

**RESULTS AND PERFORMANCE ACCOUNTABILITY – CHEAT SHEET**  
**By Foundation Consortium for the**  
**Results for Children Initiative (Prop. 10)**

Terms and Concepts: SHORT VERSION

**The Twelve Results and Performance Accountability Questions**

1. Who is bringing people to which planning and decision making table? (Owners)
2. Who is at the table? (Partners)
3. Who else do we need to help us succeed? (Partners)
4. Who are we trying to help? (Target Population)
5. What results do we want for them? (Results)
6. How will we know we have gotten the results we want? (Indicators)
7. How do we know that the different kinds of children and families in the target population are achieving the results we want? (Disaggregated Data on Indicators)
8. How have we done in the past on key indicators? (Baseline/Forecast)
  - Is data available?
  - What is the quality of the data?
  - Who has the data?
9. Why do the indicators look the way they do? (The Story Behind the Curve)
10. What can we do that we think will work? (Strategies)
  - What does the research tell us?
  - What do the experts tell us?
  - What does our experience and common sense tell us?
  - What does the community tell us?
  - What are we committed to do? (Strategic Plan)
11. How will we know what we're doing is working? (Performance Measures)
12. How do we use our data to drive this process again?

**Definitions and Examples**

**Result:** A condition of well-being for whole population of children, adults, families or communities

(Remember: Community-wide population)

Examples: Proposition 10 Strategic Results

- Children Learning and Ready for School
- Health Children
- Strong Families

(Prop 10 also states the desired result of Integrated Systems. Integrated systems are a critical strategy to achieving the above results.)

**Indicator:** A measure which helps quantify the achievement of a desired result

(Remember: Community-wide population/whole populations)

Example: Children Learning and Ready for School

- Decreased rate of kindergarten retention/placement in transitional first grade
- Decreased rate of children entering kindergarten with undiagnosed special needs
- Increased rate of identified special needs children receiving special education
- Increased number of children attending high quality child-care (proxy)
- Increased rate of new parents receiving home visitation (proxy)

**Strategy:** A set of activities, programs or actions that work together to achieve progress on an indicator(s)

Example: Children Learning and Ready for School

- Provide home visiting program for all new parents
- Provide parent education on child development
- Provide parent/child playgroups facilitated by a trained child development specialist
- Reach out to existing play groups and parent’s networks to offer resources and materials on child development, resources and material
- Provide high quality child care/pre-school learning environments
- Provide developmental assessments for all children
- Put health “promoters” in every Family Resource Center in the county; have “promoters” visit family and center-based child care providers
- Create a loan/investment pool to construct five new child care facilities in the county; create a training “system” and attendance incentives for family child care providers

**Performance Measure:** A measure of how well agency or program service delivery is working (Remember: for program/strategy populations)

Example: Children Learning and Ready for School: Family Resource Centers

<p><b>#1: What did we do?</b></p> <ul style="list-style-type: none"> <li>▪ Number of families served</li> <li>▪ Number of referrals made</li> <li>▪ Number of family plans written</li> </ul>	<p><b>#2: How well did we do it?</b></p> <ul style="list-style-type: none"> <li>▪ Number of high risk families successfully identified</li> <li>▪ Percentage of high risk families still involved at center at 3, 6,12 months</li> <li>▪ Percentage of referrals where follow-up actually occurred for family</li> <li>▪ Percentage of family plans written by family members with staff support</li> </ul>
<p><b>#3: How much effect/change did we produce?</b></p> <ul style="list-style-type: none"> <li>▪ Number of families served successfully completing drug/alcohol abuse treatment</li> <li>▪ Number of families served who achieve two goals in their family plan</li> <li>▪ Number of families served who have a “medical home”</li> </ul>	<p><b>#4: What quality of effect/change did we produce?</b></p> <ul style="list-style-type: none"> <li>▪ Percentage of families served successfully completing drug/alcohol abuse treatment</li> <li>▪ Percentage of families served who achieve two goals in their family plan</li> <li>▪ Percentage of families served who have a “medical home”</li> </ul>

**Results for Children Initiative**  
**Results and Performance Accountability using an Inclusive Process**  
**Potential next steps for Prop 10 Commissions and Leadership Teams**

1. Conduct a **self-assessment of your strategic or annual implementation plan**. Determine how well it incorporates the principles and practices of Results and Performance Accountability and Inclusive Governance. Use the UCLA Prop 10 Planning Guide or some other template.
  - Does your Plan clearly state your desired strategic results?
  - Does your Plan clearly state the values that form the foundation of the decisions the Commission has made:
    - ☑ Groups and individuals selected as focus of programs and interventions
    - ☑ Priorities for outcomes, indicators, strategies or interventions
    - ☑ Data gaps selected for investment
    - ☑ Attitudes towards existing service providers and new, less well established service providers
    - ☑ Attitudes towards working with citizens, community groups and parents
    - ☑ Timely action (fast or slow pace of change)
  - Does the Plan organize indicators by each strategic result?
  - Do the indicators for each result meet the criteria of:
    - ☑ Data power
    - ☑ Communication power
    - ☑ Proxy power?
  - Do all the communities in your county – especially under-represented communities -- consider the indicators meaningful and appropriate to them?
  - Do the indicators in your Plan integrate or align with other indicator documents in your county? A County Children’s Report Card? City or County Quality of Life Indicators?
  - Do the strategies listed meet all or some of the following criteria?
    - ☑ Supported by research on what works – Have been shown in evaluations to achieve the program outcomes or community-wide indicators desired
    - ☑ Supported by expert opinion or other evidence
    - ☑ Make sense to community members and other partners?
  - Have community members, particularly from under-represented communities, been engaged in the discussion of how these strategies will be implemented in their communities?
  - Have performance measures been identified for key strategies?

2. Conduct a **self-assessment of the evaluation structure** you have in place to **evaluate service/program implementation** using the principles and practices of Results and Performance Accountability and Inclusive Governance.
  - Does your Request for Proposal clearly show the *relationship* between desired results, indicators, strategies and performance measures of program success?
  - Have service providers been trained to identify, measure, report performance measures and continuously improve based upon performance measures?
  - Does the Commission have an evaluation plan in place to collect, review and analyze performance data and to use the data periodically to improve provider performance.
  - Is the Commission prepared to eventually make resource allocation decisions on the basis of indicator and performance data?
  
3. Make a **list of three improvements** in Results and Performance Accountability and Inclusive Governance for the second round of your strategic plan development. **Use the Leadership Team** as a whole or members of the Team to work with others (such as the Professional and Technical Advisory Committee) **to lead the plan improvement effort** in these areas. Here are some ideas. They can:
  - ☑ Review indicators. Have vigorous discussions about indicators and move those that do not meet the definition into the other categories such as strategy or performance measure. Eliminate those indicators that do not meet the criteria for measuring the desired results. (If you want to continue to collect data on indicators that you have eliminated, do so. Just be clear that that particular indicator does not measure any desired result.)
  - ☑ Start a data development agenda. Ask your data task force to select new indicators, develop a “data development agenda” and make recommendations to the Data Task Force on how to begin developing the new data.
  - ☑ Test your strategies and research evidence. Convene others to look for evidence on what works for a particular result or cluster of indicators. The membership of a work group will change depending on the indicators selected. Be sure community members are involved, not just experts and providers. Community members’ opinions can be gathered through surveys, focus groups or participation in a work group or all of the above.
  - ☑ Develop performance measures for each key strategy. Convene work groups for each key strategy, for example a work group on Home Visiting or Family Resource Centers. Be sure to include in each work group representatives of providers, funders and community members, for example, families from Latino neighborhoods, new Moms and Dads. The outcome for the work group is a short list of performance measures in each quadrant that would be reasonable for providers to collect in year one of Prop 10 funding if they were given support, training and resources to collect and report the information.

4. **Establish a Data Task Force** (if you don't have one) to strengthen available data, build new data and align your data with other efforts. Membership could include the Commission, Technical and Professional Advisory Group, Leadership Team, County Government, CBOs and the private sector.
  - ☑ Meet with those who have worked on other indicator documents such as County Children's Report Card? City or County Quality of Life Indicators?
  - ☑ Align your plan with these other documents. Make certain that they include the indicators in your plan in their documents.
5. Use the Leadership Team to **spearhead engagement with communities** to improve indicators, strengthen strategies, and involve community members in local implementation.
  - ☑ Develop a Proposition 10 Communications Plan that reaches into all sectors of the county, especially under-represented communities, educating communities on the Prop 10 Initiative, the local plan, and asking community residents for specific feedback and help.
  - ☑ Set up meetings/focus groups with representatives of under-represented communities in your county (such as service providers and neighborhood associations) and actual residents of those communities to discuss:
    - How they would know if their desired results were achieved in their neighborhoods.
    - How strategies could be implemented in their communities to really make a difference.
    - How community residents might contribute to implementation, including being hired as community liaisons, parent advocates and para-professionals.
6. Ask members of the Leadership Team to work with others such as the Professional and Technical Advisory Group and Data Task Force to **develop a management plan** for the review, analysis, reporting and use of performance data for continuous improvement and future funding decisions.
  - ☑ Present the plan to the Commission being clear about when performance data, baselines, and standards will be good enough to use for resource allocation decisions. It could take several years in some cases.
  - ☑ Organize training for potential grantees/grantees in performance accountability. Be sure to recognize and plan for staff turnover and repeated refresher courses.
  - ☑ Organize training for Commissioners on using results and performance accountability data to make funding allocation decisions.

**Possible Areas of Interim Technical Assistance for the Results for Children Initiative  
(short list)**

1. Facilitation/coaching in plan self-assessment
2. Facilitation/coaching in management self-assessment
3. Facilitation/coaching/expertise in indicator revision and data development
4. Brokering expertise on strategy review and improvement
5. Facilitation/coaching/expertise in performance measure development
6. Facilitation/coaching/expertise in setting up a Data Task Force
7. Facilitation/coaching/expertise in community engagement and conversations
8. Brokering expertise in Communications/Public Relations
9. Training in results accountability
10. Training in performance measurement and accountability