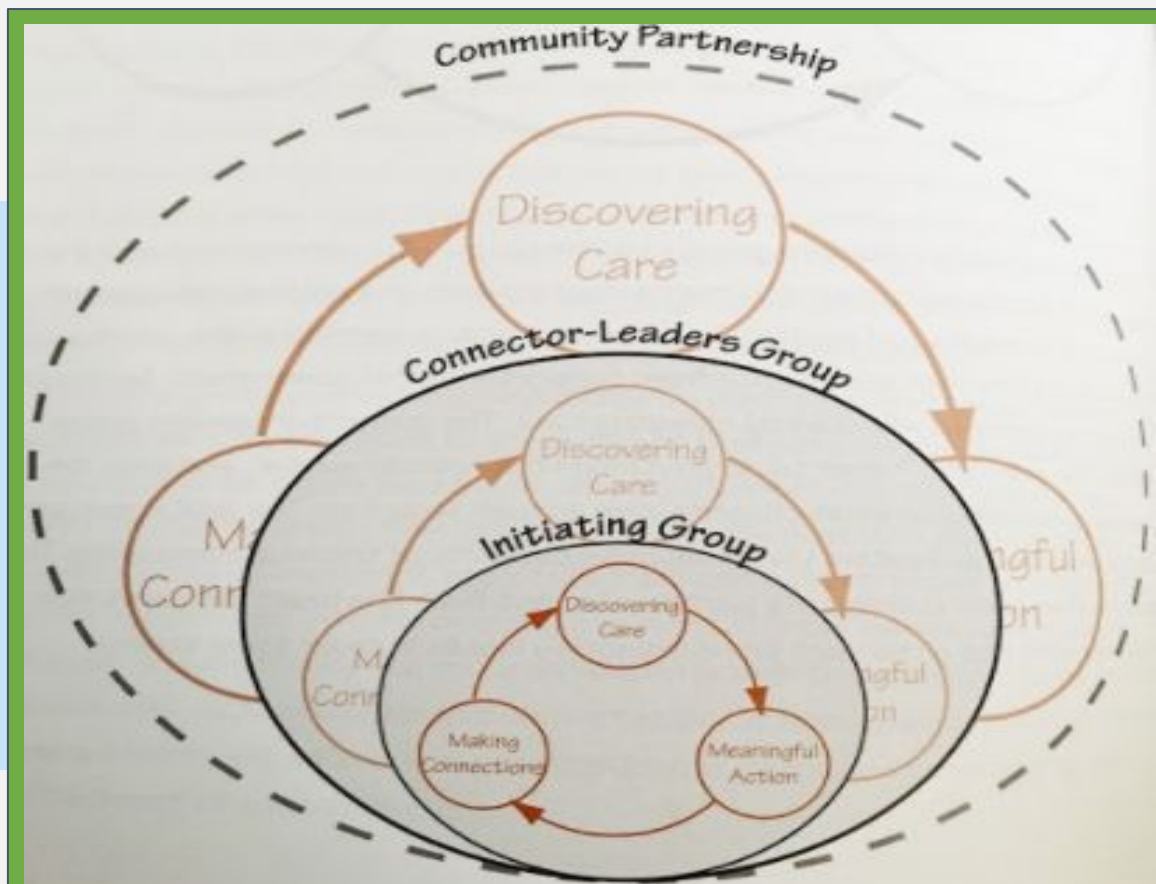

Green, O'Brien, & Moore, pg. 94. Image used with permission from Inclusion Press.

Green, M., OBrien, J., Moore, H., Cunningham, G., & McKnight, J. (2009). *When people care enough to act: ABCD in action* (2nd ed.). Toronto: Inclusion Press.

Community Commons Mapping Tools

This website can be used to collect data within a certain area, over a certain period of time, cross-reference certain variables, and format data in a variety of different ways. Maps can be easily posted and shared to the broader community. A visual representation of an organization's data can assist with various evaluation initiatives at the beginning of a process or can be used to reflect back on a previous project. This tool can also be used to identify stakeholders. Below is an example of a community map posted to the website:
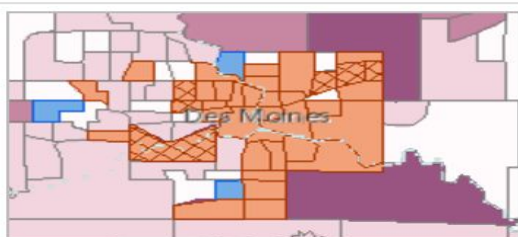
Change in Food Desert Census Tracts and Population with Limited Food Access, Low Income

Change in Food Desert Census Tracts and Population with Limited Food Access, Low Income

Tags: food, food access, low income

Channels: Economy   Food

Map Gallery. (n.d.). Retrieved from https://maps.communitycommons.org/gallery.aspx

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