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8/27/99

DS
csdeval Proviso

Introduced By: Larry Gossett

Proposed No.:   **1999-0291**

MOTION NO. **10748**

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A MOTION adopting a performance evaluation process for the
community services division of the department of community
and human services, and authorizing expenditure of funds to
implement the 1999 elements of the process.

WHEREAS, In Ordinance 13340, Section 44, the community services division was

directed to set aside 2.5 percent of the value of current expense-funded contracts, or

$167,723, to implement a contract performance evaluation process, and

WHEREAS, the executive was directed to submit to council for review and approval

a plan for the use of the evaluation set-aside funds, and

WHEREAS, the plan has been submitted and provides for a performance evaluation

process for all community services division programs, and an expenditure plan for

discretionary current expense funded human services programs managed by the community

services division;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

A. The performance evaluation process entitled, Response to 1999 Community

Services Division Budget Proviso: Evaluation Program and Use of Funds, dated April 30,

1999 and found in Attachment A., as amended by the Addendum dated August 24, 1999, and

found in Attachment B., is hereby adopted.

B. The community services division is authorized to expend $167,723 appropriated

in the 1999 budget in accordance with the performance evaluation process adopted in Section
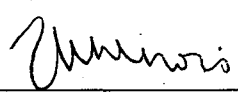
A. above.

C. The executive shall submit to the council by April 1, 2000 a 1999 community

services division performance review report card, completed program effectiveness

evaluation reports and an update on implementation of the other new elements of the

evaluation program as specified in Attachment B. to this motion.

PASSED by a vote of 11 to 0 this 7th day of September, 1999.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____
Chair

ATTEST:

_____
Clerk of the Council

Attachments: A. Response to 1999 Community Services Division Budget Proviso:
Evaluation Program and Use of Funds dated 4/30/99

B. Addendum to the Response to 1999 Community Services Division Budget
Proviso: Evaluation Program and Use of Funds dated 8/24/99

Response to 1999 Community Services Division
Budget Proviso:
Evaluation Program and Use of Funds

April 30, 1999

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I. Introduction

In a proviso to the 1999 County budget for the Community Services Division (CSD), the Council directed the division to set aside 2.5% of the value of current expense-funded contracts, or $167,723, to implement a contract performance evaluation process. The Executive was directed to submit to the Council for review and approval a plan for the use of the evaluation set-aside funds. The funds were not to be expended until Council had approved the plan for their use.

What is Covered in the Report

The performance evaluation process described in this report provides for regular comprehensive performance evaluation of all programs managed by the Community Services Division. Because not all programs are ready to be evaluated, the Division has designed a program for 1999 which focuses on:
- producing performance evaluations in the service areas that are ready
- strengthening outcome measurement and information systems in service areas that are developing evaluation capacity
- assessing the evaluation readiness of service areas where the Division has not been involved in the development of performance evaluation capacity
- deferring evaluation preparation in service areas without clearly defined service objectives consistent with County policy to guide the development of evaluation criteria.

Report Development

In order to develop a performance evaluation process that met professional evaluation standards, included service providers/community contractors, and proceeded from the current evaluation status of programs, the following steps were taken:
1) Professional evaluation journals and publications were reviewed to identify standards for data reliability, outcome validity, and other evaluation issues.
2) Service provider/community contractor evaluation concerns were sought in an independently facilitated focus group to which all current contractors were invited. Fifteen interested providers attended. (See Appendix A for details.)
3) Current evaluation status information was sought through a questionnaire sent to all current contractors. In addition to current status information, information was sought on the degree of satisfaction with their current evaluation activities. Thirty-seven providers responded.
4) Evaluation status information was also obtained from Division staff. They provided information on the status of evaluation in the programs that they manage. They also provided descriptions of the County's role in the development of programs and service systems.

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Conclusions from Development Activities

The following conclusions are the results of the development steps described above.

- Many programs managed by the Division belong to service systems where multiple providers are addressing common populations and pursuing common service objectives. System wide outcomes and common data collection are appropriate for these programs. Some systems have them, such as the domestic violence victim services; others do not.
- Many programs do not have performance measures (outcomes and data collection) in place; those that do are primarily ones that were preceded by deliberate County policy formulation.
- A significant number of programs and services were established without a County policy foundation identifying the target population and the service goal.
- There are contracts which are not part of service systems funded by the County or where the County funds one provider to do a unique project.
- Many service providers/community contractors provide the same services for multiple funders, including United Way, City of Seattle, State of Washington, and other King County municipalities. Most of these other funders have outcome based performance programs under development.
- In some service systems, the County is a minor funder. The goals of the major funders may or may not be consistent with the County's goals in addressing a commonly identified problem area.
- The current level of County funding in most service areas is insufficient to address a significant amount of the service demand. This makes it unlikely that the community benefit of County funding will be sufficient to measure on the broad scale envisioned by the Social and Health Indicators.
- Often measurements of need for a service are not available from county-wide data and may be difficult and costly to acquire. Other sources of needs information will need to be relied on. (The Division's Strategic Plan examines needs on a subregional basis.)
- Service providers are concerned about costly and duplicative data gathering for multiple funders without additional funds, and without adequate training, equipment, or software.
- Service providers are concerned that evaluations will be designed without their participation. Without their involvement, they fear they will not have an opportunity to use the findings to improve program performance. (More details from the service provider focus group are contained in Appendix A.)

II. Performance Evaluation in Context

A performance evaluation process is a periodic review of information on the effectiveness and efficiency of County funded programs. It is a comparison between the goals of a program and the program's progress in achieving those goals. The goals can address intended changes in individual behavior or institutional behavior. Outcome measures are concrete measures drawn from the goals, which specify the intended program results. Once outcome measures are set, data about results is collected and analyzed to answer the question of whether the program is making the intended changes in behavior and if not, why not?

Contract Compliance Monitoring Versus Performance Evaluation

The purpose of performance evaluation is different from monitoring of compliance with the terms of a service delivery contract. Contract compliance monitoring is intended to insure that County funds are spent on the populations and services specified in the contract. Examples of services are shelter bednights, counseling hours, support groups, hours of day care, and units of subsidized housing. Confirmation of service delivery does not measure how effective the services were in addressing the program goal of behavioral or institutional change.
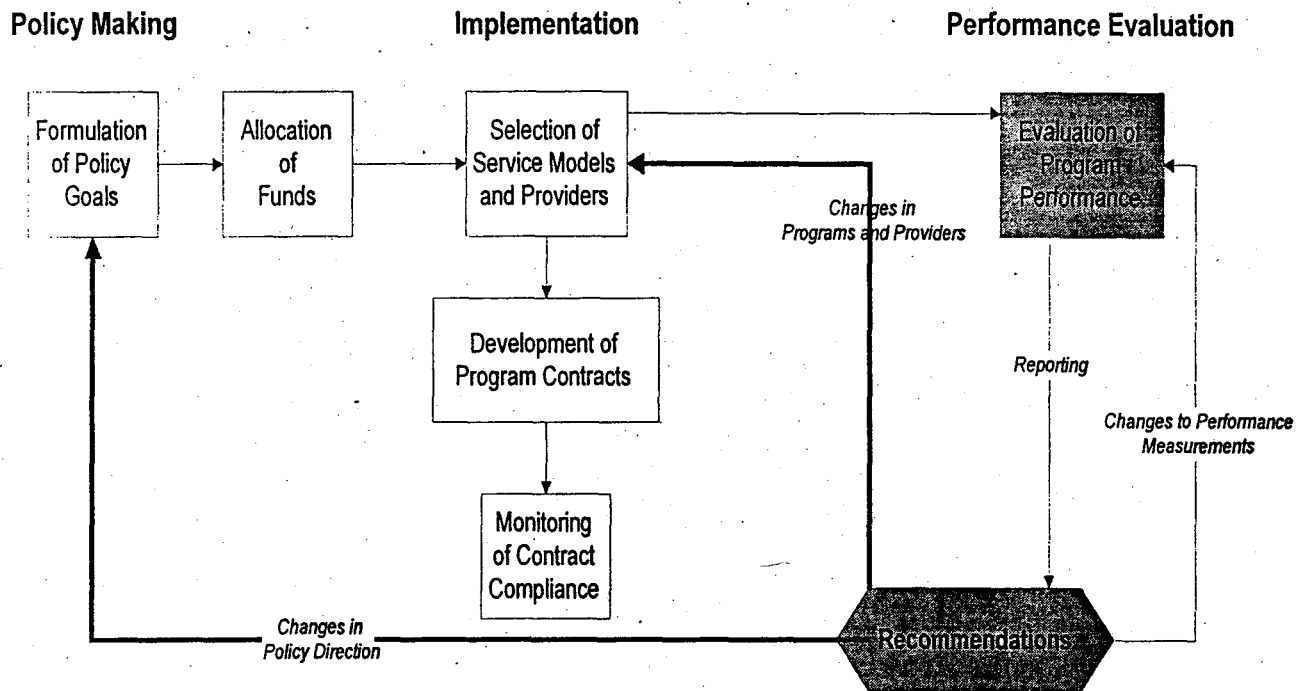
The Community Services Division does regular monitoring of contract compliance including reduction of contract payments when services delivered are less than the contracts require. Most services are delivered in accordance with contract terms. The Division has done performance evaluations, but its current resources have not permitted a regular review of all areas of service delivery. This proviso provides needed resources to establish regular reviews of effectiveness.

Evaluation as Part of Policy Framework

Both performance evaluation and contract compliance monitoring are necessary elements in the stewardship of public funds. Other necessary elements include review of the priorities for service delivery to insure that they continue to be responsive to needs. These priorities constitute the policy framework guiding both the allocation of funds and the selection of services that have a high probability of effectively addressing needs.

The policy making and policy implementation must be linked in order to insure that the County is using public funds effectively to implement discretionary human services policies. The use of evaluation findings provides a key linkage by establishing whether the implementation measures are performing in a way that achieves the policy goals. (See Chart 1 below.) The Executive, the Council, service providers, county residents, other human services funders and citizen advisory bodies all have formal or informal roles in the process of formation and implementation of discretionary human services policy.

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Chart 1
Evaluation In Context

Policy Making   **Implementation**   **Performance Evaluation**

Formulation of Policy Goals → Allocation of Funds → Selection of Service Models and Providers

Selection of Service Models and Providers → Development of Program Contracts → Monitoring of Contract Compliance

Evaluation of Program Performance

Changes in Programs and Providers

Reporting

Changes to Performance Measurements

Changes in Policy Direction

Recommendations

III. Scope of CSD's Performance Evaluation Process

CSD's intent is to conduct regular performance evaluations of all programs and services within its mission. CSD expects to use these evaluations to improve program performance, to plan improvements in its program planning, and to inform policy makers. CSD manages $60 million annually with funding from state, federal and county sources. The performance evaluation proviso was addressed to discretionary services provided by community based contractors. CSD expanded the proviso to include County operated programs funded from County discretionary sources. This is nine and one quarter million dollars. The funding set aside of $167,723 was applied to all these programs resulting in a set aside of 1.82% from both community based contracts and County programs. Performance evaluation of programs with other funding sources will be supported by those sources

CSD's Operating Principles

CSD has adopted a set of general guiding principles in conducting its performance evaluations.
- Our evaluations will meet the professional standards for validity and reliability as drawn from a review of selected evaluation publications.[1]
- Service providers will be involved at key stages of the evaluation—at a minimum, during the development of outcome measures and review of findings.
- Our evaluations will be coordinated with those of other funders and providers, when possible.
- Target populations and service provision will be tracked, as well as outcomes, to ensure fairness in assessing progress.
- Costs and utility of evaluation findings will be considered in determining when and how to evaluate. Cost issues must be taken into consideration in the selection of measurement tools and the design and implementation of information systems.
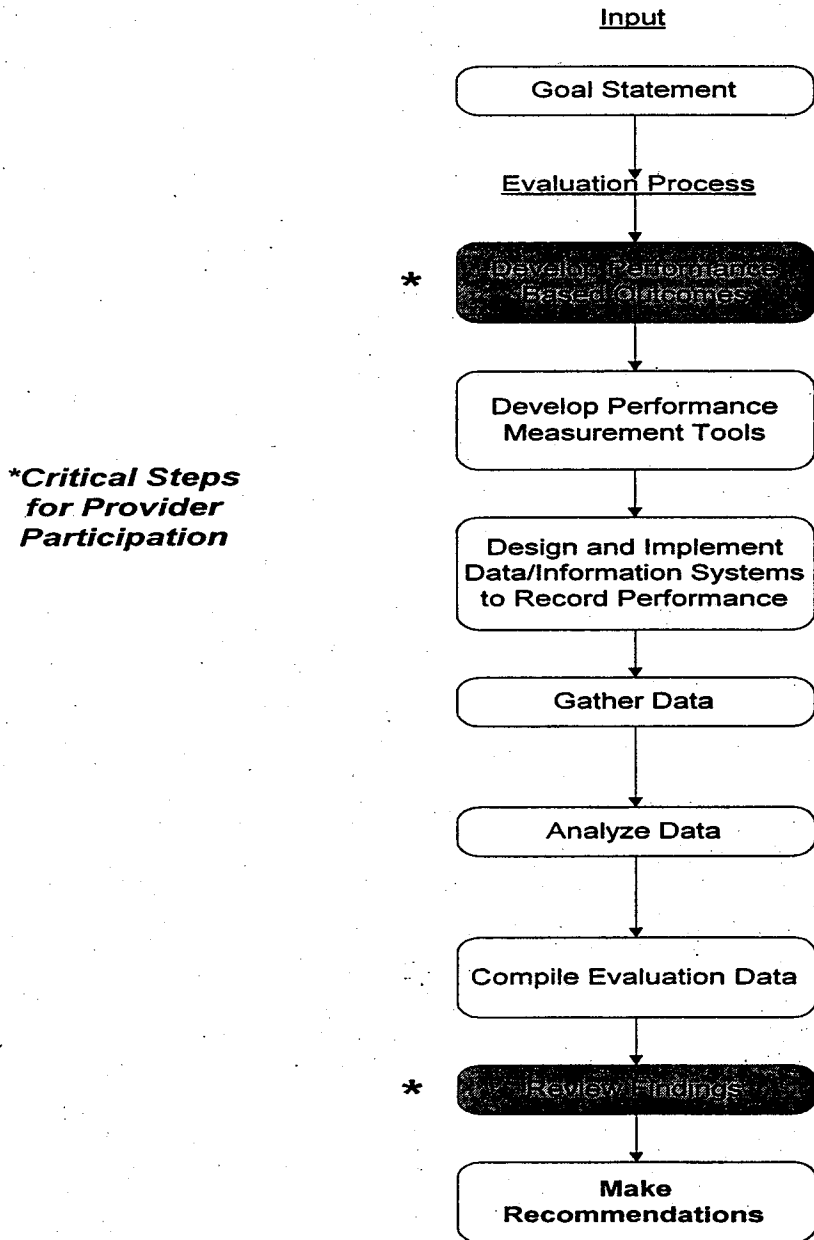
Evaluation Process

Evaluation of program performance follows an established sequence of steps (see Chart 2). The first step is development of outcome measures, usually generated from goal statements or funding policy specifications. Service providers have a valuable function at this step to ensure that the outcomes are feasible and fair. Outcome measures and the tools to measure them will be negotiated with service providers—taking into account their interpretation of the program goals and their capacity to fulfill any data collection requirements. Once outcomes are established the activities in the next few steps are primarily technical in nature. They include development of measurement tools, creation of information systems to capture key evaluative data, and data analysis and compilation.

When data has been collected and analyzed, the interpretation of those findings requires again the expertise of both funder and service provider. Service providers will be provided the first opportunity to examine the preliminary analysis for their programs. In this way, they can offer

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[1] How Effective Are Your Community Services by Hatry, Blair, Fisk, Greiner, Hall and Schaenman, 1992.
Evaluation of Human Service Programs by Attkisson, Hargreaves, Horowitz, and Sorenson, 1978 and Program Analysis for State and Local Governments by Hatry, Blair, Fisk and Kimmel, 1976.

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their interpretations for the data and suggest findings. As those closest to the service provision, their explanations for the data results are usually the most reasonable. This step is the foundation for making recommendations that will affect future service delivery and provide feedback to the review of county policy.

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**Chart 2
Evaluation Process**

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Input

> Goal Statement

Evaluation Process

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> Develop Performance Based Outcomes

> Develop Performance Measurement Tools

*Critical Steps for Provider Participation

> Design and Implement Data/Information Systems to Record Performance

> Gather Data

> Analyze Data

> Compile Evaluation Data

*

> Review Findings

> Make Recommendations

IV. The Evaluation Landscape

CSD's Current Evaluations

CSD has been doing formal performance evaluation for ten years with existing resources. The number of program evaluations has been limited. The initial evaluations were done to test the effectiveness of programs established pursuant to County policies accompanying the authorization of the Health and Human Services (HHS) sales tax set aside. The features of those evaluations have been consistent with the principles established for all CSD programs in this report, including involvement of service providers. CSD has also done a number of activities, similar to those proposed in this report, designed to build the evaluation capacity of programs and service systems.

Not long after the completion of the HHS evaluations, the Young Family Independence Project received five years of federal funding with the stipulation that an independent evaluation be conducted of the project. CSD staff collected the data and conducted the analysis, but Dr. Jerald Forster of the University of Washington monitored the analysis and developed the evaluative findings. The evaluation findings were presented in a series of reports from 1990 through 1994.

CSD's in-house evaluator was involved in the evaluation of the domestic violence victim advocacy services. In 1991, new criminal justice revenues were used to expand advocacy services for victims involved in court processes or being served by community-based victim services programs. CSD's evaluator with the support of many court and community services personnel produced an evaluation report in April, 1993 that examined the effectiveness of both court based and community based advocates.

The Reaching Back: Giving Back (RBGB) program is another CSD managed program that has been thoroughly evaluated. As part of the Community Safety and Youth Initiatives budget, RBGB was funded to provide a detention alternative for African American youth. Funds were set aside to evaluate RBGB since the program's approach was so novel (stressing community involvement) and in a problem area of such intense interest. An independent evaluator was contracted to design and implement the evaluation. Dr. Claus Tjaden of Toucan Research and Computer Solutions evaluated the original RBGB project in 1997 and is in the process of evaluating the second version of the project with an outcome evaluation report due in December 1999.

Information Systems

In addition to the evaluations, CSD is managing several client databases that are the preconditions to performance evaluations. Most of these systems were originally implemented during the HHS evaluations to capture critical information but have remained in place to provide program management support. These information systems are:

- Youth Shelter Information System – this system captures intake and exit information from eight youth shelters in King County.
- Domestic Violence Victim Services Information System – this system captures intake

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and progress report information from thirteen victim-serving agencies. Recently, the City of Seattle has asked to add some of their programs to the system to ensure that it continues to provide a system-wide view.

- Child Care Information System – this system supports our in-house child care subsidy program. Information is stored on client eligibility, availability of child care providers, service utilization and family progress.
- Housing and Community Development Information System
- Employment Database
- Veterans Information System

Evaluation Training

CSD's Community Organizing Program (COP) has provided evaluation training to many of CSD's service providers and staff over the past year. Through a state-funded program, COP has provided training in the Logic Model of evaluation, the same model used by United Way agencies.

V. Evaluation Status of CSD's Programs

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The Community Services Division manages a challenging array of human service and housing programs. All in all, CSD provides services in approximately 45 separate areas. They range from senior centers to youth recreation programs, domestic violence victim services to veterans' services, housing assistance to youth shelters. Sometimes King County is contributing to service systems and in some instances is supporting stand-alone programs. CSD is a major system funder in some program areas, while in others it is a minor contributor.

There is strong policy guidance in some of the program areas, as in domestic violence victim services, while in others funding has been provided without clear objectives or expectations. In program areas without policy guidance, providers and management staff must independently develop outcomes based on providers' objectives and the requirements of other involved funders.

Each of these separate service areas was examined to ascertain the status of the current evaluative efforts. They were examined not only on the appropriateness of outcomes, but also the feasibility of the data collection approach, and the qualifications of persons interpreting the findings. Information was solicited from CSD management staff and from service providers on the status of evaluation in their service areas and individual programs. The results of the evaluation review are presented in the table below. A full review of CSD's services is presented in Appendix B.

Table 1
Evaluation Status of CSD Service Areas

1. Ready for Evaluation
   (Outcome measures, information systems and means for analysis are in place.)
   CX funded
   • Child Care Subsidy (family stability, quality of care, and information and referral)
   • Domestic Violence Victim Services
   • Youth Shelters
   • Reaching Back: Giving Back
   • Young Family Independence Project
   Non-CX funded
   • Housing Capital Development
   • Home Buyer Assistance
   • Repair Assistance for Homeowners
   • Shelter Plus Care (of Rental Assistance program area)
   • Employment Education and Training

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Table 1, continued

2. Evaluation Components Under Development, But Not Ready for Evaluation
(The provider or the service system is in the process of developing outcome measures, and/or
information systems that will eventually enable evaluation, but the components are not
finalized or have not yet been reviewed by CSD.)
CX funded
- Senior Centers
- Adult Day Care
- Miscellaneous Aging Services
- Counseling, Case Management, and Life Skills Training for Youth and Families
- Drop-in Services for Youth (recreation and social)
- Youth Outreach
- Miscellaneous Youth Services
- Sexual Assault Victim Services
- Legal Services
- Refugee-Immigrant Services
- Summer Day Camp Reading
- 4-H
- Family Living and Consumer Services (Parenting)
- Community Horticulture (Master Gardener and Pest Management)

Non-CX
- Jail Services for Veterans
- Transitional Housing for Veterans
- Financial Assistance and Support Services for Veterans
- Employment Services for Veterans
- Affordable Housing Incentives Programs
- Youth Employment Assistance
- Community Mobilization (including State Incentive Grant)
- Family Living and Consumer Services (EFNEP)

Both
- Homeless Shelters and Transitional Housing
- Homelessness Services
- Capacity Building for Community Housing Development Organizations

Table 1, continued

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3. <u>No Evaluation Components in Place, But There Is A Functioning Service System</u> (While there are no outcome measures or information systems in place, there is a recognizable service system with which to begin developing evaluation components.)
   CX funded
   - Housing Support Services
   - Food Distribution
   - Community Horticulture (except EPNEF)
   - Agriculture and Natural Resources

   Non CX
   - Rental Assistance (except Shelter Plus Care)
   - Trauma Counseling for Veterans
   - Mental Health Counseling for Veterans

   Both
   - Community Center Support Services

4. <u>Fragmented Service System or Stand Alone Program w/o Evaluation Components</u> (There is no coordinated service system in which to begin developing the evaluation components)
   CX funded
   - Juvenile Justice Intervention Services (except Reaching Back: Giving Back)
   - Batterers Treatment
   - Variety of CSD Programs

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VI. 1999 Performance Evaluation Workplan

The 1999 performance evaluation workplan lays the foundation for reaching the goal of getting all systems in a position to be evaluated as part of a regular program of activities. It will enable CSD to report on not only the impact of services but also their efficiency, that is, the amount of services needed to produce a successful outcome.

Successful implementation of the evaluation workplan will have several benefits. First, it will enable CSD to inform the County's decision making regarding funding policies and budget decisions. Second, it will assist providers to self-assess their progress on the agreed upon objectives. And third, it will, where feasible, permit a system-wide view of service provision that will inform all system stakeholders on the capacity and effectiveness of our jointly funded service systems. To this end, CSD will coordinate its performance evaluation efforts with those of other funders, especially United Way and the City of Seattle in order to maximize the evaluation benefits and to reduce disruption to providers.

While some programs are not ready for evaluation, the workplan includes activities to move all programs closer to the goal of complete performance evaluation.

Specifically, the workplan contains:
1) reporting on evaluation findings and results for systems and programs with agreed upon outcomes and data collection in place;
2) reviewing appropriateness of existing outcome measures and data collection systems for those systems and programs where CSD has not previously been involved in evaluation design;
3) implementing activities to strengthen evaluation readiness of providers, including training in outcome development, development of data bases, provision of equipment and training to facilitate rapid data collection and analysis; and
4) reviewing prevention literature to aid prevention programs in developing short-term outcomes that are associated through rigorous research with long-term benefit to participants.

In the workplan, CSD defers review of programs where the County funds one or more contracts and there is no explicit policy to guide development of outcomes. Many of these programs were originally community special programs funded by individual council members and later transferred to the budgets of county departments. The value of these projects is approximately $2 million and the contract values range from $6000 to $125,000. CSD is anticipating receiving guidance on how to evaluate these programs once the Council has completed the policy framework for discretionary human services currently being prepared by the Law, Justice, and Human Services Committee.

The assessments of other evaluation efforts and reviews of the evaluation status of service systems scheduled in 1999 must be completed before a 2000 workplan can be completed. In order to reflect the outcomes of these activities, CSD will submit a year-end summary report that presents 1999 completed evaluation findings and the workplan detail for 2000. This will need to be done annually in order to keep the workplan up to date.

The accompanying workplan table divides the proposed activities by type, identifies the program or service system involved and indicates what resources will be required to complete each task. The budget is based on a mix of consultant contracts, the addition of a staff evaluator and the costs of training, equipment, and data system development. The mix of activities drives the budget. The 1999 budget contains significant funds for training, technical assistance and equipment for providers. This is in part a function of having a full year budget and an eight-month workplan. The activities that will be done in 2000 will be a full year evaluation workplan. CSD anticipates continuing training and technical assistance to contractors, but provision of equipment and software appears unlikely in 2000.

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Table 2
1999 PERFORMANCE EVALUATION WORK PROGRAM

Products and Activities	Service Area	Proviso Resources Required	Existing Resources Required
Evaluation Findings	Domestic Violence Victims Services		Program Analyst III – 240 hrs Clerical Support – 20 hrs
	Child Care subsidy, quality & resource & referral	Evaluation Consultant - $30,000	Program Analyst II – 60 hrs Clerical Support – 20 hrs
	Homeless Youth Shelters	Program Analyst II - $6,800	Clerical Support – 20 hrs
	Teen Families: Young Family Independence Program		Evaluation Consultant - $7,500
	Reaching Back-Giving Back (Juv. Justice Intervention)		Evaluation Consultant - $29,944
Review Appropriateness of Existing Outcome Measures & Data	Senior Centers	Evaluation Consultant - $10,000	
	Adult Day Programs and Other Services for the Elderly	Program Analyst II - $6,800	Clerical Support – 20 hrs
	Sexual Assault Victims Services	Program Analyst II - $5,440	Clerical Support – 15 hrs
	4-H, Master Gardener, and Pest Management	Program Analyst II - $2,720	Clerical Support – 20 hrs
Information System Development	Youth and Family Services Network		Program Analyst III – 160 hrs
	Youth Employment Assistance		ITS Programmer –330 hrs
Reserve for Information System Development	All Community Services Division service areas	ITS Programmer - $30,083	
Train Program Staff in Evaluation Methods	Community provider staff, & CSD staff	Training Consultant - $15,000 Program Analyst II - $1,360	ASO III – 80 hrs
	Community Provider specific needs (self-directed fund)	Training Consultants - $15,000	ASO III – 20 hrs
Provide Technology Equipment, Software & Training	Community Service Providers based on need	Computer Hardware, Software and Related Training - $35,000	
Prevention Program Literature Review	All Community Services Division service areas	Program Analyst II - $4,080	Clerical Support – 15 hrs
Write Year-end Summary Report	All Community Services Division service areas	Program Analyst II - $5,440	
Total proviso resources		$167,723	

Appendix B

Evaluation Status of CSD Service Areas

CSD Program	Service Areas-Systems	Number of Contractors/Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
Admin.	Juvenile Justice intervention	4 (CX)	Yes, Community Safety and Youth Initiatives[1]	Yes, for RBGB No, for other JJI	Yes, for RBGB No, for other JJI
Aging	Senior Centers and Programs	9 (CX)	Yes, Aging Program funding policy	Yes, for United Way and others, but not approved by CSD. Client satisfaction only for CSD.	Yes, annually for CSD a UW
	Adult Day Programs	7 (CX)	No	Yes, for United Way and other funders but not approved by CSD	Uncertain as to quality
	Miscellaneous Aging Services	8 (CX)	No	Not by CSD, some have for United Way & other funders but not approved.	Uncertain as to quality

[1] Actually, the Community Safety and Youth Initiatives embraced the existing four juvenile justice intervention projects even though it di... initiative required that the Juvenile Justice Initiatives Oversight Committee include CSD's four programs with the others they were to ove...

CSD Program	Service Areas- Systems	Number of Contractors/ Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
Child Care	Child Care Subsidy (economic stability and prevention)	In-house service (CX) 4 grants (non-CX)	Yes through Health and Human Services (HHS) fund.	Yes, through HHS for CX, other funders have outcomes in grants	Yes
	Child Care Quality (child development, school readiness and prevention)	3 (CX) training, in-house assessments	Yes through HHS	Yes, quality standards.	Yes
	Child Care Resource and Referral (education and information)	1 (CX)	Yes through HHS	Yes	Yes
Community Organizing	Community Mobilization (including State Incentive Grant)	9 (non-CX)	Yes, Safe and Drug Free Schools and Communities (federal and state legislation)	Yes, being developed on a state-wide level, but not yet reviewed or approved.	Yes
Cooperative Extension	4-H	1 (CX) in-house program	Yes, MOA with WSU	Uncertain, Some outcome measures reported to be in place but not reviewed.	CE collects data but utility for evaluation uncertain.

CSD Program	Service Areas-Systems	Number of Contractors/ Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Family Living and Consumer Services	1 (CX) In-house program	Yes, MOA with WSU Federal policy for Expanded Food and Nutrition Education Program	Yes, for EFNEP and Parenting, but not yet reviewed or approved	Yes for EFNEP and Parenting
	Community Horticulture	In-house Program	Yes, MOA with WSU	Master Gardener and Pest Mgmt. have outcomes but they need to be reviewed.	Not certain. Some information collected.
	Agriculture and Natural Resources	In-house Program	Yes, MOA with WSU	No	Not certain. Some information collected on volunteer hours and knowledge acquisition.
Housing Community Development	Homelessness Services	3 (CX) Mostly federal funding	Not for CX Yes, for federal funds through Consolidated Housing and Community Development Plan	Yes, but need to be reviewed	Yes, but need to be reviewed
	Housing Support Services	1 (CX) 4 (non-CX) Mostly federal funding	Not for CX Yes, for federal funds through Consolidated Housing and Community Development Plan	No	Only on persons served and units provided

CSD Program	Service Areas-Systems	Number of Contractors/Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Food Distribution	1 (CX) 2 (non-CX) Mostly federal funding	Not for CX Yes, for federal funds through Consolidated Housing and Community Development Plan	No	Only on persons served and units provided
	Community Center Support Services	3 (CX) 2 (non-CX) Mostly federal funding	Not for CX Yes, for federal funds through Consolidated Housing and Community Development Plan	No	Only on persons served and units provided
Housing Planning and Program Dev., Housing Finance, and Housing Repair	Housing Capital Development	Done in-house with federal and HOF funds	Yes, Consolidated Housing and Community Development Plan; HOME and HOF policies	Yes	Yes, HCD collects
	Home Buyer Assistance	Done in-house with federal and HOF funds	Yes, Consolidated Housing and Community Development Plan	Yes	Yes, HCD collects

CSD Program	Service Areas-Systems	Number of Contractors/ Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Capacity Building for CHDOs; Housing Development Assistance	Done in-house with federal and HOF funds	Yes, Consolidated Housing and Community Development Plan	Yes	No
	Homeless shelters and Transitional Housing	1 (CX) Mostly federal funding	Yes, Consolidated Housing and Community Development Plan; McKinney application specifications and Homeless Continuum of Care Plan	Yes/No United Way involved Contractors report outcomes. Sea-KC Coalition for Homeless is working on establishing a common reporting form and possibly common outcome. Not reviewed by CSD.	Yes, reportedly but not reviewed by CSD
	Repair Assistance for Homeowners and Landlords	Mostly federal funding	Yes, Consolidated Housing and Community Development Plan and KC Code	Yes	Yes

CSD Program	Service Areas-Systems	Number of Contractors/ Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Rental Assistance	Done in-house with federal funding	Yes, Shelter Plus Care application specifications and Consolidated Housing and Community Development Plan	Yes	Yes
	Affordable Housing Incentives Programs	Done in-house	Yes, Consolidated Housing and Community Development Plan and KC ordinances	Yes, but only for some programs and not reviewed	Yes, but only for some programs
Women's	Domestic Violence Victim Services	11 (CX)	Yes, through HHS and Human Services Roundtable Domestic Violence Regional Plan	Yes, but should be reviewed	Yes, we are.
	Batterers Treatment	4 (CX)	Yes, through HHS	Yes, but not consistent among providers.	Yes, but no common data collection process.
	Sexual Assault Victim Services	3 (CX)	Yes, through HHS	Yes, at contract level; State is testing common outcome measures for all State funded programs. Not yet reviewed by CSD.	Yes, State will be sharing information from pilot sites in summer 1999.

CSD Program	Service Areas-Systems	Number of Contractors/Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Legal Services	7 (CX)	No	Yes, UW agencies probably have outcomes but not yet reviewed	Uncertain
	Refugee-Immigrant Services	2 (CX)	No	Yes, for Seattle funded and United Way funded agencies, but not yet reviewed.	Yes, but not yet reviewed
Work Training	Summer Day Camp Reading	4 (CX)	No	Yes, but not reviewed	Yes, collected in-house
	Youth Employment Assistance	1 (CX) Some done in-house	Yes, Community Safety and Youth Violence Initiative	Yes, but not yet reviewed	Yes, but not yet reviewed
	Young Family Independence Project	6 (CX) Much done in-house	Yes, through HHS	Yes	Yes
	Education and Training (includes Job Training Partnership Act programs)	2 (CX) Primarily in-house with JTPA funds	Yes, covered under the federal JTPA	Yes, JTPA	Yes, JTPA

CSD Program	Service Areas/Systems	Number of Contractors/Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
Veterans	Jail Services	Done in-house	Yes, Veterans Advisory Board	Yes, but not yet reviewed	Yes, but not yet reviewed
	Trauma Counseling	1 (non-CX)	Yes, Veterans Advisory Board	No	Yes, but not on outcomes
	Transitional Housing, short-term and long-term	2 (non-CX)	Yes, Veterans Advisory Board and McKinney funding policy	Yes, on placement success, but not yet reviewed or approved	Yes, paper and spreadsheet systems
	Financial Assistance-Support Services	Done in-house	Yes, Veterans Advisory Board and state law	Yes, but not yet reviewed or approved.	Yes, in ProVet MIS
	Mental Health Counseling	Done in-house	Yes, Veterans Advisory Board	No	Yes, manually but not outcome data
	Employment	Done in-house	Yes, Veterans Advisory Board	Yes, job placement success, but not yet reviewed or approved	Yes, manually
Youth and Family Services	Counseling and Case Management and Life Skills	14 (CX)	Yes, Youth and Family Services funding policy	Yes, for MHD and United Way, not reviewed by CSD	Yes, by contractors but not system-wide
	Drop-in Services (rec/soc)	4 (CX)	No	Yes, for UW but not reviewed by CSD	Yes

CSD Program	Service Areas-Systems	Number of Contractors/Programs (CX and Non-CX)	Policy In Place	Performance Outcomes Adopted	Data Currently Collected
	Youth Outreach	2 (CX)	No	Yes, for UW but not reviewed by CSD	Yes – by contractor but not system-wide
	Youth Shelters	6 (CX)	Yes, HHS	Yes	Yes
	Miscellaneous (includes Parent Training)	3 (CX)	No	Yes, for UW but not reviewed by CSD	Yes, by contractors but n... system-wide
Variety of CSD Program Areas	Stand Alone Programs	4 (CX)	No	No	No

APPENDICES

Appendix A

Service Providers Concerns   10748

CSD's provider focus group elicited a set of concerns about a performance evaluation process. These concerns have been addressed in the evaluation process described here, both in the principles that will guide CSD's evaluation process and in the proposed budget.

Funders can over burden providers with many, uncoordinated evaluations each with unique information requirements.
- Evaluation design needs to consider the impact of increasing data collection requirements not accompanied by additional funding to support them.
- Data collected for other evaluation efforts should be used by CSD where possible to minimize effort.

Providers will incur costs to implement evaluation measures and these can reduce funds available for service delivery.
- Funding of this proviso has already reduced service dollars available.
- CSD needs to recognize how few resources many agencies have for data collection including software programs and hardware.
- Staff time will be required to collect and input data.

Performance evaluation tools should not be so intrusive that they disrupt services to clients.
- Data collection needs to be done in a way that it does not interfere with current program processes and therefore be constantly apparent to those receiving services.
- Acknowledged that client interviews, follow-up etc. can be useful to both evaluation and program providers, but these must be user friendly.

Grouping of services for evaluation purposes may be appropriate, but it must be done in a way that is consistent with the specific objectives of the programs in the group.
- CSD must be cautious in grouping services and must avoid selecting single outcomes for those that have similar sounding goals but may need different outcomes
- The range of programs in CSD does present some problems for summarizing impact that will need to be addressed. Providers who were part of service systems involved in definition of program outcomes were confident that system wide measurements could be done. Those not involved were more cautious.
- CSD should not assume overlap in services that have similar sounding services such as the legal services programs where providers have been careful to avoid duplication.

Inappropriate outcomes can actually change program designs unintentionally.
- Outcomes that are beyond scope of current programming can lead to unintended shifts in program emphasis
- Payment based on an outcome that is not currently within the program's control will result in changes in the use of program resources to insure that the outcomes are produced.

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- Programs may resort to selecting easy to serve clients if outcomes do not take into consideration the profile of clients served.

Providers want performance evaluation tools that allow them to continue monitoring their own progress.
- CSD needs to leave something in place from its evaluations that providers can continue to use to measure their own progress
- CSD should avoid hiring outside evaluators who only analyze program progress, and issue report cards to funders.

Concerns with the Use of Evaluation findings.
- CSD should be careful in its selection of evaluation tools since the findings will be used to make funding decisions even if the data produced is not reliable.
- Programs are concerned that results that are not comparable between programs will be presented in way that makes them appear comparable and flawed decisions will be made about future funding.

Training and Technical Assistance need to be part of the evaluation process.
- Providers felt that they needed technical assistance selection of measurement tools, an area where they lacked sufficient expertise. This was an area where the other outcome processes they were involved with had been good for definition of outcomes but had not yet provided the needed level of assistance concerning selection of measurement tools.
- Providers also expressed a need for more one-on-one work with experts and/or staff for each individual program in order to verify appropriateness of their choices when they are developing outcomes.