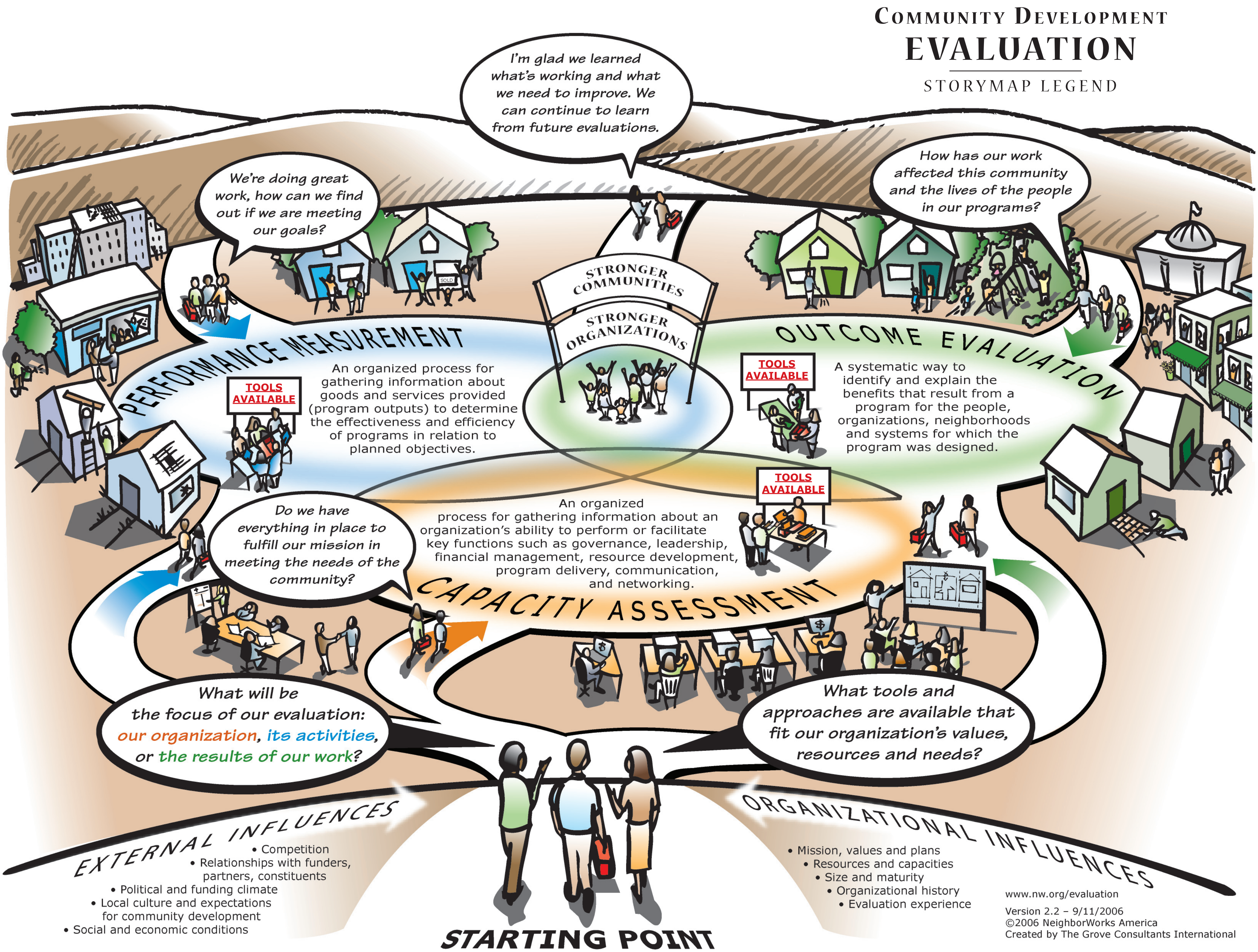

COMMUNITY DEVELOPMENT
EVALUATION
STORYMAP LEGEND
I'm glad we learned what's working and what we need to improve. We can continue to learn from future evaluations.
We're doing great work, how can we find out if we are meeting our goals?
How has our work affected this community and the lives of the people in our programs?
STRONGER COMMUNITIES
STRONGER ORGANIZATIONS
PERFORMANCE MEASUREMENT
TOOLS AVAILABLE
An organized process for gathering information about goods and services provided (program outputs) to determine the effectiveness and efficiency of programs in relation to planned objectives.
OUTCOME EVALUATION
TOOLS AVAILABLE
A systematic way to identify and explain the benefits that result from a program for the people, organizations, neighborhoods and systems for which the program was designed.
Do we have everything in place to fulfill our mission in meeting the needs of the community?
TOOLS AVAILABLE
An organized process for gathering information about an organization's ability to perform or facilitate key functions such as governance, leadership, financial management, resource development, program delivery, communication, and networking.
CAPACITY ASSESSMENT
What will be the focus of our evaluation: our organization, its activities, or the results of our work?
What tools and approaches are available that fit our organization's values, resources and needs?
EXTERNAL INFLUENCES
• Competition
• Relationships with funders, partners, constituents
• Political and funding climate
• Local culture and expectations for community development
• Social and economic conditions
STARTING POINT
ORGANIZATIONAL INFLUENCES
• Mission, values and plans
• Resources and capacities
• Size and maturity
• Organizational history
• Evaluation experience
www.nw.org/evaluation
Version 2.2 – 9/11/2006
©2006 NeighborWorks America
Created by The Grove Consultants International

TABLE OF CONTENTS

I. Creating an Understandable Framework for Community Development Evaluation 2

Introduction 2

Process of Storymap Development 3

II. Using the Community Development Evaluation Storymap 4

Structure of the Storymap 4

Introductory Material on Evaluation 4

Reviewing Context and Purpose of Evaluation 5

Choosing Evaluation Focus: Capacity, Performance, Outcomes 5

Selecting Evaluation Frameworks and Tools 5

Content of the Community Development Evaluation Storymap 7

Organizational and External Contexts 7

Definitions of Evaluation Categories 8

Strengthening Organizations and Communities through Evaluation 9

Capacity Assessment 11

Capacity Assessment Storymap 11

Capacity Assessment Frameworks and Tools 11

Capacity Assessment Frameworks and Tools Legend 24

Performance Measurement 31

Performance Measurement Storymap Detail 31

Performance Measurement Frameworks and Tools 31

Performance Measurement Frameworks and Tools Legend 38

Outcome Evaluation 45

Outcome Evaluation Storymap 45

Outcome Evaluation Frameworks and Tools 45

Outcome Evaluation Frameworks, Tools and Data Sources 62

III. Additional Resources 73

IV. Acknowledgements 75

I. Creating an Understandable Framework for Community Development Evaluation

INTRODUCTION

Community based organizations, funders, and intermediary organizations working in the community development field have a shared interest in building stronger organizations and stronger communities. Through evaluation these organizations can learn how their programs and activities contribute to the achievement of these goals, and how to improve their effectiveness and the well-being of their communities. Yet, evaluation is rarely seen as part of a non-judgemental organizational learning process. Instead, the term "evaluation" has often generated anxiety and confusion. The Community Development Storymap project is a response to those concerns.

Organizations seeking to use evaluation to improve the efficiency and effectiveness of their programs and to respond to increased calls for accountability encounter a wide spectrum of tools and approaches for assessing themselves and their work. An online glossary compiled by the Dorothy Johnson Center for Philanthropy and Nonprofit Leadership, at Grand Valley State University (www.npgoodpractice.org), listed 430 terms under the heading "Accountability and Evaluation," including more than a dozen types of evaluation. Such an abundance of information adds to the confusion of community-based organizations, funders, and intermediaries trying to answer key questions such as:

- Does an organization have the capacity to take on a new program?
- How well are current programs working?
- What would make the program more effective for its participants?
- What difference has the effort made in the neighborhood and in the lives of the people who live there?

Community development organizations, funders, and intermediary organizations engage in evaluation for different, but often related, reasons. Practitioners in community-based organizations may need to know what resources are required to expand their programming, they may be interested in tracking changes in their levels of activity, or they may want to be able to demonstrate the difference that their programs are making for individuals, families and communities. Without a guide through the evaluation maze, organizations can be unsure of how to begin or which type of evaluation might best serve their needs. Organizations can also be wary because of previous negative experiences with evaluation.

Funders and intermediaries may be interested in improving the capacities of organizations they support, identifying an organization's strengths and challenges to better target investment or technical assistance, or analyzing how their investments have contributed to improvements in organizational capacities, performance or outcomes. Funders and intermediaries can also use these tools to learn how they themselves can improve their work and impact.

The categories of capacity assessment, performance measurement, and outcome evaluation attempt to distinguish evaluations that focus on internal organizational abilities (capacity assessment) from those that are directed toward measuring the organization's levels of activity (performance measurement) or the consequences of those activities for people and communities (outcome evaluation). In practice, however, these conceptual distinctions may be less clear and there has been a similar lack of clarity in connecting particular evaluation tools to these categories of community development evaluation.

In June 2003, more than 250 participants in a NeighborWorks® Training Institute symposium, *Measuring What Matters: How Do Organizations Demonstrate the Difference they are Making in Communities?* spent a day discussing ways of measuring the results of an organization's community development work. The discussion raised and began to answer questions about the differences among the many tools and approaches to community development evaluation. At the end of the day, participants asked for a "map" that would clarify what is involved in capacity assessment, performance measurement, and outcome evaluation, and a guide that would help practitioners, funders, and intermediaries select tools and measures best suited to their evaluation needs.

PROCESS OF STORYMAP DEVELOPMENT

NeighborWorks® America agreed to be the convener of a process to develop such a map and to do so through participation from diverse constituencies in the community development and related evaluation fields. In March 2006, NeighborWorks America brought together funders, practitioners, evaluators, researchers and other leaders in the community development field with interest and expertise in outcome evaluation, performance measurement, capacity assessment, community indicators, and related data collection and analysis activities. Participants at this event, which was facilitated by The Grove Consultants International, leading practitioners of visual illustration or "storymapping" of complex processes, began to sort out and map the local and national initiatives, approaches and tools for qualitative and quantitative evaluation and research in the field of community development. The concepts and images in the draft Community Development Evaluation Storymap presented here emerged from the discussion at this formative meeting. By integrating visual images and narrative explanation, the Storymap and accompanying decision matrices and legend are designed to help organizations in the community development field gain a broad understanding of the primary types of evaluation relevant to their work and more easily select tools and approaches that meet their evaluation needs.

The mapping work session brought together the perspectives of researchers, evaluators, community based practitioners, and funders working in a wide range of community development and revitalization activities. As background, and to provide a common language with which to begin the discussion, participants received in advance a packet that included preliminary working definitions of key terms, general information about community development evaluation, and a framework outlining features of capacity assessment, performance measurement, and outcome evaluation, and brief descriptions of some of the tools associated with each of these types of community development evaluation.

In small group discussions, participants refined the working definitions of capacity assessment, performance measurement, and outcome evaluation, and identified a broad range of data sets, frameworks, and tools associated with these three categories of evaluation. In addition, they focused on key pieces of information that would be useful to an organization in choosing the tool best suited to its needs and circumstances. (These topics are detailed in the next section.)

The visual representations (Storymap) of the components of community development evaluation were developed by Grove Consultants International, and were synthesized from summaries of the mapping meeting and conversations with NeighborWorks America staff. The maps and the narrative legend were distributed for comment to a review committee of meeting participants, and were presented at a NeighborWorks symposium, *All in Good Measure,* in Kansas City in June 2006. Comments and suggestions presented at the symposium have been integrated into revised versions of the map, and additional tools and information have been incorporated into the decision matrices and legend. These materials will be posted and available for download on the NeighborWorks America® website at http://www.nw.org/evaluation.

II. Using the Community Development Evaluation Storymap

STRUCTURE OF THE STORYMAP

The Community Development Evaluation Storymap is comprised of four maps: an overview showing the relationship of three types of evaluation – capacity assessment, performance measurement, and outcome evaluation – to each other and to strengthening organizations and communities, and three close-up maps, each illustrating one of the three key evaluation types and the uses of each. These component maps are linked to decision matrices and a narrative legend of information about specific frameworks and tools associated with that type of evaluation. Because of the large number of evaluation tools and frameworks, the focus is on those most frequently used in or associated with evaluation of community development programs and activities.

The Overview Storymap illustrates how an organization might approach a decision about which evaluation path to follow. The images in the Storymap illustrate how evaluation is grounded in the context of community development, and how decisions about evaluation are influenced by forces within and external to an organization. Capacity assessment, performance measurement, and outcome evaluation are represented as distinct, but intersecting processes, contributing to the strengthening of organizations and communities. An organization may choose to engage in one or more of these types of evaluation, concurrently or sequentially, contingent upon its needs at a particular time. Within each of the three areas, images and definitions communicate key concepts associated with that type of evaluation.

Introductory Material on Evaluation

This review of community development evaluation approaches and tools presumes a basic working knowledge of evaluation terms and concepts. Practitioners new to evaluation would benefit from reviewing “Participatory Evaluation Essentials: A guide for nonprofit organizations and their evaluation partners.” available as a PDF file from the Effectiveness Initiative of the Bruner Foundation (http://www.brunerfoundation.org/ei/docs/guide_for_nonprofits.pdf). The following observations, paraphrased from the guidebook, offer clarifications of what is involved in evaluation.

- Evaluations are partly social (because they involve human beings) partly political (because knowledge is power) and partly technical.
- Evaluation data can be collected through qualitative (e.g., observations, interviews) and/or quantitative (e.g., statistical analyses) methods. Both methods are valuable and both types of data can be compiled and analyzed rigorously.
- Most evaluation needs can be addressed in multiple ways. Different needs call for different designs, types of data, and data collection methods.

Before beginning an evaluation, an organization should:

- Clearly specify the program or program component being evaluated
- Clarify the purpose of the evaluation: is it intended to judge the value of the program (summative), and/or to provide feedback for program improvement (formative)?

- ✦ Formulate questions that will guide the evaluation. According to the Bruner Foundation guidebook, the following are criteria of good evaluation questions:

  —Data are available to address the question

  —The question has more that one possible “answer” (the answer is not predetermined by the wording of the question)

  —Those conducting the evaluation want and need information to help address the question and know how to use that information

  —The questions focus on aspects of the program that can be changed if the findings indicate a need for change

- ✦ Prepare an evaluation design that includes the following elements:

  —Summary information about the program and why it is being evaluated

  —Questions to be answered by the evaluation

  —Data collection methods to be used

  —Who will conduct the evaluation and when it will take place

  —Products of the evaluation, who will receive them, and how they will be used

  —Projected cost of the evaluation

Reviewing Context and Purpose of Evaluation

The first stage in evaluation decision making is a pre-evaluation review in which the organization reflects on the goals and purpose of this evaluation, in the context of:

- ✦ Organizational influences, such as mission, values and plans, resources and capacities, its size and maturity, organizational history of successes and challenges, and prior evaluation experience.
- ✦ External influences, such as social and economic factors, relationships with funders, partner organizations, and constituents, political and funding climate, local expectations for community development, and competitor organizations.

Choosing Evaluation Focus: Capacity, Performance, Outcomes

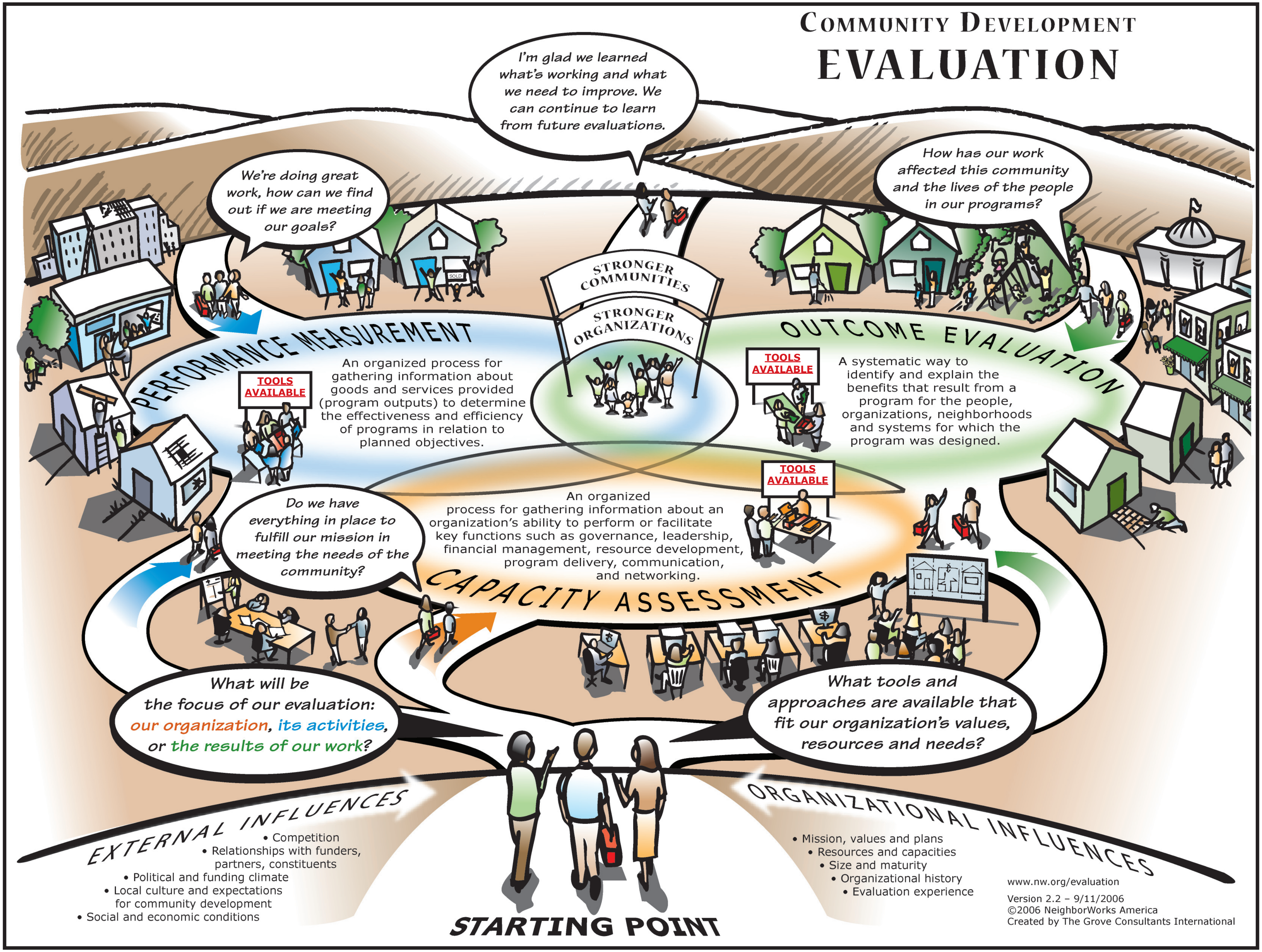
This review process is useful in determining the focus of an evaluation—examination of organizational resources, activities, and/or changes in people or places—and guides its choices among these categories of evaluation:

- ✦ **Capacity Assessment**
- ✦ **Performance Measurement**
- ✦ **Outcome Evaluation**

Selecting Evaluation Frameworks and Tools

The next level of decision involves selection of appropriate evaluative tools, frameworks, and data sets and follows the organization’s choice of a type of evaluation. To select the most appropriate evaluation framework or tool, an organization needs the following types of information about the framework or tool:

- ✦ Focus
- ✦ Format
- ✦ Cost
- ✦ What is measured
- ✦ Types of data required
- ✦ Types of analysis/reports provided



Map 1: Overview of Community Development Evaluation

CONTENT OF THE COMMUNITY DEVELOPMENT EVALUATION STORYMAP

The main features of the overview map are: **contextual influences** on evaluation, **the three distinctive but intersecting types of evaluation,** and the **contribution of evaluation** to the strengthening of organizations and communities.

Organizational and External Contexts

Evaluation is not a "one size fits all" process. The internal characteristics of an organization and the external context in which it operates shape its evaluation needs, the options available to it, and the choices it makes among those options. The map identifies **five key sets of organizational factors:**

- **Mission, values, and plans:** A review of mission and values will focus the organization's attention on what is important to it and how its programs and activities fit with these priorities. Consideration of plans directs attention to such issues as program expansion, development of new programs or constituencies, or elimination of programs, that can be informed by careful evaluation of performance and outcomes.
- **Resources and capacities:** An organization's resources and capacities are significant influences on its ability to effectively carry out both program activities and evaluation. Resource growth presents opportunities for expansion, while shrinking resources may require cutbacks. Both of these processes will benefit from evaluation, but an evaluation driven by cutbacks will have a different focus from one intended to guide expansion. Managerial, technical, and human resource capacities significantly impact the scope and content of programs, as well as an organization's ability to design and carry out an evaluation.
- **Size and maturity:** A large citywide organization that operates multiple programs has different evaluation needs than a small neighborhood organization with only one type of program. Mature organizations can look at long term results of programs as well as tracking current performance, while young organizations may need to focus on examining their internal capacities and may have few program outcomes to evaluate.
- **Organizational history (major successes and challenges):** Identifying past successes can be useful in focusing evaluation on factors that contributed to success, and similarly, examining past challenges can contribute to an understanding of an organization's limitations and to identifying more effective strategies for handling similar difficulties in the future.
- **Prior evaluation experience:** An organization with no prior evaluation experience may be unaware of the time, staff, and other resource commitments associated with different approaches and types of evaluation. An organization that has had a negative experience with evaluation may need to overcome fears of a repetition of that experience, but can also learn from careful examination of that process. Both may need to address some common "evaluation myths", such as confusing jargon, reports that were never used, being <u>subjected to</u> evaluation rather than <u>participating in</u> it as a learning process, or fear of negative results.

Similarly, the map identifies **five external influences** that are important considerations in making decisions about community development evaluation:

- **Social and economic factors:** A wide range of social and economic conditions in a community can influence an organization's priorities, the issues that it addresses, and the effectiveness of its interventions. In an evaluation, it must consider how these conditions present opportunities and pose limitations for its programs.

✦ **Relationships with funders, partner organizations, and constituents:** Often an organization initiates an evaluation in response to requirements imposed by a foundation or intermediary agency that provides funding for its operations and activities. Such an evaluation will often be shaped by the funder's preferences as to framework, tools, and timetable. Organizations receiving funding from multiple sources may be subject to different requirements from different funders. If some activities are carried out collaboratively with other organizations, those organizations' needs and circumstances are important concerns in evaluation decision making. An organization's relationship with constituents may be a factor in deciding on the degree of stakeholder participation in designing and carrying out an evaluation.

✦ **Political and funding climate:** The political and funding climate includes an organization's level of political support and influence with officials of local government and private institutions whose decisions impact the community it serves, as well as the availability of funding from public and private sources in that community. The level of political conflict in a community, turnover and effectiveness of local leadership, and the relationship of community development in general, and the concerns of the community represented by the organization in particular, to the current priorities of local officials are also important considerations.

✦ **Local expectations for community development:** Local expectations about what community development organizations should do, and how they should operate vary from one locality to another, and over time. Sometimes they can act as limitations, and at other times they may encourage pursuit of new opportunities.

✦ **Organizational competitors:** The presence and effectiveness of organizational competitors influences how an organization operates, and how it uses evaluation. The situation of an organization with no competitors, or competitors with a very limited track record, is very different from that of an organization facing stiff competition from one or more organizations operating similar programs or serving the same constituency. The stakes attached to evaluation are much higher for an organization operating in a very competitive climate.

Definitions of Evaluation Categories

Three distinctive, but intersecting types of evaluation are illustrated and defined on this map. The definitions below and shown on the map were shaped by the discussion at the preliminary meeting of leading community development evaluation practitioners in March of 2006.

✦ **CAPACITY ASSESSMENT:** *An organized process for gathering information about an organization's ability to perform or facilitate key functions such as governance, leadership, financial management, resource development, program delivery, communication, and networking.*

An organization's resources and internal capacities are often referred to as the "inputs" into its programmatic activities and knowledge of organizational capacity contributes to understanding levels of performance and program outcomes.

✦ **PERFORMANCE MEASUREMENT:** *An organized process for gathering information about goods and services provided (program outputs) to determine the effectiveness and efficiency of programs in relation to planned objectives.*

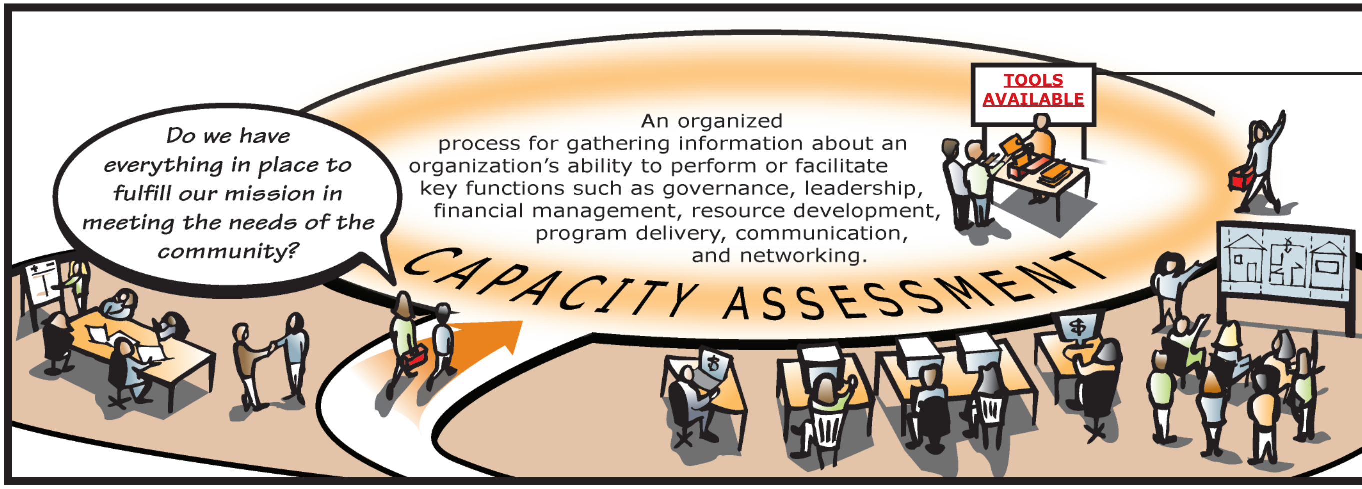
Performance measurement is frequently concerned with productivity and efficiency, both of which incorporate information on an organization's resources and capacities. The knowledge of levels of goods and services provided by performance measurement is helpful in understanding and explaining the outcomes of an organization's programs or activities.

✦ **OUTCOME EVALUATION:** *A systematic way to identify and explain the benefits that result from a program for the people, organizations, neighborhoods and systems for which the program was designed. An outcome evaluation takes into account the program's external context, the reasons it is being carried out, and the human and financial resources available.*

The contribution of capacity assessment to outcome evaluation is noted in the definition; most outcome evaluations are guided by a theory of change, logic model or benefits picture that explains or illustrates the relationships between outcomes, outputs, and organizational resources.

Strengthening Organizations and Communities through Evaluation

For most organizations, a central reason for engaging in any type of community development evaluation is to strengthen both the organization itself and the community it serves. Therefore, this purpose is illustrated in the center of the map. And because organizations rely on capacity assessment, performance measurement, and outcome evaluation to achieve this purpose, it is represented as the intersection of the three types of evaluation.



Map 2: Detail–Capacity Assessment

Capacity Assessment Tool Options

Asset Based Community Development (ABCD) Capacity Inventory • BoardSource Self Assessment for Nonprofit Governing Boards • Capacity and Performance Standards for Community Development Corporations • CapMap • Cleveland Community Building Initiative Council Self Assessment Tool • Donor Edge • Enterprise Self Assessment Tool for Community Development Organizations • ETHOS Project • GEO Due Diligence Tool • GEO Tool for Assessing Startup Organizations • Greater Twin Cities United Way, Checklist of Nonprofit Organizational Indicators • Marguerite Casey Foundation Capacity Assessment Tool • McKinsey Capacity Assessment Grid • Michigan Nonprofit Association's Principles and Practices for Mission Achievement • Organizational Assessment Tool • Principles of Effectiveness for Nonprofit Organizations • PROMPT • Sustaining Community Based Initiatives: Developing Community Capacity • University of Wisconsin Extension Nonprofit Assessment Tool • Wilder Collaborative Factors Inventory

CAPACITY ASSESSMENT

Capacity Assessment Storymap

The following definition of Capacity Assessment highlights how capacity assessment is used.

- **Capacity Assessment:** *An organized process for gathering information about an organization's ability to perform or facilitate key functions such as governance, leadership, financial management, resource development, program delivery, communication, and networking.*

  Capacity assessments are used by organizations to identify and help build on their strengths as well as to identify and develop recommendations for responding to their internal needs and challenges. Over time, capacity assessments may also be used to measure how organizational abilities change in response to factors such as training or technical assistance, or changes in resources, staffing, leadership or governance.

"What is Capacity Assessment?"

- Examines an organization's internal resources, structures, and processes.
- Measures levels of management, finance, human resources, communications, technology, program delivery, political, and networking ability (capacity assessment tools often use other terms, or measure more or fewer dimensions of ability).
- Relies primarily on internal information from organizational records, interviews and surveys with staff and board members.

"Why do a Capacity Assessment?"

- Provides an organization with information on its strengths and weaknesses.
- Allows the organization or its funders to identify where to invest resources and target technical assistance.
- Measures how investments or assistance have improved organizational abilities.
- Furnishes information that contributes to understanding of levels of performance.

Capacity Assessment Frameworks and Tools

The tools available for use in capacity assessment range from brief self-administered grids to intensive examinations of an organization by consultants, or the staff of a funding or intermediary agency. These tools provide ratings of multiple dimensions of organizational capacity and offer detailed explanations of rating levels, and are often used for diagnostic purposes to inform the provision of technical assistance or organizational development services. An important feature of this close-up map is a link to a "decision matrix" of summary information that can be used by an organization in selecting an appropriate tool for its needs and purposes. The matrix, which begins on page 12, is followed by a legend with brief descriptions of each item listed, including websites and other contact information.

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
1 **Asset Based Community Development (ABCD) Capacity Inventory** *Asset Based Community Development Institute*	**Tool:** Print copies in workbooks; example can be downloaded from website	Publicly available	Fee to purchase workbooks
2 **BoardSource Self Assessment for Nonprofit Governing Boards** *BoardSource*	**Tool:** Online data collection; hard copy available	Publicly available	Fee for purchase
3 **Capacity and Performance Standards for Community Development Corporations** *Capacity Development Subcommittee of Atlanta Alliance for Community Development Investment, Georgia Department of Community Affairs Housing Finance Division*	**Tool:** PDF file can be downloaded from publications section of website	Publicly available	Free
4 **CapMap®** *Local Initiatives Support Corporation (LISC)*	**Tool and Process:** Diagnostic tool and guided organizational development process	Available to LISC affiliated organizations or through special licensing agreements	Free to LISC affiliates
5 **Cleveland Community Building Initiative Council Self Assessment Tool** *Mandel School of Applied Social Sciences, Case Western Reserve University*	**Tool:** Hard copy available from sponsor	Publicly available from authors	Free

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
1 cont. Organization board and staff, community residents	• Individual • Organizational • community	• Community residents and organization staff responses to surveys • Self-defined standards	Inventories of individual and institutional assets for use in program planning and implementation
2 cont. Organization board members, BoardSource staff	• Ten types, not specified	• Board members' responses to survey questions	Report based on survey responses is prepared by BoardSource
3 cont. Organization board members, executive directors	• Organization structure • Business/financial • Housing programmatic • Community outreach	• Organization records and staff • Predefined standards and stages of organization development	No analysis provided
4 cont. Collaborative diagnostic conducted by community development organization staff and board with LISC staff	• Board governance • Community connections • Executive director • Financial management • Fund development • Human resources and staff development • Management information systems • Real estate asset management • Real estate development	• Organization board and staff compare organizational capacities and competencies to growth stage benchmarks experienced by community development corporations nationally • Various data sources used (quantitative and qualitative) • Measures 10 stages of core competency in 9 areas	Report and recommendations prepared by LISC
5 cont. Organization conducts survey of stakeholders	• Inclusiveness • Participation • Other assets	• Responses of organization stakeholders to survey questions • Predefined standards	Responses can be analyzed in scales

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
6 **Donor Edge** *Greater Kansas City Community Foundation*	**Tool:** Online data collection system	Publicly available, but registration required	Free
7 **Enterprise Self Assessment Tool for Community Development Organizations** *Enterprise Community Partners*	**Tool:** Hard copy can be downloaded from website	Publicly available	Free
8 **ETHOS Project** *Bruner Foundation*	**Tool:** Hard copy can be downloaded from website; online scoring matrix available	Publicly available	Free

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
6 cont. Conducted by Kansas City Community Foundation staff; organization staff participate in assessment	• Management • Governance • Financial, program	• Organizations submit information on management, finance, programs • No predefined standards	Organization receives reports, analysis; profiles of participating organizations can be accessed on website
7 cont. Organization board and staff	• Legal and financial issues • Human resources • Governance • Information technology • Communications • Program management • Resource development	• Organization board and staff respond to questions, using organization records • Predefined standards	No analysis provided, but manual provides guidance for interpreting responses; website has links to other resources
8 cont. Organization board, executive director, staff, stakeholders	• Governance • Strategic planning • Mission • Executive leadership, • Management leadership, • Fundraising and development • Evaluation • Program development • Client relationships • Communication and marketing • Technology • Staff development • Human resources • Business venture development • Alliances and collaborations	• Organization board, staff, and stakeholders • Predefined standards	Scoring template with instructions for use is provided, benchmarking tool allows comparison with ETHOS project organizations

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
9 **GEO Due Diligence Tool** *Grant Makers for Effective Organizations (GEO)*	**Tool:** Hard copy can be downloaded from website	Publicly available	Free
10 **GEO Tool for Assessing Startup Organizations** *Grant Makers for Effective Organizations (GEO)*	**Tool:** Hard copy can be downloaded from website	Publicly available	Free
11 **Greater Twin Cities United Way, Checklist of Nonprofit Organizational Indicators** *Greater Twin Cities United Way*	**Tool:** Hard copy can be downloaded from website	Community or nonprofit organizations	Free
12 **Marguerite Casey Foundation Capacity Assessment Tool** *Marguerite Casey Foundation*	**Tool:** Excel spreadsheet can be downloaded from website	Community or nonprofit organizations	Free

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
9 cont. Foundation program officers conduct assessment with participation of board, staff, executive director of organization being assessed	• Organizational history • Governance and executive leadership • Vision and strategy • Project planning • Outcomes and evaluation • Human resources, communications • Financial health	• Organization records, interviews with officers and board • Predefined standards and independent analysis	Analysis complements foundation's due diligence assessment of organizations requesting funding
10 cont. Foundation program officers conduct assessment with participation of board and executive director of organization being assessed	• Governance • Leadership • Fundraising • Management systems • Human resources • Communications	• Organization records, interviews with officers and board • Predefined standards	Analysis is used in foundation's due diligence assessment of start-up organizations requesting funding
11 cont. Organization board, staff, executive director	• Legal • Governance • Human resources • Planning • Financial • Fundraising	• Organization staff, using information from records, rate organization in relation to pre-defined standards	No analysis provided, self diagnosis of strengths and weaknesses
12 cont. Organization board, staff, executive director, stakeholders	• Leadership • Adaptive • Management • Operational	• Staff, board members, and stakeholders rate organization in relation to predefined standards	Scores and analysis for use by organization and by foundation in building capacity of grantees

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
13 **McKinsey Capacity Assessment Grid** *McKinsey and Company, published by Venture Philanthropy Partners*	**Tool:** Hard copy of grid and instructions can be downloaded from website	Community or nonprofit organizations	Free
14 **Michigan Nonprofit Association's Principles and Practices for Mission Achievement: An Organizational Assessment and Planning Tool for Michigan Nonprofits** *Michigan Nonprofit Association*	**Tool:** Hard copy workbook and grid	Community or nonprofit organizations	Fee to purchase workbook
15 **Organizational Assessment Tool** *Innovation Network (Innonet)*	**Tool:** Online survey can be completed on website	Community or nonprofit organizations	Free

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
13 cont. Internal self assessment with participation of board, staff, executive director	• Aspirations • Strategy • Organizational skills • Human resources systems and infrastructure, • Organizational structure • Culture	• Staff, board members and funders rate organization in relation to predefined standards	Grid provides scores for interpretation by organization
14 cont. Organization board, staff, executive director	• Planning • Governance • Human resources • Financial management, transparency and accountability • Fundraising • Public policy and advocacy, • Communications, information and technology, strategic alliances, and evaluation	• Staff and board members rate frequency of predefined "recommended practices", using information from organization records	Scores, general recommendations for addressing deficiencies
15 cont. Organization board, staff, executive director	• Organizational planning • Organizational structure • Leadership • Fundraising • Finance and accountability • Communications • Evaluation	• Organization staff responses to survey questions	Report based on survey responses prepared by Innonet

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
16 **Principles of Effectiveness for Nonprofit Organizations** *Arizona State University Center for Nonprofit Leadership and Management*	**Tool:** Structured self assessment process	Community or nonprofit organizations	Registration fee to join program
17 **PROMPT** (Planning, Resource Management & Development, Organizational Management & Oversight, Management (Financial, Contract & Personnel), Production/Program Services and Technical Operating Systems.) *NeighborWorks America*	**Process and Tools:** The PROMPT™ assessment system is a comprehensive and inclusive evaluation approach to assess organizational health, risks and capacity; Prompt™Works is a self-assessment tool for use in facilitated or un-facilitated self-assessment work.	Used by NeighborWorks America in assessing member organizations' capacity and performance	Free to National NeighborWorks® Network member organizations. Fee for non-NeighborWorks® member organizations, public and private sector funders, and other intermediaries.

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
16 cont. Organization board and staff	• Vision, mission, values • Board leadership and governance • Strategic planning • Program design and evaluation • Fund and resource development • Human resource management • Financial management • Knowledge and operational management • External relations • Advocacy and public policy	• Board and staff rate organization in relation to predefined standards	Scores for use in self-analysis, peer review for certification
17 cont. Organization's board, staff and partnership representatives, possibly Organization's public and private sector funders, and NeighborWorks® America staff.	• Planning • Resource management • Organizational management and oversight • Management (contract, personnel and financial management) • Production/program services • Technical operating systems	• Information from organization documents, interviews, on-site observations and various feedback meetings; • Eight dimensions used to measure health, risks and capacity; describes conditions that exist in "met,' "exceed," "fail" categories with combined key performance indicators for six CDC lines of business (Homeownership Promotion, Housing Preservation Services, Real Estate Development, Property & Asset Management, Community Based Economic Development and Community Building & Organizing.)	Written narrative program review report: summary of noteworthy achievements and areas for improvement, recommendations for each PROMPT™ dimension and each significant line of business. Financial Health Assessment Report, analysis of organization's financial strengths and weaknesses by measuring and comparing financial indicators against industry norms.

CAPACITY ASSESSMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
18 **Sustaining Community Based Initiatives: Developing Community Capacity** *W.K. Kellogg Foundation*	**Tool:** PDF file can be downloaded from publications section of website	Community or nonprofit organizations	Free
19 **University of Wisconsin Extension Nonprofit Assessment Tool** *University of Wisconsin Extension*	**Tool:** Hard copy can be downloaded from website	Community or nonprofit organizations	Free
20 **Wilder Collaborative Factors Inventory** *Amherst Wilder Foundation*	**Tool:** Online survey can be completed on website	Community or nonprofit organizations	Free

CAPACITY ASSESSMENT MATRIX, continued

WHO IS INVOLVED IN THE ASSESSMENT PROCESS?	TYPES OF CAPACITY MEASURED	TYPES OF DATA SOURCES AND STANDARDS	TYPES OF REPORTS/ ANALYSIS
18 cont. Organization board, staff and stakeholders	• Vision and goals • Coalition structure • Outreach/communication • Coalition meetings • Member responsibility and growth • Projects • Research and external resources • Sense of community • Needs and benefits • Relationship with power players	• In "organization diagnosis", leaders respond to series of agree-disagree statements; staff and stakeholders contribute to community assessments	Scores and guidance for acting on results
19 cont. Organization staff, board members, volunteers, stakeholders	• Strategic planning • Resource development • Board development • Marketing • Financial empowerment • Social entrepreneurism • Volunteer involvement • Strategic alliance • Outcome measures	• Staff, board, and stakeholders, rate organization as having achieved or needing improvement in relation to pre-defined standards, using organization records to respond to some items	No analysis, but provides guidance for follow up action plan
20 cont. Organization director, staff, stakeholders	• Environment • Membership characteristics • Process and structure • Communication • Purpose • Resources	• Organization staff rate organization in relation to predefined standards (series of agree-disagree statements)	Scores and guidelines for interpreting results

Capacity Assessment Frameworks and Tools Legend

Asset Based Community Development (ABCD) Capacity Inventory

This link (http://www.northwestern.edu/ipr/abcd/abcdci.html) is to an example of a capacity inventory to be used with individuals to gather information on gifts and abilities. Also useful in capacity assessment are two PDF files that can be downloaded from the website: "Hidden Treasure Toolbox," and "Discovering Community Assets." ABCD workbooks (hard copy publications available for purchase) include other capacity inventory formats that can be used to gather information on community as well as individual assets.

CONTACT INFORMATION FOR ABCD INSTITUTE

Address: Asset-Based Community Development Institute
School of Education and Social Policy
Walter Annenberg Hall, Room 148
Northwestern University
2120 Campus Drive, Evanston, IL 60208
Telephone: 847-491-8711
Fax: 847-467-4140
E-mail: abcd@northwestern.edu
Website: http://www.northwestern.edu/ipr/abcd.html

BoardSource Self Assessment for Nonprofit Governing Boards

Online and hard copy board self assessment tools available for purchase. Tools measure 10 areas of board responsibility. Online tool includes confidential online questionnaires for board members to evaluate board performance and their own individual contributions, and BoardSource staff assistance in assessment process. Survey results are compiled and tabulated by BoardSource and a report of survey results is provided to the organization ($899 for members, $1199 for nonmembers). Hard copy version includes 60 page user guide for facilitators ($269 for nonmembers, $201 for members). Custom versions available for foundations. Recommended for use as preparation for a board retreat.

CONTACT INFORMATION FOR BOARDSOURCE

Address: BoardSource
1828 L Street NW, Suite 900
Washington, DC 20036
Telephone: 202-452-6262 or 877-89BOARD (877-892-6273)
Fax: 202-452-6299
Website: http://www.boardsource.org
Link to BoardSource publications: http://www.boardsource.org/Bookstore.asp

Capacity and Performance Standards for Community Development Corporations

Measurement tool developed by Capacity Development Subcommittee of Atlanta Alliance for Community Development Investment for Georgia Department of Community Affairs Housing Finance Division, published November 2000. A copy of the tool can be accessed through the department's publications link, http://www.dca.state.ga.us/housing/housingdevelopment/#PUB (click on Capacity Assessment Tool). It is intended for use by nonprofits and funders to assess technical assistance, training and financial needs and to establish performance standards. Standards are divided into four areas of capacity: organizational structure, business and financial structure, housing programmatic structure, and community outreach. Performance Standards are presented in relation to stages of organization development: formative, emerging, producing, or mature. Suitable for use as a self assessment by board and executive directors.

CONTACT INFORMATION FOR GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

Address: Georgia Department of Community Affairs
60 Executive Park South, NE
Atlanta, GA 30329
Telephone: 404-679-4940 or 800-359-4663
TDD: 404-679-4915 or 800-736-1155
Website: www.dca.state.ga.us

CapMap®

Developed by more than fifty Local Initiatives Support Corporation (LISC) Organizational Development practitioners, with input from numerous experts in the field, CapMap was designed by LISC staff for LISC staff to make efforts at CDC capacity building more informed, targeted, and effective. CapMap assists LISC program staff in evaluating the current capacity of an organization, working with a CDC to determine a path for growth and measuring achievement along the way. CapMap distinguishes ten progressive stages of competency in nine areas: board governance, community connections, executive director, financial management, fund development, human resources and staff development, management information systems, real estate asset management, and real estate development. For a full description, see A Funder's Guide to Organizational Assessment, published by Fieldstone Alliance and Grantmakers for Effective Organizations, December 2005, Chapter 2, "CapMap®: Producing Breakthrough Capacity."

CONTACT INFORMATION FOR CAPMAP®

Address: Maria Gutierrez, Vice President or Diane Patrick, Sr. Program Officer
Organizational Development Initiative
Local Initiatives Support Corporation
501 Seventh Avenue, 7th Floor
New York, NY 10018
Telephone: (Gutierrez) 212-455-9319, (Patrick) 212-455-9378
Fax: 212-986-1857
E-mail: mgutierrez@lisc.org, dpatrick@lisc.org
LISC website: http://www.lisc.org
Website for CapMap: http://www.lisc.org/section/areas/sec5/odi/technical/

Cleveland Community Building Initiative Council Self Assessment Tool

Developed by faculty at the Mandel School of Applied Social Sciences, Case Western Reserve University for use in assessing members' perceptions of competence of "village councils" in Cleveland neighborhoods. Survey has 49 items, examines inclusiveness, participation and assets in councils; can be administered by mail or in telephone interviews. Authors used factor analysis to develop scales of member input, member leadership, member knowledge, member self-efficacy, council inclusiveness, council-staff relations, council mission, and attendance at meetings.

CONTACT INFORMATION FOR CLEVELAND SELF-ASSESSMENT TOOL

Address: Sharon Milligan
Mandel School of Applied Social Sciences
Case Western Reserve University
10900 Euclid Avenue, Cleveland, OH 44106-7164
E-mail: sharon.milligan@case.edu

Donor Edge (Greater Kansas City Community Foundation)

Collects information on four dimensions (management, governance, financial, program) of nonprofits for inclusion in online profiles comprising 75 organizational indicators. Data are compiled from interviews and profiles completed by staff working with organizations.

CONTACT INFORMATION FOR DONOR EDGE

Address: Greater Kansas City Community Foundation
1055 Broadway, Suite 130
Kansas City, MO 64105
Telephone: 816-842-0944
Fax: 816-842-8079
Website: www.donoredge.org

Enterprise Self Assessment Tool for Community Development Organizations

Available as free downloadable PDF file from Enterprise website. Includes questions and indicators on legal and financial issues, human resources, governance, information technology, communications, program management and resource development. Does not generate ratings or reports, but is one of 36 documents in Enterprise's Community Development Library, which also includes guides to strategic planning, fundraising, board development, and media relations as well as a guide to free online resources for community development practitioners.

CONTACT INFORMATION FOR ENTERPRISE COMMUNITY PARTNERS

Address: 10227 Wincopin Circle, Suite 500
Columbia, MD 21044
Telephone: 800.624.4298
Fax: 410.964.1918
Website: http://www.enterprisecommunity.org/home.html
Link to PDF: http://www.practitionerresources.org/showdoc.html?id=36786

ETHOS Project

Assessment of level of "evaluation thinking" in 13 nonprofit organizations in Rochester, NY (follow up to foundation's Rochester Evaluation Project with larger group of organizations). Offers assessment tools for measuring 15 dimensions of organizational capacity: governance, strategic planning, mission, executive leadership, management leadership, fundraising and development, evaluation, program development, client relationships, communication and marketing, technical, staff development, human resources, business venture development, alliances and collaborations. (Tools and information on project available on foundation website.)

CONTACT INFORMATION FOR BRUNER FOUNDATION

Address: The Bruner Foundation, Inc.
130 Prospect Street
Cambridge, Massachusetts 02139
Telephone: 617-492-8404
Fax: 617-876-4002
E-mail: info@brunerfoundation.org
Website: http://www.brunerfoundation.org
Link to Ethos Project: http://www.brunerfoundation.org/ei/sub_page.php?project=ethos

GEO Due Diligence Tool

Developed for Grantmakers for Effective Organizations (GEO) for use in pre-grant assessment of applicant organizations. It is intended for use by foundation program officers as a general framework for gathering information about organizational history, governance and executive leadership, vision and strategy, project planning, outcomes, and evaluation; human resources, communications, and financial health. It provides a rubric of "Questions to Consider," indicators of effectiveness, and "red flags" and worksheets to structure the review process. Available free as downloadable PDF file. (From the GEO website follow the link to Learn, then to Publications.)

CONTACT INFORMATION FOR GEO

Address: Grantmakers for Effective Organizations
1413 K Street, NW, 2nd Floor
Washington, DC 20005
Telephone: 202-898-1840
Fax: 202-898-0318
E-mail: info@geofunders.org
Website: http://www.geofunders.org

GEO Tool for Assessing Startup Organizations

Developed for Grantmakers for Effective Organizations (GEO) for use in pre-grant assessment of applicant organizations. It is intended for use by foundation program officers as a supplement to proposal review and guide to due diligence assessment. Includes a "decision matrix" for determining whether to use the tool, based on funder's level of investment and level of interest (short or long-term) in an organization, questions to guide assessment of governance, leadership, fund raising, management systems, human resources, and communications, and guide to analyzing findings and identifying areas of concern ("red flags"). Available free as downloadable PDF file. (From the foundation website, follow the link to Learn, then to Publications.)

CONTACT INFORMATION FOR GEO

Address: Grantmakers for Effective Organizations
1413 K Street, NW, 2nd Floor
Washington, DC 20005
Telephone: 202-898-1840
Fax: 202-898-0318
E-mail: info@geofunders.org
Website: http://www.geofunders.org

Greater Twin Cities United Way, Checklist of Nonprofit Organizational Indicators

Developed by Carter McNamara Ph.D., and available free on website. Covers legal, governance, human resources, planning, financial, fundraising. Each indicator is rated as essential, recommended or additional; responses are "met," "needs work," and "N.A". Can be completed by organization directors.

CONTACT INFORMATION FOR CARTER MCNAMARA

Address: Authenticity Consulting, LLC
4008 Lake Drive Avenue North
Minneapolis, MN 55422-1508
Telephone: 763-971-8890 or 800-971-2250 (Toll-free for USA and Canada)
Fax: 763-592-1661
E-mail: carter@authenticityconsulting.com
Website: http://www.managementhelp.org/org_eval/uw_list.htm
Link to the MAP Free Management Library: http://www.managementhelp.org

Marguerite Casey Foundation Capacity Assessment Tool

The Marguerite Casey Foundation capacity assessment tool was adapted from McKinsey Capacity Assessment Grid, and is available for no charge online to nonprofit organizations. It is a self assessment of four dimensions of organizational capacity: leadership, adaptive, management, and operational. Instructions suggest that board, staff, and stakeholders complete assessment, then meet to compare ratings. Revisions to the McKinsey grid included creating new questions on community organizing and constituent involvement, strengthening questions on evaluation, marketing, communication, and fundraising, and adding a cultural competency component to several capacity elements.

CONTACT INFORMATION FOR MARGUERITE CASEY FOUNDATION

Address: Marguerite Casey Foundation
1300 Dexter Ave. North, Suite 115
Seattle, WA 98109
Telephone: 206-691-3134
TTY: 206-273-7395
Fax: 206-286-2725
Website: http://www.caseygrants.org
Link to the Assessment Tool: http://www.caseygrants.org/pages/resources/resources_downloadassessment.asp

McKinsey Capacity Assessment Grid

McKinsey & Company developed a practical assessment tool that nonprofits can use to measure their own organizational capacity, based on a study done for Venture Philanthropy Partners. The report of the study, including the assessment grid and the McKinsey Capacity Framework, are free of charge and available in a series of PDFs.

CONTACT INFORMATION FOR VENTURE PHILANTHROPY PARTNERS

Address: Venture Philanthropy Partners
1201 15th Street, NW, Suite 420
Washington, DC 20005
Telephone: 202-955-8085
E-mail: info@vppartners.org
Website: http://vppartners.org/index.html
Link to the Tool: http://vppartners.org/learning/reports/capacity/capacity.html

Michigan Nonprofit Association's Principles and Practices for Mission Achievement: An Organizational Assessment and Planning Tool for Michigan Nonprofits

Workbook can be purchased for $35 from organization's website. Assessment grid can be used to rate an organization's frequency of each recommended practice for the 10 principles, and provides numerous recommendations for "Walking the Talk." Included are steps for developing an action plan following the assessment, and charts that can be used to summarize the plan. Can be used by staff and board members to take stock of the organization and set an action plan for moving forward. Includes some information unique to Michigan nonprofits, but most is relevant for nonprofits anywhere in the U.S. The 10 Guiding Principles cover Planning, Governance, Human Resources, Financial Management, Transparency and Accountability, Fundraising, Public Policy and Advocacy, Communications, Information and Technology, Strategic Alliances, and Evaluation. The infrastructure checklist is very straightforward, with yes/no answers regarding the existence of key items. The assessment grid is somewhat more complex, with 5 marking options for each "recommended practice," and a point system for identifying areas of strength and weakness.

CONTACT INFORMATION FOR MICHIGAN NONPROFIT ASSOCIATION

Address: Michigan Nonprofit Association
1048 Pierpont Dr, Suite 3
Lansing, MI 48911
Telephone: 517-492-2400
Toll-free: 888-242-7075 (Michigan Only)
Fax: 517-492-2410
E-mail: mnaweb@action.mnaonline.org
Website: http://www.mnaonline.org/index.asp
Link to Tool: http://www.mnaonline.org/bookstore_detail.asp?publicationCategoryID=1&#publicationID_209_anchor

Organizational Assessment Tool

The Organizational Assessment Tool, developed by Innovation Network, addresses seven main components of organizational development: Organizational planning, Organizational structure, Leadership, Fundraising, Finance and accountability, Communications, and Evaluation. It begins with a survey which should take approximately 20 minutes to complete. Upon completion of the survey, users receive an automatically generated report that includes suggested next steps and other feedback. The tool is available online through Point K Learning Center at no charge, but registration is required. (From the Innonet home page, follow the links to Point K.)

CONTACT INFORMATION FOR INNOVATION NETWORK

Address: Innovation Network, Inc.
1625 K Street, NW, 11th Floor
Washington, DC 20006
Telephone: 202-728-0727
Fax: 202-728-0136
Website: http://www.innonet.org

Principles of Effectiveness for Nonprofit Organizations

Tool developed by Arizona State University Center for Nonprofit Leadership and Management to help organizations assess strengths and weaknesses in ten areas through peer review process. Organizations complete a self-assessment to identify areas of strength and deficiency, and receive information on local and national resources for training and technical assistance. Organizations meeting stated criteria receive certificates of proficiency; certificates can be renewed every three years by repeating review process. Fee of $50 to participate in program.

CONTACT INFORMATION FOR ARIZONA STATE UNIVERSITY CENTER FOR NONPROFIT LEADERSHIP AND MANAGEMENT

Address: Center for Nonprofit Leadership and Management
College of Public Programs
Arizona State University
P.O. Box 874703
Tempe, AZ 85287-4703
Telephone: 480-965-0607
Fax: 480-727-8878
E-mail: nonprofit@asu.edu
Website: http://www.asu.edu/copp/nonprofit/index.htm
Link to Tool: http://www.asu.edu/copp/nonprofit/asst/asst_pofe_info.htm

PROMPT (Planning, Resource Development, Organizational Oversight, Management, Production and Program Services, Technical Operating Systems)

Process and set of assessment tools used by NeighborWorks® America Organizational Assessment Division to evaluate the performance and capacity of current and potential network member organizations in relation to pre-defined performance expectations. Areas assessed are: planning, resource management, organizational management and oversight, personnel management, financial management, contract management, production/program services, and technical operating systems for the organization as a whole, its relevant subsidiaries and agreed upon significant lines of business including: Homeownership Promotion, Housing Preservation Services, Real Estate Development, Property & Asset Management, Community Based Economic Development and Community Building & Organizing.

CONTACT INFORMATION FOR PROMPT

Address: Ron Johnston, Director
Organizational Assessment Division
NeighborWorks America
1111 West 39th Street, Suite 200 West
Kansas City, MO 64111

Sustaining Community Based Initiatives: Developing Community Capacity

Training manual produced by Kellogg Foundation. Chapter 4 of the manual is on building and assessing organizational capacity, and includes guidance for organizations in identifying organizational and community resources, and building relationships with community residents; the "organizational diagnosis" section focuses on 10 areas: vision and goals, coalition structure, outreach communication, coalition meetings, member responsibility and growth, projects, research and external resources, sense of community, needs and benefits, relationship with power players. Chapter 5 provides practical guidance for assessing community concerns and involving community residents in efforts to address them.

CONTACT INFORMATION FOR W.K. KELLOGG FOUNDATION

Address: W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4012
Telephone: 269-968-1611
TDD: Onsite
Fax: 269-968-0413
Website: http://www.wkkf.org
Link to Training Manual: http://www.wkkf.org/default.aspx?tabid=134&CID=1&CatID=1&NID=212&LanguageID=0&Letter=S&grdListpi=3

University of Wisconsin Extension Nonprofit Assessment Tool

This self-assessment tool is available free at the U.W. Extension Nonprofit Management Educational Resources Learner Resource Center website. It uses grids to measure nine dimensions of capacity: strategic planning, resource development, board development, marketing, financial empowerment, social entrepreneurism, volunteer involvement, strategic alliance, and outcome measures. The tool is based on the curriculum of the Learning Institute for Nonprofit Organizations, a collaboration between the University of Wisconsin Extension and the Society for Nonprofit Organizations. It is recommended for use in by board members, staff, volunteers, and service recipients in established nonprofit organizations of any size. Estimated time required to complete all nine grids is 16 hours.

CONTACT INFORMATION FOR UNIVERSITY OF WISCONSIN EXTENSION NONPROFIT MANAGEMENT EDUCATIONAL RESOURCES LEARNER RESOURCE CENTER

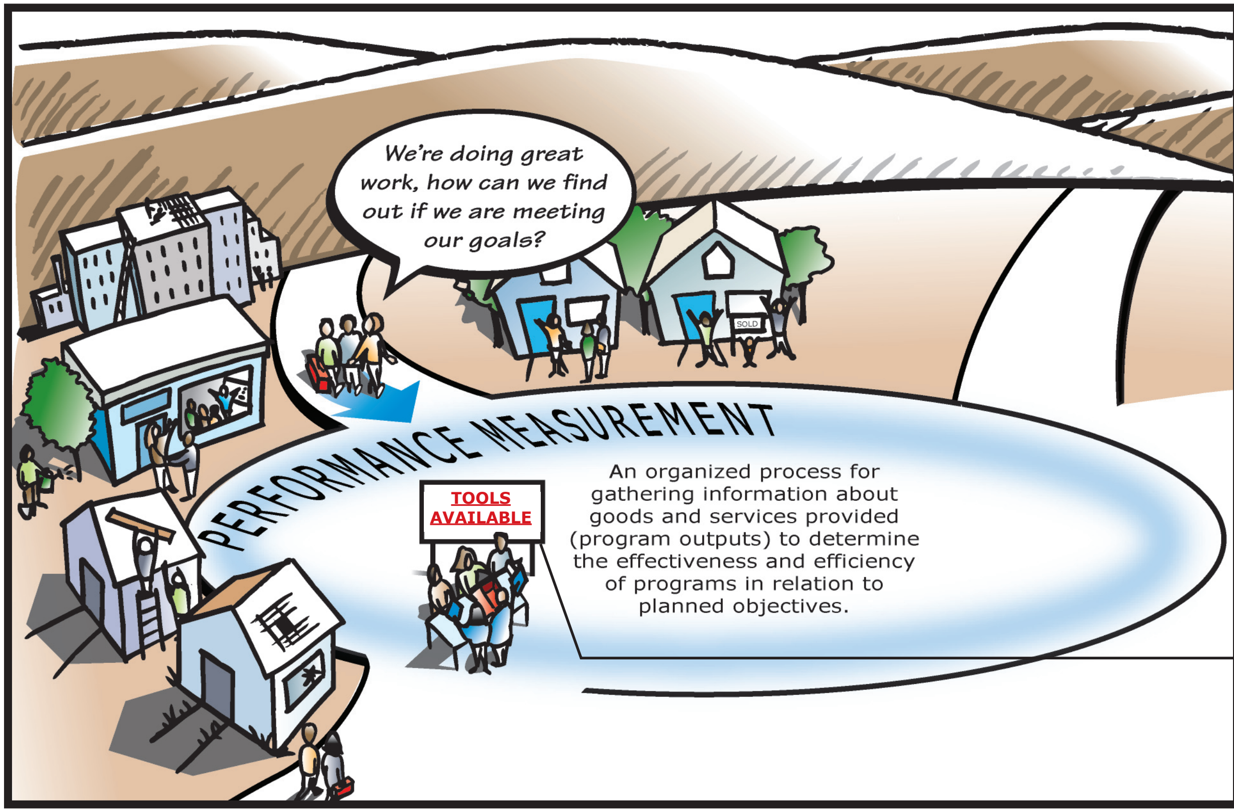
Address: Andy Lewis at the Center for Community Economic Development
Note: The Learner Resource Center is maintained by Andy Lewis.
University of Wisconsin Extension
610 Langdon Street, 3rd Floor
Madison, WI 53703
Telephone: 608-265-8136 or 800-947-3529
Fax: 608-263-4999
E-mail: li@uwex.edu
Website: http://www.uwex.edu/li/learner/index.htm
Link to Tool: http://www.uwex.edu/li/learner/assessment.htm
Link to rating by Upstate Alliance for Nonprofit Excellence:
http://upstatealliancenp.org/assessmenttools/detail.php?at=18

Wilder Collaborative Factors Inventory

Comprised of 42 statements about organizational collaboration with response choices of "strongly disagree, disagree, neutral, agree, strongly agree." Tool includes instructions for administering, scoring, and interpreting the results, plus a definition of collaboration and descriptions of twenty factors associated with successful collaboration; inventory divides factors into 6 categories: environment, membership characteristics, process and structure, communication, purpose and resources. Can be completed online through website. Two books on assessing collaboration are available for purchase.

CONTACT INFORMATION FOR WILDER FOUNDATION RESEARCH

Address: Amherst H. Wilder Foundation
919 Lafond Avenue
Saint Paul, Minnesota 55104
Telephone: 651-642-4000
Website: http://www.wilder.org/research.0.html
Link to Collaborative Factors Inventory: http://surveys.wilder.org/public_cfi/index.php



Map 3: Detail–Performance Measurement

Performance Measurement Tool/Framework Options

AASC Online • Balanced Scorecard • CDFI Assessment and Rating System (CARS) • CDFI Data Project • CDFI Side by Side • Community Investment Impact System (CIIS) • CPD Outcome Performance Measurement System • First Nations Oweesta and Native Assets Research Center • ICMA Center for Performance Measurement • MicroTest • NSTEP • Nonprofit Finance Fund • Program Assessment Rating Tool (PART) • Public Value Scorecard • Seedco Performance Measurement and Management

PERFORMANCE MEASUREMENT

Performance Measurement Storymap Detail

The following definition of Performance Measurement highlights how performance assessment is used:

- **Performance Measurement:** *An organized process for gathering information about goods and services provided (program outputs) to determine the effectiveness and efficiency of programs in relation to planned objectives.*

  Performance measurement is used by organizations to track activity levels, analyze the relationship of resources and time used with level of activity, and as a guide for determining ways of improving productivity or efficiency and targeting resources. It provides an organization's constituents, intermediaries and funders with evidence of how that organization's resources have been used.

"What is Performance Measurement?"

- Measures quantity of services, products, and activities (outputs), such as the number of people participating in a training program, the number of jobs created by a business expansion, the number of housing units built, or the number of loans approved.
- By relating output levels to levels of time and resources used, it examines the productivity and efficiency of a program or organization.
- Often incorporates standardized measures or "benchmarks" that allow comparison of performance over time or with peer organizations.

"Why do Performance Measurement?"

- Provides an organization with documentation of levels of services provided and numbers of clients participating in activities.
- Incorporates an analysis of efficiency and productivity (often tracked over time, or comparing similar programs) and benchmarking of outputs in relation to objectives, peers, and past performance levels.
- Often used to inform decisions about programming, spending, and resource allocation.

Performance Measurement Frameworks and Tools

The tools available for use in performance measurement range from broad frameworks suitable for use by many nonprofit organizations to specific tools developed for particular subsectors, such as community development finance. They can be used to track particular dimensions of performance, such as effectiveness, operating efficiency, productivity, service quality, customer satisfaction, and cost-effectiveness, and can be tailored to serve a variety of purposes, including strategic planning, financial management, program management, and external benchmarking. Many performance measurement tools allow for analysis of comparisons over time, or in relation to targets, other programs or organizations, or external benchmarks. An important feature of this close-up map is a link to a "decision matrix" of summary information that can be used by an organization in selecting an appropriate tool for its needs and purposes. The matrix, which begins on page 32, is followed by brief descriptions of each item listed, including websites and other contact information.

PERFORMANCE MEASUREMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST	WHO CONDUCTS/ PARTICIPATES IN THE MEASUREMENT PROCESS?
1 **AASC Online** *American Association of Service Coordinators and Pangea Foundation*	**Tool:** Web-based data management system	Developed by and for service-enriched multi-family housing providers with Learning Centers, adaptable for other uses	One-time setup fee and monthly or annual subscription	Organization staff
2 **Balanced Scorecard (BSC)** *Balanced Scorecard Institute*	**Framework:** Measures performance in relation to organizational goals Commercial software optional	Initially developed for private sector, but has been adapted for nonprofit organizations	Fee for publications and consultation	Organization conducts assessment with BSC facilitation
3 **CDFI Assessment and Rating System (CARS)** *Opportunity Finance Network*	**Tool:** Comprehensive rating system	Community Development Financial Institutions (CDFIs) and CDFI investors	Subscription fee	Conducted by Opportunity Finance Network, using information provided by CDFIs
4 **CDFI Data Project** *CDFI Coalition*	**Dataset:** Comprehensive community development finance data system	Community Development Financial Institutions (CDFIs) and CDFI investors	Fee for purchase of dataset	Data provided by participating CDFIs
5 **CDFI Side by Side** *Opportunity Finance Network*	**Dataset:** Published report of CDFI activity and performance data	Community Development Financial Institutions (CDFIs) and CDFI investors	Fee for purchase of reports	Data provided by participating CDFIs

PERFORMANCE MEASUREMENT MATRIX, continued

TYPES OF PERFORMANCE MEASURED	TYPES OF COMPARISONS POSSIBLE	SOURCE OF DATA	TYPES OF REPORTS/ ANALYSIS
1 cont. Individual program participants	Comparison of program costs, efficiency, productivity over time	Program records and information from organization staff	Multiple standard reports, including administrative reports and forms required by HUD's Service Coordinator Grant Program
2 cont. Views organizational performance from four perspectives: • Financial • Customer • Internal business processes • Learning and growth Develops metrics, collects data and analyzes it relative to each	Predefined measures, comparisons with own targets and self over time	Staff, stakeholders, surveys, organizational records, benchmarking studies	Reports can be used in organization planning, budgeting
3 cont. • Financial strength • Program activities • Impact on target populations	Ratings of Impact Performance and Financial Strength and Performance, in relation to standards, based on scores and analysis, peer comparisons	Interviews with CDFI staff, review of CDFI records	Ratings and analysis of Impact Performance and Financial Strength and Performance ratings of CDFI
4 cont. Financial impacts: • Loans • Mortgages • Housing • Assistance to businesses and community organizations	Peer comparisons	Information submitted by participating CDFIs	Financial analysis: Annual state profiles and national level summary reports
5 cont. Financial	Peer comparisons	Information submitted by CDFIs	Annual reports of CDFI performance

PERFORMANCE MEASUREMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST	WHO CONDUCTS/ PARTICIPATES IN THE MEASUREMENT PROCESS?
6 **Community Investment Impact System (CIIS)** *Community Development Financial Institutions (CDFI) Fund, U.S. Dept. of Treasury*	**Tool:** Web-based data collection and reporting system **Dataset:** Expected to become available in Summer 2006	**Tool:** Community development financial institutions and other community development entities that receive funding from the CDFI fund **Dataset:** CDFIs and CDEs, researchers, funders	Free	CDFIs and CDEs
7 **CPD Outcome Performance Measurement System** *HUD Office of Community Planning and Development*	**Tool:** Data collection and reporting system; free training workshops available	Organizations receiving CDBG, HOME, HOPWA, or ESG funding, beginning in fall 2006	Free	Organizations report information to HUD through IDIS system
8 **First Nations Oweesta and Native Assets Research Center** *First Nations Development Institute*	**Dataset and framework:** Research on grantees, training and technical assistance	Native Community Development Financial Institutions (NCDFIs)	Fee for training	First Nations Oweesta conducts assessment using information provided by NCDFI
9 **ICMA Center for Performance Measurement** *International City Management Association (ICMA)*	**Tool and dataset:** Web-based data system	Center for Performance Measurement members only (city and county governments)	Membership fee	Conducted by organization staff; ICMA training and technical assistance provided
10 **MicroTest** *Aspen Institute – FIELD (Fund for Innovation, Effectiveness, Learning and Dissemination) Project*	**Tool:** Excel spreadsheet-based data system for online performance measurement and client tracking	Microenterprise practitioners, clients, intermediaries who are MicroTest members	Membership fee	Conducted by organization staff; training and technical assistance available from MicroTest, clients participate in process

PERFORMANCE MEASUREMENT MATRIX, continued

TYPES OF PERFORMANCE MEASURED	TYPES OF COMPARISONS POSSIBLE	SOURCE OF DATA	TYPES OF REPORTS/ ANALYSIS
6 cont. Financing organization (CDFI or CDE); Business-financed	Peer comparisons	Data provided by participating CDFIs and CDEs	Annual report of CDFI and CDE performance (first report expected Fall 2006); Map showing CDFI/CDE financing by census tract
7 cont. Housing affordability and accessibility, economic opportunity (jobs created and retained)	Performance levels to goals and objectives of organization and program, HUD can compare grantees performance on common objectives	Organization records and staff	Annual performance and evaluation reports to grantees in relation to Strategic Plan and Annual Action Plans
8 cont. Financial	Peer comparisons	Information submitted by NCDFI	Customized financial reports, market analysis
9 cont. Government departments and jurisdictions	Predefined measures, comparisons with peers, best practices, self over time	Government records and employees	Customized reports, benchmarking and best practices analysis available
10 cont. • Tools available for measuring program and intermediary performance • Optional client tracking tool available	Predefined measures, comparisons with peers and self over time	Information from staff, organization records and clients	Standard and custom reports, benchmarking

PERFORMANCE MEASUREMENT MATRIX

TOOL/SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST	WHO CONDUCTS/ PARTICIPATES IN THE MEASUREMENT PROCESS?
11 **NSTEP** (NeighborWorks Solutions to Enhance Performance) *NeighborWorks America*	**Tool:** Software (data base and reporting engine)	NeighborWorks organizations with housing counseling, homeownership programs	No cost to NeighborWorks organizations	NeighborWorks organization staff, NeighborWorks America data collection, NeighborWorks America NSTEP Team staff
12 **Nonprofit Finance Fund** (Nonprofit Business Analysis) *Nonprofit Finance Fund (NFF)*	**Tool:** Advisory service	Nonprofit organizations	No information available	Conducted by NFF, using financial records provided by organization, NFF reviews recommendations with organization before preparing final report
13 **Program Assessment Rating Tool (PART)** *Executive Office of the President, Office of Management and Budget*	**Tool:** Web-based data collection system	Federal agency programs	Free	Organization submits information to OMB, OMB works with organization to develop improvement plan
14 **Public Value Scorecard** *Mark Moore, Harvard University*	**Framework:** Assesses three dimensions of organizational performance	Public agencies, nonprofit and community organizations	Free	Organization staff and stakeholders
15 **Seedco Performance Measurement and Management (PM&M)** *Seedco (The Structured Employment Economic Development Corporation)*	**Tool:** Consultation process	Nonprofit organizations and funders	Fee for technical assistance and training	Organization staff, with technical assistance and training from Seedco

PERFORMANCE MEASUREMENT MATRIX, continued

TYPES OF PERFORMANCE MEASURED	TYPES OF COMPARISONS POSSIBLE	SOURCE OF DATA	TYPES OF REPORTS/ ANALYSIS
11 cont. • Program • Financial • Production	• Historical production and customer services trend analysis • Production and market trend predictions (forecasting) • Resource development case statements • Marketing analysis • Demographic and other customer profile analysis • Production GIS mapping (when used with GIS software)	Organization's data entry through a consistent and comprehensive interface	Demographic analysis, benchmarking, marketing, forecasting, impact reporting, resource development case statements, GIS mapping
12 cont. Financial	Comparisons with targets, self over time	Five years of audits, current budget, year to date financial reports, and information from organization staff	Customized assessment of organization's financial health, readiness for growth or change
13 cont. • Program • Multiple related programs	Predefined measures, targets, self over time	Information from organization records, staff, and external sources	Standard reports, scores, ratings, recommendations for addressing performance deficiencies
14 cont. • Public value • Legitimacy and support • Operational	Predefined performance categories, measures change over time	Information from organization records and staff	No reports or analysis
15 cont. Program activities	Measures developed in collaboration with organization; compares performance with targets	Information from organization records, staff and external sources	Customized reports and recommendations for developing action plans based on results

Performance Measurement Frameworks and Tools Legend

AASC Online

AASC online is a web-based resident data management tool designed by American Association of Service Coordinators (AASC), in conjunction with the Pangea Foundation, a San Diego based non-profit technology organization. It offers secure entry of client data and provides a range of forms and reports, including semi-annual performance reports, daily task logs, resident assessments and needs assessments, progress notes, consent and confidentiality forms, and administrative reports and forms required by HUD's Service Coordinator Grant Program. Cost to AASC members: one-time set-up fee per property of $500 and monthly fee of $50 or annual fee of $500 per property.

CONTACT INFORMATION FOR AASC ONLINE

Additional information on AASC online is available by contacting:
Pangea Foundation
3368 Governor Drive, Suite F#181
San Diego, CA 92122
Telephone: 619-615-0982
E-mail: Training@PangeaFoundation.org
Website: https://www.aasconline.org/default.aspx

Balanced Scorecard

A measurement-based strategic management and learning system developed by Robert Kaplan and David Norton. It provides a method of aligning business activities to the strategy, and monitoring performance of strategic goals over time, and assesses organizational performance from 4 perspectives: financial, customer, operational, learning and growth. Described as both a performance measurement system and a performance management system, the balanced scorecard provides continuous feedback on organizational performance in these four areas, connecting internal processes (diagnostic measures) and external outcomes (strategic measures). The system's control is based on performance metrics or "metadata" that are tracked continuously over time to look for trends, best and worst practices, and areas for improvement, providing managers with information to guide decisions. Three day introductory training workshop at Balanced Scorecard Institute for nonprofits costs $1,574 per person. More than 50 venders offer software to support the BSC approach.

CONTACT INFORMATION FOR BALANCED SCORECARD INSTITUTE

Address 1: Balanced Scorecard Institute
975 Walnut St., Suite 360
Cary, NC 27511
Telephone: 919-460-8180
Address 2: 1025 Connecticut Ave. NW, Suite 1000
Washington, DC 20036
Telephone: 202-857-9719
Website: http://www.balancedscorecard.org

CDFI Assessment and Rating System (CARS)

Product of Opportunity Finance Network (formerly National Community Capital Association), provides in-depth assessment of a Community Development Financial Institution's (CDFIs) Impact Performance and Financial Strength and Performance. Annual subscription, $15,000, provides 12 analyses.

CONTACT INFORMATION FOR OPPORTUNITY FINANCE NETWORK

Address: Opportunity Finance Network
Public Ledger Building
620 Chestnut Street, Suite 572
Philadelphia, PA 19106
Telephone: 215-923-4754
Fax: 215-923-4755
E-mail: info@opportunityfinance.net
Website: http://www.opportunityfinance.net
Website for Nat'l Community Capital Association:
http://www.communitycapital.org/financing/cars.html

CDFI Data Project

Collects data on financing, operations, capitalization, and outcomes for CDFIs (517 participants in 2004), collaborative initiative of Association for Enterprise Opportunity (AEO), Aspen Institute, Coalition of Community Development Financial Institutions (CDFI Coalition), Community Development Venture Capital Alliance

(CDVCA), Corporation for Enterprise Development (CFED), National Community Capital Association (NCCA), National Community Investment Fund (NCIF), and National Federation of Community Development Credit Unions (NFCDCU) funded by Ford, MacArthur, and Fannie Mae foundations. The data set includes common data points across all industry sectors: community development loan funds (including microenterprise funds, housing funds, community facilities funds, and business funds), community development venture capital funds, community development credit unions, and community development banks. Data available for purchase by contacting CDFI Coalition.

CONTACT INFORMATION FOR CDFI COALITION

Address: CDFI Coalition
3240 Wilson Boulevard, Suite 220
Arlington, VA 22201
Telephone: 703-294-6970
Fax: 703-294-6460
E-mail: info@cdfi.org
Website: http://www.cdfi.org
Website for CDFI Data Project: http://www.cdfi.org/cdfiproj.asp#top

CDFI Side by Side

Published by Opportunity Finance Network (formerly National Community Capital Association) Annual report of CDFI activities and performance; peer group data allows a CDFI to assess performance; investors can use comparative data to make investment decisions. 7th edition covers 2004. Available free to OFN members, or can be purchased for $35.

CONTACT INFORMATION FOR OPPORTUNITY FINANCE NETWORK

Address: Opportunity Finance Network
Public Ledger Building
620 Chestnut Street, Suite 572
Philadelphia, PA 19106
Telephone: 215-923-4754
Fax: 215-923-4755
E-mail: info@opportunityfinance.net
Website: http://www.opportunityfinance.net
Website for Side by Side Report:
www.communitycapital.org/customer/home.php

Community Investment Impact System (CIIS)

Web-based data collection system of U.S. Department of Treasury, CDFI Fund. Community Development Financial Institutions (CDFIs) and New Market Tax Credit program awardees must submit Institution Level Reports and a subset must also submit Transaction Level Reports to CDFI fund. Institution-level data include the institution's financial position, number of staff, and number of development services clients. Transaction-level data include details on each loan or investment an awardee makes. Data include the purpose of the loan or investment, borrower and project address, borrower socio-economic characteristics, loan and investment terms, repayment status, and community development outcomes. These data allow the CDFI fund to measure outcomes at the census tract level and to map CDFI and CDE activity in specific geographic locations.

CONTACT INFORMATION FOR CIIS

Address: 601 Thirteenth Street, NW
Suite 200 South
Washington, D.C. 20005
Telephone: 202-622-8662
Fax: 202-622-7754
Website: http://www.cdfifund.gov/what_we_do/ciis.asp
Website for CDFI Fund: http://www.cdfifund.gov

CPD Outcome Performance Measurement System

This system was developed to compile information on results of four formula grant programs operated by HUD's office of Community Planning and Development: CDBG, HOME, HOPWA, and ESG. It uses data already collected by grantees and combines common indicators with measures specific to local programs, and is intended to link program goals and objectives with indicators of performance (although the term "outcomes" is used in the program materials, the indicators measure performance: number of persons assisted, number of housing units built, etc. HUD offered regional training workshops in summer 2006, and a guidebook on using the system can be downloaded from the CPD website.

CONTACT INFORMATION FOR CPD OUTCOME PERFORMANCE MEASUREMENT SYSTEM

Address: U.S. Department of Housing and Urban Development
451 7th Street S.W.
Washington, DC 20410
Telephone: 202-708-1112
TTY: 202-708-1455
Website: http://www.hud.gov/offices/cpd/about/performance/index.cfm#resources

First Nations Oweesta and Native Assets Research Center

The First Nations Development Institute operates the Native Assets Research Center, which collects data from grantees to identify policy issues, lessons learned, and promising practices. First Nations Oweesta offers training and technical assistance to assess whether a NCDFI is a good fit for its community, examining building blocks of successful NCDFI development and conducting a market analysis.

CONTACT INFORMATION FOR FIRST NATIONS OWEESTA

Address: OWEESTA
1010 Ninth Street, Suite 3
Rapid City, SD 57701
Telephone: 605-342-3770
Fax: 605-342-3771
E-mail: info@oweesta.org
Website: www.oweesta.org

ADDITIONAL CONTACT INFORMATION FOR FIRST NATIONS OWEESTA

Address 2: First Nations Development Institute
703 3rd Avenue, Suite B
Longmont, CO 80501
Telephone: 303-774-7836
Fax: 303-774-7841
E-mail: info@firstnations.org
Website: http://www.firstnations.org

ICMA Center for Performance Measurement

ICMA's Comparative Performance Measurement Program currently assists over 150 cities and counties in the United States and Canada with the collection, analysis, and application of performance information. Center members have access to a web-based data system of practitioner developed indicators and data on local government service outputs in the areas of: Code Enforcement, Facilities Management, Fire and EMS, Fleet Management, Highway and Road Maintenance, Housing, Human Resources, Information Technology, Library Services, Parks and Recreation, Police Services, Purchasing, Refuse and Recycling, Risk Management, and Youth Services. Members also have access to training and technical assistance, data cleaning, benchmarking, sample surveys, and "best practices" reports. Annual fees range from $2,500 for small cities to $5,250 for comprehensive membership; there is a one-time, onsite training fee of $3,900.

CONTACT INFORMATION FOR ICMA

Address: 777 North Capitol Street, NE Suite 500
Washington, DC 20002-4201
Telephone: 202-289-4262
Website: http://icma.org
Website for Center for Performance Management: http://icma.org/main/bc.asp?bcid=107&hsid=1&ssid1=50&ssid2=220&ssid3=297&t=0

MicroTest

Developed by Aspen Institute Fund for Innovation, Effectiveness, Learning and Dissemination (FIELD) in collaboration with microenterprise practitioners, for evaluation of microenterprise programs, offers three tools for assessing Intermediaries, Program Performance, and Client Outcome Tracking. Program performance uses an Excel spreadsheet to input program data. MicroTest provides its members with online performance measurement and client outcome tracking tools, training and technical assistance in using these tools, and customized data reports. It seeks to bring in cohorts of new members with the financial support of third party donors to fund the cost of the first year of training, technical assistance, and data management. Cost for an individual organization in 2004 was $3,300.

CONTACT INFORMATION FOR MICROTEST

Address: FIELD
The Aspen Institute
One Dupont Circle, NW, Suite 700
Washington, DC 20036
Telephone: 202-736-1071
Fax: 202-467-0790
E-mail: fieldus@aspeninst.org
Website: http://fieldus.org/MicroTest/index.html

NSTEP (NeighborWorks Solutions to Enhance Performance)

Software for performance management and customer tracking of housing counseling and homeownership programs, rehab services and loans, "other services" (emergency loans, weatherization, etc.). It is available through NeighborWorks America to NeighborWorks member organizations. Features include: QuickLetters® for easily communicating with customers with consistent and effective communication, a Counseling Module that provides the capability to establish and track both group and individual counseling sessions, a comprehensive rehab services tracking component, the ability to track miscellaneous housing services as well as funding and financing details of each project, and comprehensive data analysis and reporting features that allow users to extract business intelligence from their data set easily.

CONTACT INFORMATION FOR NSTEP

Contact: Jose Fernandez, Gregory Frazer or Shayvonne Queen
Address: NeighborWorks America
1325 G Street, NW, Suite 800
Washington, DC 20005
Telephone: (202)-220-2300
E-mail: jfernandez@nw.org, gfrazer@nw.org, squeen@nw.org

Nonprofit Finance Fund

Offers Nonprofit Business Analysis (NBA), guidance on balancing financial management and program priorities, assessment of business health and readiness for change or growth. (Based on 5 years of audits, current budget, year to date financial reports, descriptions of main challenges facing organization) for nonprofits and their funders.

CONTACT INFORMATION FOR NONPROFIT FINANCE FUND

Address: Nonprofit Finance Fund
70 West 36th Street, Eleventh Floor
New York, NY 10018
Telephone: 212.868.6710
Website: http://www.nonprofitfinancefund.org

Program Assessment Rating Tool (PART)

Used by federal Office of Management and Budget as diagnostic tool to improve program performance and link performance to budget decisions, designed to provide consistent approach for rating programs across federal government. Focuses on program's contribution to agency's achievement of strategic and program performance goals. Includes outcome, output, and efficiency measures (annual and long-term). Four sections: Program Purpose and Design, Strategic Planning, Program Management, Program Results and Accountability. (Instructions are a 56-page document.)

CONTACT INFORMATION FOR PART

Address: The Office of Management and Budget
725 17th Street, NW
Washington, DC 20503
Telephone: 202-395-3080
Fax: 202-395-3888
E-mail: OMBINFO@omb.eop.gov
Website: http://www.whitehouse.gov/omb/part

Public Value Scorecard

Mark Moore's alternative to Balanced Scorecard for nonprofits, assesses performance in 3 areas: public value, legitimacy and support, operational capacity. Moore advocates linking mission/value to activities through a sequence of "value chains," and argues for measuring outcomes, outputs, processes and inputs in order to have information for program improvement. Legitimacy is measured by financial and other types of support from donors and stakeholders; capacity has several components: organizational output, productivity/efficiency, financial integrity, staff capabilities, partner organizations' capacity, and learning and innovation. The paper does not include any "tools" for assessing these performance areas.

CONTACT INFORMATION FOR PUBLIC VALUE SCORECARD

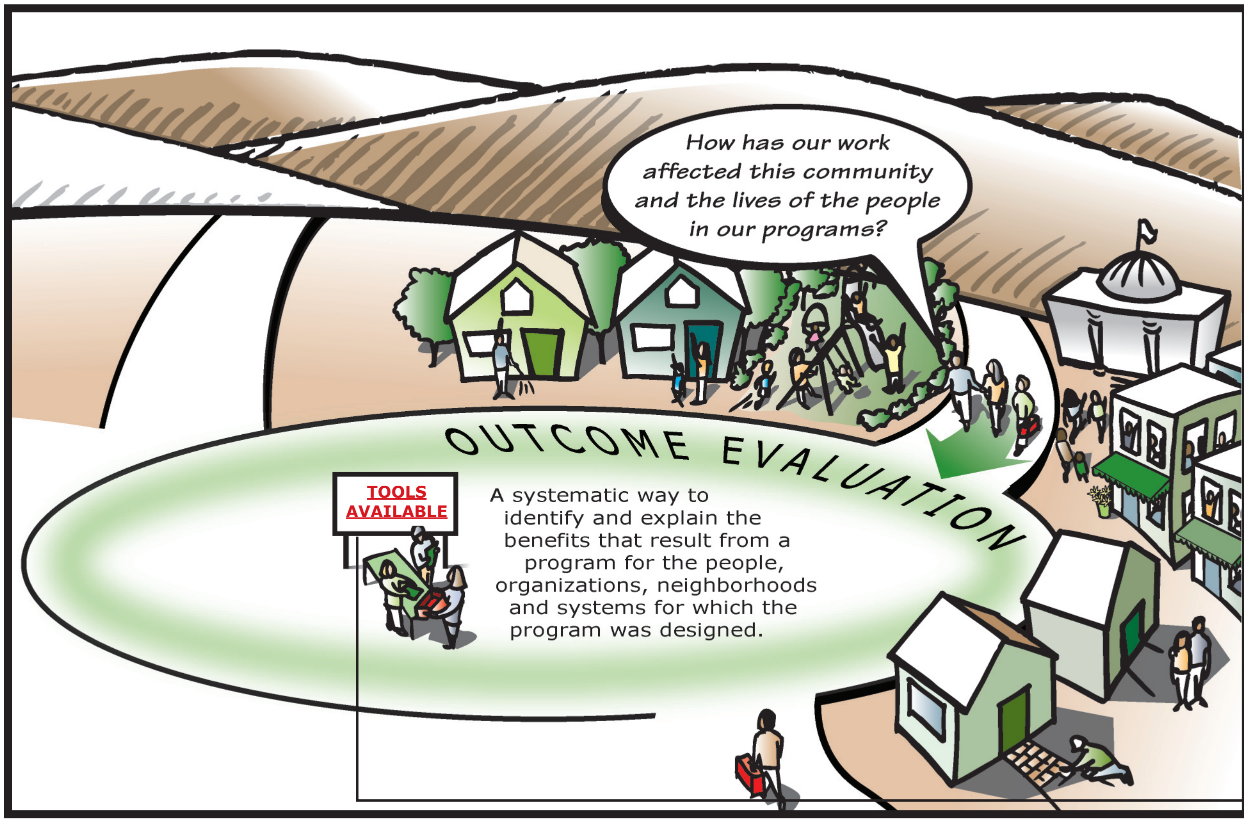
Address: Mark Moore, Faculty Chair (Assistant Maryann Leach)
Hauser Center for Nonprofit Organizations
John F. Kennedy School of Government / Harvard University
79 John F. Kennedy Street
Cambridge, MA 02138
Telephone: 617-495-1114 (Leach)
E-mail: mmoore@ksg.harvard.edu
Website: http://ksgfaculty.harvard.edu/mark_moore

Seedco Performance Measurement and Management (PM&M®)

Copyrighted tool for strengthening internal capacity of organizations to collect and use information in program management. Can be used by funders to assess whether grants are achieving desired results, or by nonprofit managers to understand extent to which programs are having desired outcomes. Seedco provides training through group workshops for a cohort of organizations, or individualized training. Based on logic model, includes indicator development, data collection, and action plans for use of performance data.

CONTACT INFORMATION FOR SEEDCO

Address: 915 Broadway, 17th Floor
New York, NY 10010
Telephone: 212-473-0255
Fax: 212-473-0357
E-mail: info@seedco.org
Website: http://www.seedco.org/pmm/background.php



Map 4: Detail–Outcome Evaluation

Outcome Evaluation Tool/Framework Options

Battle Creek Citizen Survey • CDVCA Measuring Impacts Toolkit • Efforts to Outcomes • Evaluation Plan Builder • Getting to Outcomes Model • Independent Evaluation Group • Intelligent Middleware • Kellogg Foundation Evaluation Toolkit • Logic Model Builder • Making Connections: Local Learning Partnerships • Making Connections: The National Survey Indicators Database • Matrix Evaluation Model • MetroEdge • National Infrastructure for Community Statistics • National Neighborhood Indicators Partnership • Neighborhood Market DrillDown • Neighborhood Study Questionnaire • Neighborhood Survey Pro • Outcome Engineering • Outcome Funding and Outcome Management • RESULTbase • Result Based Accountability • Results Oriented Management and Accountability • Salt Lake City Westside Community Assessment • Social Outcomes Tracking • Social Return on Investment • Success Measures Program and Data System • Theory of Change • United Way Outcome Resource Network • VistaShare Outcome Tracker and Outcome Viewer

Outcome Evaluation Dataset Options

American FactFinder • Community Indicators Consortium Indicator Systems • DataPlace • HMDA Public Data • KIDS COUNT Databases • Living Cities Databooks • National Infrastructure for Community Statistics • National Neighborhood Indicators Partnership • Social Indicators

OUTCOME EVALUATION

Outcome Evaluation Storymap

The following definition of Outcome Evaluation highlights how outcome evaluation is used.

- **Outcome Evaluation:** *A systematic way to identify and explain the benefits that result from a program for the people, organizations, neighborhoods and systems for which the program was designed. An outcome evaluation takes into account the program's external context, the reasons it is being carried out, and the human and financial resources available.*

  Outcome evaluations are used by organizations to demonstrate individual, family or community progress in relation to goals, to identify practices that have been effective in promoting that progress and those in need of improvement, and to communicate program results to stakeholders.

"What is Outcome Evaluation?"

- Documents changes in people, places, conditions, or policies.
- Helps explain how these changes are related to an organization's activities and services.
- Connects outcomes with the purposes and reasons for programs.

"Why do Outcome Evaluation?"

- Provides an organization with evidence of the difference its programs have made for individuals and communities.
- Shows stakeholders the results of their contributions of time and resources.
- Helps the organization and its stakeholders understand what programs and activities are most successful and where changes are needed to make them work better.

Outcome Evaluation Frameworks and Tools

The tools available for use in outcome evaluation range from frameworks and publications describing systems for program planning and outcome analysis to spreadsheets and online data systems for tracking program outcomes for clients and communities. Also included are the many efforts to provide user-friendly online access to sources of secondary data including mapped displays of data at the neighborhood level. Some of the outcome tools available relate levels of services and program activity to indicators of individual or community well-being; these indicators may be measured through collecting primary level data about how services or products affected program participants, specific communities or target populations, or they may be based on secondary data for specific target areas, populations, or other factors related to program services.

An important feature of this close-up map is a link to a "decision matrix" of summary information that can be used by an organization in selecting an appropriate tool for its needs and purposes. The matrix, which begins on page 46, is followed by brief descriptions of each item listed, including websites and other contact information.

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
1 **American FactFinder** *U.S. Census Bureau*	**Datasets:** Links to census data, tools for data extraction	Community organizations, govermment agencies, researchers	Free
2 **Battle Creek Citizen Survey** *City of Battle Creek, MI*	**Tool:** Annual telephone survey of residents' perceptions and priorities regarding city services	Local government agencies, community organizations	Free
3 **CDVCA Measuring Impacts Toolkit** *Community Development Venture Capital Alliance*	**Tool:** Downloadable spreadsheet	Venture capital organizations	Free
4 **Community Indicators Consortium Indicator Systems** *Community Indicators Consortium*	**Dataset:** Web-based clearinghouse of information on local indicator systems; guides to setting up and using indicators	Community and nonprofit organizations, local governments, researchers	Free
5 **DataPlace by KnowledgePlex®** *Fannie Mae Foundation*	**Dataset:** Web-based access to selected federal housing and demographic data sources	Community development practitioners, local government agencies, policy makers, media, researchers, general public	Free
6 **Efforts to Outcomes (ETO)** *Social Solutions*	**Tool:** Web-based client case management and outcome management system	Human service organizations	Fee for purchase–3 levels, based on size of organization

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
1 cont. Data collected by Census Bureau are made available for use in evaluation	• Economic and population census information, County Business Patterns, American Community Survey, maps	Users can select report and map formats	U.S., states, counties, MSAs, Congressional districts, tracts, ZIP codes
2 cont. Survey was conducted by outside consultant, random sample of 500 residents participated	• Service effectiveness, awareness and value of services, communication effectiveness	No reports, users summarize responses	• City • Neighborhood
3 cont. Companies in CDVC fund portfolio and CDVC fund managers	• Information from external records and people, using surveys provided, • Includes predefined and flexible measures	None	Individuals and companies in a CDVC fund portfolio
4 cont. Organization can download selected data for use in evaluations	• Local community indicators projects incorporate social, economic, health, environmental, safety, and other community and neighborhood level information	None	• Neighborhood • Community • City • Region
5 cont. Organization can download selected data for use in evaluations	• Includes five types of profiles that provide a pre-selected group of indicators of demographic/social, employment, income, housing, or mortgage lending conditions in a geographic area (states, county, city, zip code, census tract) • Selected data is from: U.S. Census, Home Mortgage Disclosure Act (HMDA), IRS, and HUD	Displays data in customizable maps, charts, statistical tables and other formats for download	• Neighborhood • Community • Regional • National
6 cont. Organization staff enter information, technical support and training available at no additional charge	• Client demographics • Records • Surveys and assessments • Outcomes	100 standard reports available, tracking of organizational goal achievement, and services provided through contractual arrangements	• Individuals • Programs • Agencies

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
7 **Evaluation Plan Builder** *Innovation Network/Point K*	**Tool:** Web-based templates and PDF workbook files to guide evaluation	Nonprofit organizations	Free
8 **Getting to Outcomes Model** *Center for Substance Abuse Prevention (SAMHSA)*	**Framework and Tools:** Software and online databases, data collection instruments, resources to guide evaluation	Primary audience is substance abuse prevention and treatment and mental health treatment agencies	Free
9 **HMDA Public Data** *Federal Financial Institutions Examination Council*	**Datasets:** Mortgage and home improvement lending reports, searchable by location and institution	Community organizations, researchers and government agencies interested in housing and community investment	Most files can be viewed free on line, CD roms can be purchased for $10
10 **Independent Evaluation Group (IEG) Project Reviews** *World Bank*	**Framework:** Process of self-evaluation and independent evaluation in relation to program objectives	Projects supported by World Bank	Free to affiliated organizations
11 **Intelligent Middleware for Understanding Neighborhood Markets** *MIT, Brookings Institution, City of Boston, Boston Foundation, Metropolitan Area Planning Council*	**Tool:** Platform for sharing of neighborhood level data within and across metropolitan areas	Community organizations, local and regional planning agencies, university researchers	N.A.

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
7 cont. Organization staff. Online resource guides, and technical assistance services available	• Activities/outputs • Implementation process • Outcome indicators • Links to resources on data collection	None	• Individuals • Programs • Agencies
8 cont. Organization staff, using internal and client information	• Process and client level outcome information, • Interactive tools allow user to define survey questions, respondents and data to be collected	Summary reports, pre and post comparisons, and data for downloading	• Program • Agency • Statewide
9 cont. Information submitted by lending institutions and made available for use in evaluation	• Mortgage and home improvement lending reports, ratings of lending institutions, census tracts "underserved" by lenders	Reports can be compiled by institution, location, tract, and include information on race and income of population, age of housing	States, MSAs, tracts, lending institutions
10 cont. Project staff prepare a self-evaluation and rate project performance; IEG staff review and validate self-rating, identify projects that offer good potential for further learning (because of particularly good or bad performance) as candidates for a project performance assessment	• Outcome • Sustainability and institutional development impact of project	Completed reviews are used in Country Assistance Evaluations, Sector and Thematic Reviews, and Impact Evaluations	Program
11 cont. Data compiled from multiple sources can be used by community organizations to evaluate results of program activities and track neighborhood conditions	• Land use • Zoning • Administrative records • Other local source information for use in analyzing neighborhood market potential	Customized analysis of neighborhood conditions and market potential	Neighborhood

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
12 **Kellogg Foundation Evaluation Toolkit** *Kellogg Foundation*	**Tools:** Downloadable PDF documents with instructions and template for use in evaluation planning	Nonprofit organizations; both are available in Spanish and English	Free
13 **KIDS COUNT Databases** *Annie E. Casey Foundation*	**Datasets:** Interactive online databases can be used to generate customized reports on child well being	Organizations or individual researchers with interest	Free
14 **Living Cities Databooks** *Brookings Institution, Metropolitan Policy Program*	**Dataset:** Links to census data-based profiles	Community organizations, local and regional planning agencies, university researchers	Free
15 **Logic Model Builder** *Innovation Network/Point K*	**Tool:** Web-based templates and PDF workbooks	Nonprofit organizations	Free
16 **Making Connections: Local Learning Partnerships** *Annie E. Casey Foundation*	**Framework:** Process and structure for assembling data for community use	11 cities in Annie E. Casey Foundation's Making Connections initiative	Free to affiliated organizations

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
12 cont. Manuals designed for use by organization staff, include advice on use of external evaluators	• Guidance on developing and using logic models in evaluation, • Information on types of evaluation, tools for collecting evaluation data, how to involve stakeholders and communicate evaluation findings	None	• Individuals • Programs
13 cont. Data and reports can be used by organization to track program results and community conditions	• Census data • Information from state and local health departments, human services agencies, schools • 75 indicators of child well being including health insurance status, education, employment, youth at risk	Rankings, profiles, graphs, maps, and other customized reports can be generated; raw data can be downloaded for analysis	• U.S. • States • Metropolitan areas • Counties • Major cities • Congressional and state legislative districts
14 cont. Brookings Institution analysis of census data for use by community organizations and local governments	• Census data in 10 categories relevant for community development • For 23 large cities in which Living Cities invests	Profiles of each city and peer comparison rankings among 23 cities	City
15 cont. Organization staff enter information, online resources available for guidance	Information from organizational records and staff on: • Resources • Activities • Goals • Outcomes • Program rationale	Completed logic model for program	• Individuals • Program
16 cont. Collaboration among organizations, informed by community residents	• Qualitative and quantitative data on neighborhood people and conditions	Technical Assistance Resource Center (TARC), provides neighborhoods with materials, statistics and customized reports	Neighborhood

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
17 **Making Connections: The National Survey Indicators Database** *Annie E. Casey Foundation*	**Tool:** Online database of survey indicators	Nonprofit organizations, community organizations	Free
18 **Matrix Evaluation Model** *Institute for Community Collaborative Studies, California State University-Monterey Bay*	**Framework and Tools:** Online examples and guidelines for developing and using family and community level outcome indicator scales, web-based matrix creator and data system	Developed for human services organizations, but suitable for community and other nonprofit organizations	Free
19 **MetroEdge** *Local Initiatives Support Corporation (LISC)*	**Tool:** Analysis of census and local market data	Community organizations, foundations interested in investing in urban neighborhoods	Free

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
17 cont. Organizations can download and adapt indicators for use in evaluation	Offers 150 indicators in 8 areas of impact including: • Family strengthening • Alliance building, advocacy and collective action • Informal social networks • Formal helping systems • Economic opportunity • Building neighborhood assets • Family functioning • Child and family well-being	None	• Individuals • Program • Community
18 cont. Organization staff compile information from program participants and enter into model; online tutorials and technical assistance available	• Family progress toward goals in education, employment, health, and 9 other aspects of self sufficiency • Community outcomes in relation to indicators of civic capital, economic development, equity, leadership, public policy, and service systems	Standard reports and graphic charts	• Individuals • Program • Agency • Community
19 cont. Organization contracts with MetroEdge for data analysis	• Census data • Local market and consumer spending data	Demographics Lab provides analysis, modeling and customized reports	Neighborhood

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
20 **National Infrastructure for Community Statistics** *Urban Markets Initiative, Brookings Institution*	**Tool and Dataset:** Web-based data "marketplace" providing access to and analysis of community level data	Government agencies, community and nonprofit organizations, universities, foundations, market research consultants	No information, tool in development
21 **National Neighborhood Indicators Partnership (NNIP)** *Urban Institute*	**Tools and Dataset:** Network of community databases of indicators of neighborhood well being and change; handbooks, curricula and technical assistance for building and using neighborhood information systems	Community organizations, residents, researchers, government agencies	Free
22 **Neighborhood Market DrillDown** *Social Compact*	**Tool:** Neighborhood market analysis	Community organizations, local governments, businesses, foundations	Fee for consulting services

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
20 cont. Organizations use data and analytical software to track neighborhood conditions and in evaluating program results	Administrative and survey data from secondary federal, state, local, commercial, and nonprofit sources: • Demographics • Jobs • Housing • Transportation • Education • Health • Public safety • Environment	Software for data input, manipulation, statistical analysis, mapping	• Neighborhood • Community • Metropolitan area
21 cont. Data are compiled from government, census, research, and survey sources for public use; training in use of data is available	Presented in form of indicators of community and neighborhood well-being; specific content varies among 26 cities, generally includes information on: • City services • Census data • Qualitative survey data • Information from research studies	Most local partners prepare annual and topical reports, data available for use by community and government organizations and researchers	• Census tract • Neighborhood • City • Metropolitan area
22 cont. Consultant compiles data and prepares analysis	• Economic, demographic, and business indicators of informal economies	Customized analysis of neighborhood markets	Neighborhood

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
23 **Neighborhood Study Questionnaire** *Briggs, Mueller, Sullivan*	**Tool:** Print survey	Community organizations	Available by contacting authors
24 **Neighborhood Survey Pro** *Enterprise Community Partners*	**Tool:** Software for PDA to conduct surveys	Community development organizations, local governments, neighborhood associations	Fee for purchase
25 **Outcome Engineering** *Barry Kibel, Pacific Institute for Research and Evaluation*	**Framework and Tool:** Tools for group process to define mission, goals, and service delivery systems; web-based system for qualitative tracking of client progress; guidebook available as PDF file	Nonprofit organizations	Annual fee for use of reporting system, guidebook can be downloaded free
26 **Outcome Funding and Outcome Management** *Rensselaerville Institute*	**Frameworks:** For use in program planning and implementation to link activities and resources with performance targets	Nonprofit organizations contracting with RI consultant	Fee for consulting services
27 **RESULTbase** *Rensselaerville Institute*	**Tool:** Software for tracking client information	Nonprofit organizations	Fee for purchase

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
23 cont. Organization conducts survey with participation of community residents	• Physical and social conditions • Awareness of and satisfaction with available services • Housing satisfaction • Perceptions of neighborhood safety • Resident activism • Feelings of empowerment • Social connections within the neighborhood	None	Individual responses can be aggregated to neighborhood level
24 cont. Organization and community residents, curriculum available for training on computer use and conducting surveys	Survey data on: • Land use • Building conditions • Housing • Household demographics • Employment • Resident attitudes	Data can be downloaded from PDA into master database for analysis	• Individual • Neighborhood
25 cont. Organization and program participants	• Qualitative information on progress of program participants in relation to mission and goals	Summary reports of client progress	• Individual • Program • Organization
26 cont. Organization in partnership with RI consultant	• Internal organizational information • Activity and funding levels • Program targets and milestones • Interviews with program participants	Organizational performance profiles, strategic maps and program designs, learning from best practices	• Program or organization
27 cont. Organization	• Client demographics • Records of services received	Can be aggregated for one or multiple programs and compared with targets and milestones	• Individual • Program • Organization

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
28 **Result Based Accountability** *Mark Friedman, Fiscal Policy Institute*	**Framework and Tools:** Includes online tools and resources, exercises for carrying out evaluation; evaluation glossary	Nonprofit organizations	Free
29 **Results Oriented Management and Accountability (ROMA)** *Community Services Block Grant Program, U.S. Department of Health and Human Services*	**Framework and Tools:** System for assessing program outcomes, tools and data collection instruments can be downloaded from website	Community action agencies, community services programs	Free
30 **Salt Lake City Westside Community Assessment** *Douglas Perkins, Vanderbilt University*	**Tool:** Survey and environmental assessment	Community organizations	Available by contacting author
31 **Social Indicators** *National Association of Planning Councils*	**Dataset:** Secondary data sets, available on line	Community and nonprofit organizations, planning agencies	Free
32 **Social Outcomes Tracking** *Robert Social Enterprise Fund*	**Tool:** Management information system for tracking social outcomes of business assistance progrmas	Nonprofit organizations, social enterprise funds	Fee for software

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
28 cont. Organization and program participants	• Worksheets • Exercises • Schematics for developing indicators and measuring results	None	• Individual • Program • Organization
29 cont. Organization compiles information from program participants	Information on client: • Demographics • Employment • Health • Education • Indicators of self-sufficiency in relation to predefined standards	Used in preparing program, agency, state and national reports on CSBG outcomes	• Family • Agency • Community
30 cont. Organization and community residents	• Housing and neighborhood revitalization • Home improvements • Levels of home and community pride • Satisfaction and place attachment • Block and neighborhood confidence	None	Neighborhood
31 cont. Organizations can use data in evaluations	• Deprivation Index • Child well being index • Health and social indicators (derived from 1990 and 2000 census data) for 100 largest metropolitan areas	Rankings of metropolitan areas and suburbs for each indicator	Metropolitan area
32 cont. Organization or funder conducts evaluation using information contributed by businesses	Information on businesses and employees: • Demographic • Economic • Social	Standardized reports	• Individual • Business • Organization

OUTCOME EVALUATION MATRIX

TOOL/FRAMEWORK AND SPONSOR	WHAT IS IT?	WHO IS IT FOR?	COST
33 **Social Return on Investment (SROI)** *Robert Social Enterprise Fund*	**Tool:** Excel spreadsheet	Nonprofit organizations or foundations investing in social enterprises	Free
34 **Success Measures Program and Success Measures Data System** *NeighborWorks America*	**Framework and Tools:** Participatory evaluation model and web-based data system providing evaluation process guidance, data collection tools (English/Spanish), and data management	Community development organizations, intermediaries, funders, national nonprofits	Fee for training and coaching; annual subscriptions to web-based data system; publications free and fee-based
35 **Theory of Change** *ActKnowledge and Aspen Institute Roundtable on Community Change*	**Framework:** Links activities with outcomes, online tools under development; offers training, technical assistance	Nonprofits and CDCs	Free
36 **United Way Outcome Resource Network** *United Way of America*	**Tools:** Links to tools and resources for outcome measurement	Community development organizations, United Way agencies, other nonprofit organizations	Most resources are free, fee for purchasing some materials
37 **VistaShare Outcome Tracker and Outcome Viewer** *VistaShare*	**Tools:** Web-based information systems	Nonprofit organizations	Monthly subscription and one-time setup fees

OUTCOME EVALUATION MATRIX, continued

WHO CONDUCTS/ PARTICIPATES IN THE EVALUATION PROCESS?	TYPES OF INFORMATION COLLECTED/AVAILABLE	TYPES OF REPORTS	LEVEL OF OUTCOMES MEASURED
33 cont. Organization and businesses it funds	• Detailed financial information on business • Demographic information on employees • Organization funding of enterprise	Standardized report, with calculation of social return on investment	Social enterprise or social enterprise fund
34 cont. Organization staff with community and organization stakeholder participation; training and technical assistance available	• 44 indicators of community development outcomes in housing, economic development and community building • Measured through 100 customizable data collection tools (surveys, interview guides, focus group questions, observation checklists and spreadsheets/worksheets for internal and external records)	Tabulations and data summaries of primary level data; aggregated data may be shared with funders, intermediaries, other partners, or online with other subscribers	• Individual • Program • Organization • Neighborhood • Community
35 cont. Organization and stakeholders	• Organizations and programs involved in evaluation determine what information will be collected	No reports	Determined by organization
36 cont. Organization staff	• Background information and guidelines for outcome measurement and evaluation	None	• Individual • Program • Organization • Community
37 cont. Organization conducts evaluation, training and technical assistance available	• Program activities • Client demographics • Employment and business data • Both predefined and user defined measures available	Tracker provides customized reports, Viewer aggregates information from multiple agencies	• Individual • Program • Organization • Multiple organizations

Outcome Evaluation Frameworks, Tools and Data Sources

American Fact Finder

Census Bureau gateway for economic, housing, population data from decennial census, American Community Survey, County Business Patterns, and other sources. Customized maps, tables and reports can be downloaded or viewed online.

CONTACT INFORMATION FOR AMERICAN FACT FINDER

Address: U.S. Census Bureau
4700 Silver Hill Road
Washington DC 20233-0001
Website: http://factfinder.census.gov/

Battle Creek Citizen Survey

Annual telephone survey conducted for City Commissioners of Battle Creek, MI to assess residents' satisfaction with city services. A report of the findings of the 2004 survey is available as a PDF file from the City Manager's website. The survey includes questions on specific services such as garbage collection and police, as well as general assessments of the fairness and responsiveness of city services and communication between city government and citizens.

CONTACT INFORMATION FOR BATTLE CREEK CITIZEN SURVEY

Address: City Manager
10 N. Division St., Suite 206
Battle Creek, MI 49014
Telephone: 269-966-3378
Fax: 269-966-6654
Website: http://ci.battle-creek.mi.us/services/CityManager/CitizenSurvey.htm

Community Development Venture Capital Alliance (CDVCA) Measuring Impacts Toolkit

Developed as part of CDVCA's Return on Investment project, funded by Heron and Rockefeller Foundations, for use by Community Development Venture Capital funds, to measure social impacts of investment. The Core Survey is an Excel worksheet to be completed by companies receiving equity investments from a CDVC fund; it tracks jobs, wages, career ladders, training and other information on low income employees, and taxes paid by the firm. Open ended questions cover hiring process, workforce satisfaction, productivity of low income employees, and multiplier effects of investments. The worksheet includes current and past year information. An Enhanced Model has additional survey questions to supplement those covered on the Core Survey. Both tools can be downloaded free for immediate use. The Toolkit page also has a link to an Internal Rate of Return calculator spreadsheet. To access the Toolkit page from the website, click on Research, then on Measuring Impacts Toolkit.

CONTACT INFORMATION FOR CDVCA

Address: Community Development Venture Capital Alliance
330 Seventh Avenue, 19th Floor
New York, NY 10001
Telephone: 212-594-6747
Fax: 212-594-6717
E-mail: cdvca@cdvca.org
Website: http://www.cdvca.org

Community Indicators Consortium Indicator Systems

CIC website provides links to local community indicator data sources, offers a model for developing a community indicators system, and sponsors annual conferences on community indicators use and research. Seven local community indicator projects received awards at the 2005 CIC meeting for effectiveness in using indicators to promote change: Truckee Meadows Tomorrow, New Yorkers for Parks, West Oakland Environmental Indicators Project, City of Santa Monica (CA), Community Vision (Osceola County, FL), Jacksonville (FL) Community Council, and Vision for Children at Risk (St. Louis, MO).

CONTACT INFORMATION FOR CIC

Website: http://www.communityindicators.net
E-mail: kjones@gmied.org

DataPlace

DataPlace is a free web-based tool that provides access to data at the neighborhood to the national level. The site currently contains data from the 1990 and 2000 Censuses (demographic, economic, housing, and social characteristics), Home Mortgage Disclosure Act (home mortgage applications and loans), Section 8 Expiring Use database (neighborhood- and property-level data on federally assisted housing at risk of loss), and Consolidated Plan special tabulations (data on housing needs by household income level). It also provides a mapping tool that allows for customizing a map's appearance by selecting different color schemes or interval ranges. Five types of area profiles provide a pre-selected group of indicators of demographic and social, employment and income, housing, or mortgage lending conditions in a geographic area. DataPlace also offers a chart and table tool.

CONTACT INFORMATION FOR DATAPLACE

Address: DataPlace by KnowledgePlex®
c/o Fannie Mae Foundation
4000 Wisconsin Avenue, N.W.
North Tower, Suite One
Washington, DC 20016-2804
Website: http://www.dataplace.org

ETO (Efforts to Outcomes) Software from Social Solutions

ETO (Efforts to Outcomes) is a web-based system for client case management and outcome management, aimed at human services organizations. Three editions are available; standard edition costs $6,000; technical support and training are provided to registered users at no additional charge.

CONTACT INFORMATION FOR SOCIAL SOLUTIONS

Address: Social Solutions
2400 Boston Street, Suite 360
The Factory Building 3rd Floor
Baltimore, MD 21224
Telephone: 410.732.3560 or 866.732.3560
Fax: 410.732.3561
Website: http://www.socialsolutionsonline.com

Evaluation Plan Builder

Innovation Network's Evaluation Plan Builder can be used for both Implementation ("What did we do?") and Outcomes Evaluation ("How well did we do it?"). The Outcomes template is divided into sections on Outcomes and Indicators/Data Collection; the Implementation template is divided into Activities/Outputs, Implementation Questions, and Data Collection. A workbook on evaluation planning is available as a PDF file. All are free to registered Point K users (Registration is free). (From the Innonet home page, follow the links to Point K.)

CONTACT INFORMATION FOR INNOVATION NETWORK

Address: Innovation Network, Inc.
1625 K Street, NW, 11th Floor
Washington, DC 20006
Telephone: 202-728-0727
Fax: 202-728-0136
Website: http://www.innonet.org

Getting to Outcomes Model

Part of SAMHSA Center for Substance Abuse Prevention's "Prevention Platform" website, has links to tools for program planning, implementation, evaluation, and sustainability, including indicators, data, outcome measures, data collection instruments, and database builder. All are free to registered users, and there is no cost to register. The manual "Getting to Outcomes: Methods and Tools for Planning, Self-Evaluation, and Accountability," can be downloaded free as a PDF file.

CONTACT INFORMATION FOR SAMHSA "PREVENTION PLATFORM"

Address: Substance Abuse and Mental Health Services Administration (SAMHSA)
1 Choke Cherry Road
Rockville, MD 20857
Website: http://preventionplatform.samhsa.gov

FIVE REGIONAL OFFICES OFFER TECHNICAL ASSISTANCE:

Central Region, Minnesota Institute of Public Health
2720 Highway 10
Mounds View, MN 55112
Telephone: 800-782-1878 or 763-427-5310
Fax: 763-427-7841

Northeast Region, Education Development Center, Inc.
55 Chapel Street, Newton, MA 02458
Telephone: 888-332-2278 or 617-969-7100
Fax: 617-244-3436
Southeast Region, Pacific Institute for Research and Evaluation, Inc.
Mississippi Office
309 Holley Lane
Ridgeland, MS 39157
Telephone: 866-973-2278
Fax: 601-605-0025

Southwest Region, Southwest Prevention Center
University of Oklahoma
555 E. Constitution Street, Room 141/142
Norman, OK 73072
Telephone: 800-853-2572 or 405-325-1454
Fax: 405-325-7092

Western Region, University of Nevada, Reno
Center for the Application of Substance Abuse Technologies
Mail Stop 279
Reno, NV 89557
Telephone: 888-734-7476 or 775-784-1174
Fax: 775-784-1840

HMDA Public Data

Mortgage and home improvement loan information reported by banks and lending institutions can be accessed by institution, state, and metropolitan area. Reports include information on race and income of loan applicants. Data are available on CD Rom or online.

CONTACT INFORMATION FOR HMDA PUBLIC DATA

HMDA Assistance Line: 202-452-2016
E-mail: hmdahelp@frb.gov
Website: http://www.ffiec.gov/hmda/publicdata.htm

Independent Evaluation Group (IEG) of World Bank

Evaluation arm of World Bank, lists the following evaluation tools on its website: project reviews, country assistance evaluations, sector and thematic reviews, and process reviews. Its Project Performance Assessment Reports rate projects in terms of outcome, sustainability, and institutional development impact.

CONTACT INFORMATION FOR IEG

Address: Independent Evaluation Group Help Desk
World Bank Group
1818 H Street, N.W., MSN H3-305
Washington, D.C. 20433
Telephone: 202-458-4497
Fax: 202-522-3125
E-mail: eline@worldbank.org
Website: http://www.worldbank.org/oed

Intelligent Middleware for Understanding Neighborhood Markets

Collaborative effort of MIT, City of Boston, Metropolitan Area Planning Council, Boston Foundation, and Brookings Institution Urban Markets Initiative for sharing of data within metropolitan area. Integrates local knowledge of land use, ownership, and market potential at neighborhood level. Data will be used to reinterpret administrative data sets and develop customized analyses of neighborhood conditions and market potential. Tools for data sharing are being developed by MIT.

CONTACT INFORMATION FOR INTELLIGENT MIDDLEWARE

Website: http://uis.mit.edu

Kellogg Foundation Evaluation Toolkit

This "Evaluation Toolkit" has detailed information on types of evaluation, evaluation planning, evaluation budgeting, how to hire an evaluator, and links to resources on evaluation approaches. While it is targeted primarily at Kellogg grantees who will be working with an external evaluator, anyone who is seeking to design an effective, useful evaluation can benefit from this material. Also has links to PDF files of a logic model development guide and an evaluation handbook. All materials are free.

CONTACT INFORMATION FOR W.K. KELLOGG FOUNDATION

Address: W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4012
Telephone: 269-968-1611
TDD on site
Fax: 269-968-0413
Website: http://www.wkkf.org
Website for the Toolkit: http://www.wkkf.org/default.aspx?tabid=75&CID=281&NID=61&LanguageID=0

KIDS COUNT Databases

Initiative of the Annie E. Casey Foundation, comprises several interactive online databases that allow visitors to create free, customized data reports. The report choices vary by system, but include the ability to generate custom profiles, line graphs, maps, and rankings, and download raw data. The State Level Data system includes 75 indicators of child well-being for 50 states and the District of Columbia. KIDS COUNT Census Data online includes indicators of child well-being released by the 2000 U.S. Census on Age and Sex, Race, Hispanic Origin, Living Arrangements, Income and Poverty, Employment, Education, Language, and Disability Status for the United States, individual states, the nation's largest cities, counties, American Indian/Alaska/Native Hawaiian Home Lands, Consolidated Metropolitan Statistical Areas, Metropolitan Statistical Areas, Primary Metropolitan Statistical Areas, Congressional districts (for the 108th Congress), state legislative districts, and New England Towns. Right Start Data online includes measures that reflect conditions prior to birth, a newborn's health status at birth, and maternal characteristics that are associated with a child's poor educational and social outcomes. CLIKS, Community Level Information on Kids, brings together data on the well-being of children collected by KIDS COUNT grantees from state and local sources, such as health departments, human services agencies, and schools.

CONTACT INFORMATION FOR KIDS COUNT

Address: The Annie E. Casey Foundation
701 St. Paul St. Baltimore, MD 21202
Telephone: 410-547-6600
Fax: 410-547-6624
Website: http://www.aecf.org/kidscount/index.htm

Living Cities Databooks

Reports prepared by Brookings Institution Metropolitan Policy Program analyzing census data for 23 large cities that are the focus of Living Cities investments. Each report examines population, race and ethnicity, immigration, age, households and families, education, work, commuting, income and poverty, and housing. For each set of indicators, the databooks compare each Living City to other cities participating in the initiative as well as the top 100 cities. They also provide comparisons within and across the metropolitan areas in which these cities are located. Each databook uses a uniform set of indicators and comparisons, within a uniform format, but charts, tables, and maps are tailored for that city. In addition, each databook provides an executive summary that describes how that particular city has performed on the indicators. For each city, an online executive summary and downloadable PDF reports are available.

CONTACT INFORMATION FOR LIVING CITIES

Address: Metropolitan Policy Program
The Brookings Institution
1775 Massachusetts Ave., NW
Washington, DC 20036
Telephone: 202-797-6139
Fax: 202-797-2965
E-mail: metro@brookings.edu
Website: http://www.brookings.edu/es/urban/livingcities.htm

Logic Model Builder

Online tool available through Innovation Network's Point K learning center, guides users through step by step process of developing a logic model. According to the website, most people need about 1-2 hours to complete a logic model using this tool; the plan is saved with every step of the process, so a user need not complete it in one session. Each page shows the five steps of the Logic Model Builder, each screen shows definitions and examples of content for that step and contextual links provide evaluation expertise, usability help, examples, checklists and worksheets. The site also includes a workbook on constructing a logic model. Tool and workbook are available free to registered users of Point K (registration is free).

CONTACT INFORMATION FOR INNOVATION NETWORK

Address: Innovation Network, Inc.
1625 K Street, NW, 11th Floor
Washington, DC 20006
Telephone: 202-728-0727
Fax: 202-728-0136
Website: http://www.innonet.org

Making Connections: Local Learning Partnerships

Initiative of Annie E. Casey Foundation to support collaborative efforts to collect quantitative and qualitative data for community use, and provide technical assistance with data analysis for 11 cities in the Making Connections initiative (Boston, Denver, Des Moines, Hartford, Indianapolis, Louisville, Milwaukee, Oakland, Providence, San Antonio, and Seattle). Each local learning partnership compiles a comprehensive, integrated database of neighborhood-level information for use by community members and organizations and in evaluation of Making Connections initiatives. Goals include promoting continuous learning among community members, advocates and organizations, and encouraging collaboration between data holders/traditional researchers and potential data users in the community.

CONTACT INFORMATION FOR LOCAL LEARNING PARTNERSHIP

Address: The Annie E. Casey Foundation
701 St. Paul St.
Baltimore, MD 21202
Telephone: 410-547-6600
Fax: 410-547-6624
Website: http://www.aecf.org/initiatives/mc/llp/index.htm

Making Connections: The National Survey Indicators Database

Online database of survey questions and survey-based scales on topics associated with Annie E. Casey Foundation's Making Connections initiative: family strengthening, alliance building, social networks, helping system, economic opportunity, neighborhood assets, family functioning, and child and family well-being. The database can be searched by these general topics, or by names of measures or indicators, and includes contact information and sources, as well as reliability information for some scales and questions. Individual questions or scales can be selected for inclusion into a user's survey. The database was developed for use in the Making Connections community, but is available for public use at no cost.

CONTACT INFORMATION FOR NATIONAL SURVEY INDICATORS DATABASE

Address: The Annie E. Casey Foundation
701 St. Paul St.
Baltimore, MD 21202
Telephone: 410-547-6600
Fax: 410-547-6624
Website: http://www.aecf.org/initiatives/mc/mcid/index.php

Matrix Evaluation Model

Tools for assessment, case management and evaluation, developed by Institute for Community Collaborative Studies at California State University, Monterey Bay. The Family Development Matrix was developed for human services agencies to set goals and chart progress of families, and assess the effectiveness of services in relation to families' progress toward goals; it identifies indicators in 12 areas ranging from education and employment to family relations and social and emotional health. The Community Scaling Tool was developed by the National Community Services Block Grant Monitoring and Assessment Task Force Committee on Scales and Ladders to assist local agencies in showing the incremental progress that is made towards the achievement of long-term, complex goals; it incorporates goals, units of measure, scales and dimensions of change for family, community and agency levels, definitions of threshold levels in five dimensions (public policy, equity, civic capital, services support systems, and economic opportunity), and guidelines for use. An online Matrix Creator and tutorial are available at no charge to organizations completing a registration form; organizations can contract for additional training and technical assistance. Agencies using matrix models include Head Start, family resource centers, and other human services agencies.

CONTACT INFORMATION FOR MATRIX EVALUATION MODEL

Address: Jerry Endres M.S.W, Community Director
Institute for Community Collaborative Studies
California State University
Monterey Bay
100 Campus Center, Building 86 D
Seaside, CA 93955
Telephone: 831-582-3624
Fax: 831-582-3899
E-mail: Jerry_Endres@csumb.edu
Website: http://hhspp.csumb.edu/community/matrix/

MetroEdge

Started as subsidiary of Shorebank Corp. and located at LISC since January 2006. Offers census data and "on the ground market intelligence" on consumer spending and market trends. Includes Demographics Lab of analytical techniques and modeling templates for "finding untapped markets."

CONTACT INFORMATION FOR METROEDGE

Address: LISC MetroEdge
1 N La Salle St., 12th Floor
Chicago, IL 60602
Telephone: 312-697-6125
E-mail: MetroEdge@lisc.org
Website: www.metro-edge.com

National Infrastructure for Community Statistics

NICS, hosted by the Urban Markets Initiative at the Brookings Institution, is developing a web-based "marketplace" that will provide access to community level data (parcel, neighborhood, metropolitan area) from multiple sources. NICS will also have tools and services to facilitate data access, management, analysis, and presentation, including mapping tools and estimation models. It is intended to be a resource for a wide range of data users: government agencies, nonprofits, universities, foundations, and market research consultants.

CONTACT INFORMATION FOR NICS

Address: Rebecca Blash, NICS Manager
Urban Markets Initiative, Metropolitan Policy Program
The Brookings Institution
1775 Massachusetts Avenue NW
Washington, DC 20036-2188
Telephone: 202-797-6257
E-mail: rblash@brookings.edu
Website: http://www.nicsweb.org

Neighborhood Market DrillDown

Social Compact offers neighborhood market analysis services, and provides accurate, business-oriented profiles of these neighborhood markets through its Neighborhood Market DrillDown, comprising business indicators of market strength, current economic and demographic information. As part of the DrillDown analysis, Social Compact uses a proprietary data tool for quantifying the informal economy in over one hundred underserved neighborhoods across the U.S. Social Compact works with local governments, businesses, foundations, and community organizations. The DrillDown has been used in 100 neighborhoods.

CONTACT INFORMATION FOR NEIGHBORHOOD MARKET DRILLDOWN

Address: Social Compact
738 Seventh St. SE
Washington, DC 20003
Telephone: 202-547-2581
Fax: 202-547-2560
Website: http://www.socialcompact.org/market.htm

Neighborhood Study Questionnaire

This 190-item survey was used to collect data for a study of the impacts of community development corporations on their target neighborhoods. It collects information on physical and social conditions, awareness of and satisfaction with available services, housing satisfaction, perceptions of neighborhood safety, and gives special emphasis to measuring resident activism, feelings of empowerment, and residents' social connections within the neighborhood. Results of the study are reported in Xavier de Sousa Briggs and E. Mueller, with M. Sullivan, From Neighborhood to Community: Evidence on the Social Effects of Community Development, Community Development Research Center, Milano Graduate School of Management and Urban Policy, New School for Social Research, 1997.

CONTACT INFORMATION FOR NEIGHBORHOOD STUDY QUESTIONNAIRE

Address: Elizabeth J. Mueller
Community & Regional Planning Program
School of Architecture
Goldsmith Hall
University of Texas
Austin,TX 78712-1160
Telephone: 512-471-6841
E-mail: ejmueller@mail.utexas.edu

Neighborhood Survey Pro

Software from Enterprise Community Partners to conduct surveys with handheld computers; data collected can be downloaded into a master database. Available surveys include: Building Condition and Land Use, Household Demographics & Housing Information, Housing Needs & Attitudes, Employment, Neighborhood & Family Needs & Attitudes, Resident Skills and Abilities (Asset Mapping), and Youth Demographics, needs and interest. Enterprise offers a curriculum to train users to operate hand-held computers and to conduct electronic surveys. Software is available for purchase for $350 for one licensed user, and $50 for each additional licensed user; a 30-day free demo can be downloaded.

CONTACT INFORMATION FOR NEIGHBORHOOD SURVEY PRO

Address: Enterprise Community Partners, Inc.
American City Building
10227 Wincopin Circle
Columbia, Maryland 21044
Telephone: 410-964-1230
Website: http://www.enterprisefoundation.org/resources/software/NSP/index.asp

NNIP (National Neighborhood Indicators Partnership)

Consortium of 26 cities that compile data from existing sources on city services and neighborhood conditions and make it widely available in GIS formats. NNIP engages in cross-site data analysis, and is concerned with building databases, indicators, and community capacity to use data effectively. It provides technical assistance to practitioners and others engaged in developing neighborhood information systems, including resources such as databases, how-to handbooks, training curricula, websites ,and guidebooks that have been field tested by partnership members. A national database, the National Neighborhood Data System (NNDS) contains a selected set of comparable census tract level indicators (mostly administrative data), drawn from the systems of the local partners and information from national data sets, mostly at the census tract level, for all parts of the country. Member cities: Atlanta, Baltimore, Boston, Camden (NJ), Chattanooga, Chicago, Cleveland, Columbus, Dallas, Denver, Des Moines, Hartford, Indianapolis, Los Angeles, Louisville, Memphis, Miami, Milwaukee, Nashville, New Orleans, Oakland, Philadelphia, Providence, Sacramento, Seattle, Washington (DC).

CONTACT INFORMATION FOR NNIP

Address: G. Thomas Kingsley, NNIP Director
The Urban Institute
2100 M Street, NW
Washington, DC 20037
E-mail: nnip@ui.urban.org
Website: http://www2.urban.org/nnip

Outcome Engineering

Also known as "journey mapping", tool for capturing qualitative, anecdotal and narrative information developed by Barry Kibel. Outcome Engineering Toolbox is a guide to using this approach, which involves development of vision and mission statements, identification of outcome challenges, mapping progress toward outcomes (the journey), and using evaluation results to improve programs and delivery systems.; PDF file of User Manual also available. Annual fee for use of software $1,000; consultation is $1,500/day.)

CONTACT INFORMATION FOR OUTCOME ENGINEERING

Address: Results Mapping Laboratory
Pacific Institute for Research and Evaluation
1229 E. Franklin St. 2nd Fl.
Chapel Hill, NC 27514-3307
E-mail: journey@pire.org
Website: http://www.pire.org/outcome-engineering

Outcome Funding and Outcome Management Frameworks

Developed by Williams, Webb and Phillips and used by Rensselaerville Institute in training and consulting for nonprofit organizations. Based on series of "and then" statements that link a sequence of steps to specific performance targets and a series of "milestones" representing what customers/clients do as result of program activities. Similar to Logic Model but asks additional question, "How the 'if' will result in the 'then'?" Helpful in program planning and implementation, but requires high level commitment of time and energy by organization using it. RESULTbase software was developed to track client information for use in these frameworks.

CONTACT INFORMATION FOR RENSSELAERVILLE INSTITUTE

Address: Rensselaerville Institute
63 Huyck Road
Rensselaerville, NY 12147
Telephone: 518-797-3783
Fax: 518-797-5270
E-mail: info@RInstitute.org
Rensselaerville Institute website: http://www.rinstitute.org
Link for RESULTbase information: http://www.rinstitute.org/information.htm

Result Based Accountability

Model developed by Mark Friedman of Fiscal Policy Study Institute. This model calls for identifying 3 or 4 most important outcome measures that focus on customer results; creating baselines for these measures, and holding agencies accountable for making progress against their baselines. It identifies reasons for baseline conditions, all the potential partners who can contribute to improving these conditions, then looks at "what works to do better than baseline," based on both research and "common sense" to develop a strategy for moving toward the previously identified outcomes. The online Results Accountability Guide contains text, tools, graphics, and resources for implementing the RBA model.

CONTACT INFORMATION FOR RESULT BASED ACCOUNTABILITY

Address: Mark Friedman, Director
Fiscal Policy Studies Institute
7 Avenida Vista Grande #140
Santa Fe, New Mexico 87508
Telephone: 505-466-3284
E-mail: xfpsi@aol.com
Website: http://www.raguide.org

ROMA (Results Oriented Management and Accountability)

ROMA is used by Community Action Agencies (CAA's) and Community Services Block Grant (CSBG) organizations to evaluate program effectiveness and plan for improvements in agency capacity and performance. ROMA was developed by the CSBG Monitoring and Assessment Task Force, in response to the Government Performance and Results Act (GPRA) of 1993.
The task force created six broad goals and a list of direct measures for members of the Community Action Network to use when responding to GPRA: two goals speak about family level outcomes, two goals address community level outcomes, and two goals specify agency level outcomes. Scales and Ladders is a graphic tool used by some community services agencies to assess progress of families, communities, or agencies on predefined scales.
Related scales are grouped in a matrix for measuring outcomes,

needs assessment, planning and evaluation. The tool allows for measurement of interim successes, and comparison with thresholds. PRISM (Program Review Instrument for Systems Management) is a national monitoring system that includes a set of instruments, online software, and process for federal monitoring of Head Start grantees. The ROMA website has links to downloadable measurement and data collection tools developed by state community services agencies.

CONTACT INFORMATION FOR ROMA

Website: http://www.roma1.org/index.asp

Salt Lake City Westside Community Assessment

This survey was developed to identify the physical and social predictors of people's confidence in the future of their block through interviews with residents and environmental assessments of respondents' homes and blocks. The results of this Salt Lake City study indicated that territoriality, cohesion and perception of neighborhood qualities were predictive of individual "confidence" in block revitalization efforts. The survey emphasized housing and neighborhood revitalization, home improvements; levels of home and community pride; satisfaction and place attachment; and block and neighborhood confidence. Results of the study are reported in Douglas D. Perkins, B.B. Brown and R.B. Taylor. 1996. "The ecology of empowerment: Predicting participation in community organizations," Journal of Social Issues 52: 85-110.

CONTACT INFORMATION FOR SLC WEST SIDE COMMUNITY ASSESSMENT

Address: Douglas Perkins
Dept. of Human & Organizational Development, Box 90
Peabody College
Vanderbilt University
Nashville,TN 37203
Telephone: 615-322-3386
E-mail: Douglas.D.Perkins@vanderbilt.edu

Social Indicators

Online data on health and social conditions in 100 largest metropolitan areas, compiled by National Association of Planning Councils from census and other sources. Indicators include: index of deprivation (poverty rate, educational attainment, unemployment rate, percent non-English speaking population, violent crime rate, per capita income), child well-being index (child poverty rate, births to teenage mothers, low birth weight rate, female headed households, infant mortality rate), and indicator tables for demographic, economic well-being, and housing statistics. Tables rank metropolitan areas and suburbs separately on each indicator, and compare 1990 and 2000 rankings.

CONTACT INFORMATION FOR NAPC

Address: National Association of Planning Councils
11118 Ferndale Road
Dallas, Texas 75238
Telephone: 214-342-2638
Toll-free: 1-800-795-9834
Website: http://www.socialindicators.com

Social Outcomes Tracking

The Robert Social Enterprise Fund tracks the employment and income of every employee who has worked in one of its enterprises since 1998. It developed OASIS, a comprehensive, agency wide management information system for its client organizations to use in tracking the impacts of their programs.

CONTACT INFORMATION FOR SOCIAL OUTCOMES TRACKING

Address: REDF
38 Keyes Avenue, Suite 100
P.O. Box 29566
San Francisco, CA 94129-0566
Telephone: 415) 561-6677
Fax: (415) 561-6685
OASIS Project Website: http://www.redf.org/results-oasis.htm

Social Return on Investment (SROI)

Initiative of Robert Social Enterprise Fund to develop an analysis comparable to Return on Investment (ROI) that would include measures of social outcomes of investment. Website includes a paper on SROI methodology, reports on its development and implementation, and Excel models for carrying out the calculations. Reports indicate that the process is very complex and time consuming.

CONTACT INFORMATION FOR SOCIAL RETURN ON INVESTMENT

Address: REDF
38 Keyes Avenue, Suite 100
P.O. Box 29566
San Francisco, CA 94129-0566
Telephone: 415-561-6677
Fax: 415-561-6685
Website: www.redf.org/results-sroi.htm

Success Measures Program and Data System

Success Measures is a participatory outcome-based evaluation method, designed by and for community based organizations and their stakeholders. The Success Measures Data System (SMDS), a subscription based online service, provides process guidance, 44 indicators of community development outcomes, and over 100 qualitative and quantitative data collection tools (in English and Spanish) for planning, carrying out and tabulating a participatory evaluation. SMDS also offers secure data management and storage for an organization's evaluations and, at the user's discretion, allows online sharing of evaluations with partners, funders or other stakeholders. The Success Measures Program at NeighborWorks America offers workshops, training, and technical assistance to community based organizations and their funding and intermediary partners on the use of the Success Measures method and the Success Measures Data System. Annual subscriptions to SMDS are $2,500 for an unlimited number of users and evaluations within an organization; Success Measures training includes a two or three part series of workshops, materials, and up to 6 days of one-on-one coaching, at a cost of $7,500 per organization. The program also offers a range of introductory workshops and custom services for funders, intermediaries and other nonprofit organizations interested in developing outcome evaluation capacity.

CONTACT INFORMATION FOR SUCCESS MEASURES

Address: Success Measures
NeighborWorks America
1325 G Street, NW, Suite 800
Washington, DC 20005
Telephone: 202-220-2330
Fax: 202-376-2160
E-mail: successmeasures@nw.org
Website: www.successmeasures.org

Theory of Change

Theory of Change provides a framework for linking goals and assumptions with interventions and outcome indicators, through a narrative that explains the logic of a program or initiative. The theory of change process hinges upon defining all of the necessary and sufficient conditions required to bring about a given long term outcome and uses backwards mapping to connect long-term goals to intermediate and then early-term changes that would be required to cause the desired change. This creates a set of connected outcomes known as a "pathway of change". Training and technical assistance for using the framework are available and an online suite is under development.

CONTACT INFORMATION FOR ACTKNOWLEDGE

Address: ActKnowledge
Center for Human Environments
365 Fifth Ave., 6th Floor
New York, NY 10016
Telephone: 212.817.1906
Fax: 212.817.1564
E-mail: info@actknowledge.org
Website: http://www.actknowledge.org

CONTACT INFORMATION FOR THE ASPEN INSTITUTE ROUNDTABLE ON COMMUNITY CHANGE

Address: 281 Park Avenue South
New York, NY 10010
Telephone: 212.677.5510 x 27
Fax: 212.677.5650
E-mail: andreaa@aspenroundtable.org
Website: http://www.aspenroundtable.org
Theory of Change website: http://www.theoryofchange.org/index.html

United Way of America Outcome Resource Network

The Resource Network offers information, downloadable documents, and links to resources related to the identification and measurement of program- and community-level outcomes. It includes descriptions and excerpts or downloadable copies of United Way of America outcome measurement resources (including the United Way manual, Measuring Program Outcomes: A Practical Approach, which can be purchased for $5), full-text resources and links on program outcome measurement, community-level initiatives, and related topics, and links to selected outcome and performance measurement initiatives within the United Way system; national health, human service, and youth-serving organizations; public sector agencies; and other nonprofit organizations.

CONTACT INFORMATION FOR OUTCOME RESOURCE NETWORK

Address: United Way of America
701 N. Fairfax Street
Alexandria, VA 22314
Outcome Resource Network Website: http://national.unitedway.org/outcomes

VistaShare Outcome Tracker and Outcome Viewer

Outcome Tracker and Outcome Viewer are web-based information systems that track clients, programs and outcomes. In addition to predefined fields, users can add their own fields for information on demographics, outcomes, and activities. Customized reporting formats are also available. One-time setup fee and monthly subscription fee required; training and technical assistance services available as required. Information on fees available by contacting VistaShare.

CONTACT INFORMATION FOR VISTASHARE

Address: VistaShare, LLC
1251 Virginia Ave.
Harrisonburg, VA 22802
Telephone: 540-432-1900
E-mail: Info@VistaShare.com
Website: http://www.vistashare.com

III. Additional Resources

Resource Organizations

(not listed in Matrices or Legend above)

The Hauser Center for Nonprofit Organizations at Harvard University offers professional development seminars for nonprofit executives taught by Harvard faculty.

Nonprofit Good Practices Guide (www.npgoodpractice.org) developed by Dorothy Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University contains a glossary of terms related to evaluation, nonprofit management, communications, capacity building, communications, and fundraising, and links to websites with additional information on these topics.

Mary Reynolds Babcock Foundation, Organizational Assessment Framework for Grantees (CD appendix to Funder's Guide, below).

Community Tool Box (CTB) (http://ctb.ku.edu/tools) provides over 6,000 pages of practical information related to community health and development. This web site is created and maintained by the Work Group on Health Promotion and Community Development at the University of Kansas in Lawrence, Kansas.

Planning and Evaluation Resource Center (PERC) (http://www.evaluationtools.org/) is a project of the Innovation Center for Community and Youth Development and the Institute for Applied Research in Youth Development at Tufts University. While some materials are focused on the field of youth development, the site includes useful general information on evaluation appropriate for community development and other nonprofit agencies.

Upstate Alliance for Nonprofit Excellence (http://www.upstatealliancenp.org/) is a collaboration of nonprofits, consultants and funders in upstate New York.. The website includes a reference section with links to a wide range of materials on evaluation, and information about more than 25 organizational assessment tools.

Michigan State University Office of University Outreach and Engagement, Capable Communities website (http://outreach.msu.edu/CapableCommunities/default.html) has a glossary of evaluation terms, and resources and information related to the office's "Outcome-Asset-Impact Model" which links community assets and outcomes.

Communication for Social Change Consortium (http://www.communicationforsocialchange.org) International nonprofit organization working in developing and industrialized countries to build local capacity of residents of poor and marginalized communities to use communication to improve their lives. Resource links include publications on participatory monitoring and evaluation, bibliography on measuring change.

Bruner Foundation Effectiveness Initiative (http://www.brunerfoundation.org/ei/) Resource materials n participatory evaluation for nonprofits and funders, Bibliography of publications and websites on evaluation.

Selected Publications

Theodore H. Poister, Measuring Performance in Public and Nonprofit Organizations. Jossey Bass, 2002.

Lori Bartczak, ed., A Funder's Guide to Organizational Assessment. Fieldstone, 2005.

Norman Glickman and Lisa Servon, "By the Numbers: Measuring Community Development Corporations' Capacity." *Journal of Planning Education and Research,* 2003.

Robert Penna and William Phillips, Outcome Frameworks: An Overview for Practitioners. Rensselaerville Institute, 2004.

United Way of America, "Connecting Program Outcome Measurement to Community Impact." 2005.

Paul Epstein, Paul M. Coates, Lyle D. Wray, David Swain, Results that Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done. Jossey Bass, 2005.

William and Flora Hewlett Foundation, "Community Development: A Guide for Grantmakers on Fostering Better Oucomes through Good Process." 2005. PDF file available from publications page of foundation website (http://www.hewlett.org/Publications/).

Key Evaluation Terms

Cost-Benefit Analysis: An analysis that compares present values of all benefits less those of related costs when benefits can be valued in dollars the same way as costs. A cost-benefit analysis is performed in order to select the alternative that maximizes the benefits of a program.

Formative Evaluation: A type of process evaluation of new programs or services that focuses on collecting data on program operations so that needed changes or modifications can be made to the program in the early stages

Process Evaluation: Identifies the procedures undertaken and the decisions made in developing a program, describes how the program operates, the services it delivers, and the functions it carries out.

Summative Evaluation: An evaluation designed to present conclusions about the merit or worth of an intervention and recommendations about whether it should be retained, altered, or eliminated.

Logic Model: A systematic, visual way to present a planned program with its underlying assumptions and theoretical framework. It is a flow chart that traces how inputs and activities interact to produce outcomes and impacts.

Definitions adapted from Nonprofit Good Practice Guide (http://www.npgoodpractice.org) *of Dorothy Johnson Center for Philanthropy and Nonprofit Leadership at Grand Valley State University.*

IV. Acknowledgements

Participants in March 3, 2006 Community Development Mapping Meeting, Washington, DC 2006

Dana Bezerra, Program Officer, **F. B. Heron Foundation**, New York, NY

David Black, Program Manager, **MicroTest**, Washington, DC

Thomas Chabolla, Associate Director for Programs, **Catholic Campaign for Human Development**, Washington, DC

Donna Fabiani, Manager, Research and Evaluation, C**ommunity Development Financial Institutions Fund,** Washington, DC

Jill Bangser Fioravanti, Special Projects Manager, **Cabrillo Economic Development Corporation**, Saticoy, CA

Lois Greco, Vice President and Regional Foundation Evaluation Officer, **Wachovia Regional Foundation**, Philadelphia, PA

Norman Glickman, Professor, **Bloustein School of Planning and Public Policy, Rutgers University**, New Brunswick, NJ

Tom Kelly, Evaluation Manager, **Annie E. Casey Foundation**, Baltimore, MD

George McCarthy, Program Officer, Economic Development, Asset Building, and Community Development, **The Ford Foundation**, New York, NY

Chris Perez, Program Officer, F. B. **Heron Foundation**, New York, NY

Kathy Pettit, Deputy Director, **National Neighborhood Indicators Partnership**, Washington, DC

Robert Penna, Senior Consultant, **Rensselaerville Institute**, Rensselaerville, NY

Andrew Reamer, Deputy Director, Urban Markets Initiative, **The Brookings Institution**, Washington, DC

Emily Salomon, Assistant Project Manager, Livability Team, **International City County Management Association**, Washington, DC

Christine Shenot, Project Manager, Livability Team, **International City County Management Association**, Washington, DC

Kristen Siglin, Vice President, Knowledge Initiatives, **Enterprise Community Partners**, Columbia, MD

Dawn Smart, Consultant, **Clegg and Associates**, Seattle, WA

Christopher Walker, Director of Research and Assessment, **Local Initiative Support Corporation (LISC)**, Washington, DC

Mark Weinheimer, Director of Cities Programs, **Living Cities**, Washington, DC

NeighborWorks® America

Jessica Anders, Success Measures Management Consultant

Lynn Bachelor, Success Measures Visiting Faculty Fellow (January–May 2006), Legend and Matrix Author, and Associate Professor, Department of Political Science and Public Administration, University of Toledo

Christina Deady, Training Manager

Brooke Finn, Director, Program Integration and Planning

Maggie Grieve, Director, Success Measures

Ronald Johnston, Director, Organizational Assessment Division

Nancy Kopf, Success Measures Training Consultant

David Weisberger, Social Enterprise Specialist

The Grove Consultants International

Sunni Brown, Legend Designer

Laurie Durnell, Meeting Facilitator/Senior Consultant

Tiffany Forner, Storymap Designer