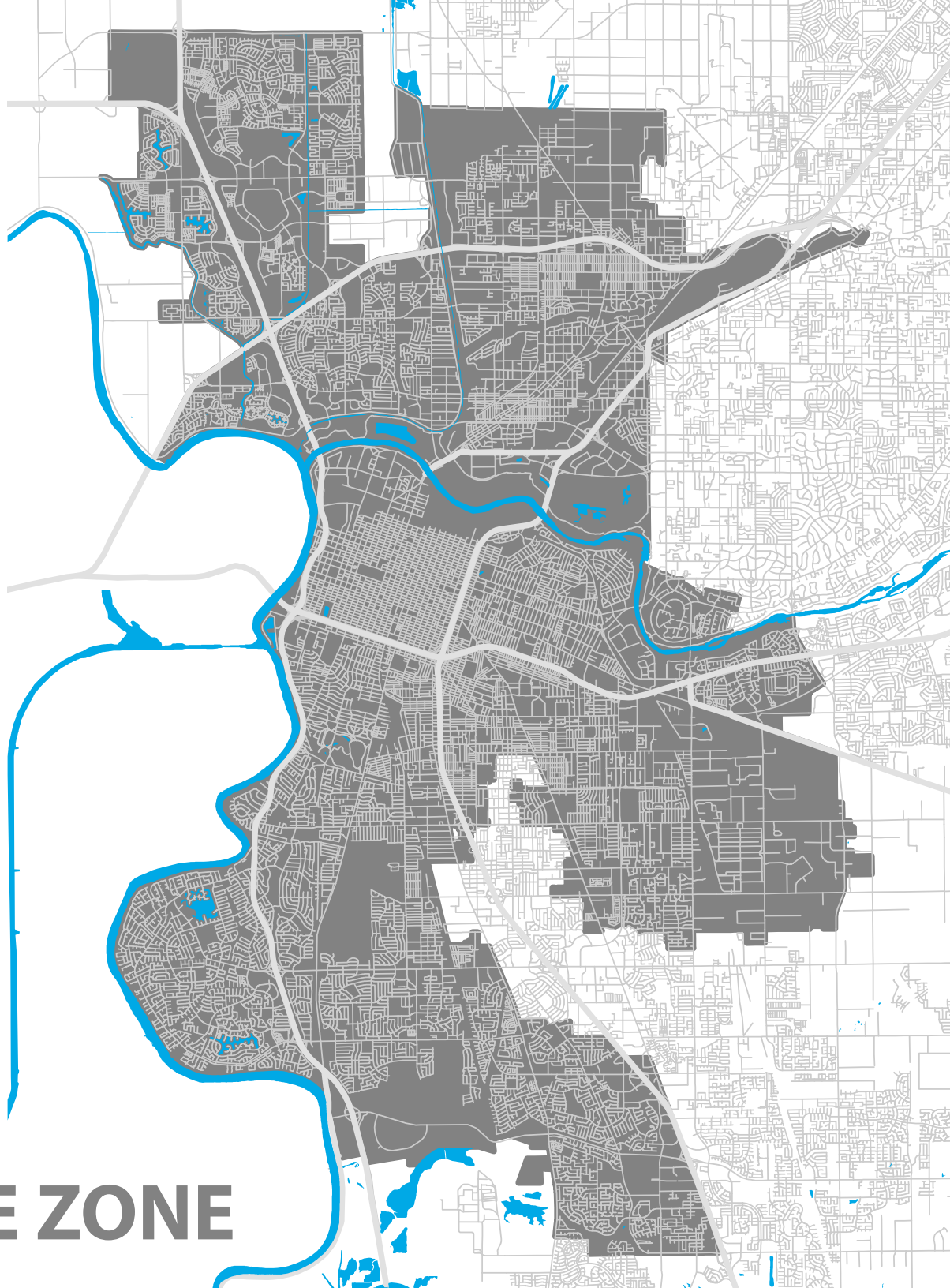


KEEPING OUR PROMISE

A GUIDE FOR EVALUATION IN SACRAMENTO'S PROMISE ZONE

SACRAMENTO **PROMISE ZONE**



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PREFACE

THE SACRAMENTO PROMISE ZONE DATA PARTNER

The UC Davis Center for Regional Change (CRC) will share its existing mapping and data as resources to inform the Sacramento Promise Zone partners' capacity-building and evaluation activities. The CRC's mission to build bridges between community partners, faculty, and students to collaborate on innovative research that supports the development of healthy, equitable, prosperous, and sustainable communities is well-aligned with the Promise Zone's goals to improve quality of life in some of the Sacramento region's most vulnerable areas. The CRC's *Regional Opportunity Index (ROI)* and *Putting Youth on the Map (PYOM)* will provide powerful resources to understand how the complex intersections of social and economic indicators, population disparities, and community infrastructure impact life outcomes. This information can help partners identify community priorities, allocate resources equitably, and hold themselves accountable for collectively improving conditions in the Sacramento Promise Zone.

GUIDEBOOK DEVELOPMENT

With initial seed funding from the UC Davis Office of the Provost, the CRC partnered with Converge Consulting, Research & Training (Converge CRT) to collaboratively develop the evaluation design and this supporting guidebook. The UC Davis Community Development Graduate Group (CDGG) and a UC Davis Emerging Leader in Policy and Public Service (ELIPPS) fellow provided additional support by conducting preliminary research on the Sacramento Promise Zone. To gather a wide range of perspectives and tailor this evaluation design, the CRC, Converge CRT, and CDGG students consulted Promise Zone partners, researchers, philanthropists, SHRA, HUD, and other stakeholders. The following research and activities specifically informed this work:

- Interviews with 22 Sacramento Promise Zone stakeholders about their understanding and experience with the initiative to gain guidance on the evaluation design.
- Literature review of more than 200 articles, reports, websites, toolkits, and datasets on topics such as Collective Impact, collaboration, evaluation, strategic learning, place-based and complex community change initiatives, and systems change. The review also included key documents such as Sacramento's Promise Zone application and designation agreement, as well as HUD's guidance documents, data sets, and frameworks.
- Regular meetings to discuss evaluation goals and process, comprised of representatives from UC Davis CRC, Converge CRT, SHRA, and HUD.
- Participation in a national civic hack-a-thon, sponsored by the White House, to generate data visualization ideas for Sacramento's Promise Zone and seed partnerships with civic technology supporters.
- Phone interviews with representatives from other Promise Zone cities to share ideas and lessons learned relative to evaluation.
- Participation in HUD and White House sponsored technical assistance calls and webinars.
- Convening an ad-hoc advisory group comprised of local evaluation experts, SHRA staff, and the Sacramento HUD liaison to serve as thought partners and to provide reviews of preliminary evaluation materials.
- Relationship building with potential data evaluation partners, including university departments and Sacramento area non-profit organizations, philanthropies, public agencies, and private sector businesses.

GUIDEBOOK PURPOSE

This guidebook provides an evaluation framework for the Sacramento Promise Zone and outlines key steps for implementation that consider varying levels of capacity and resources. The following sections identify potential roles for Promise Zone staff and partners, highlight key evaluation questions to be considered, and provide tools for moving this work forward. Within each section of the guidebook, a "Next Steps" section provides action items to assist Promise Zone staff and partners in achieving overall progression.

The implementation and evaluation of the Sacramento Promise Zone initiative is, by design, a collaborative endeavor. As such, multiple audiences can use this guidebook for different yet complimentary purposes. To start, SHRA can use the tools and resources in this guidebook to fulfill its leadership role within the context of evaluation. Action Teams and Councils, along with Implementation and Supporting Partners, will find support for planning and implementing evaluation activities and tracking progress on Promise Zone goals. Data partners can use this guidebook to gain a better understanding of the evaluation priorities, challenges, and existing resources that can help inform long-term evaluation strategies. Policymakers can utilize this information to deepen their understanding of evaluation options and gain insights to inform policy and resource allocation. This guidebook also suggests ways for these different actors to effectively coordinate their evaluation efforts moving forward.

BACKGROUND

THE SACRAMENTO PROMISE ZONE

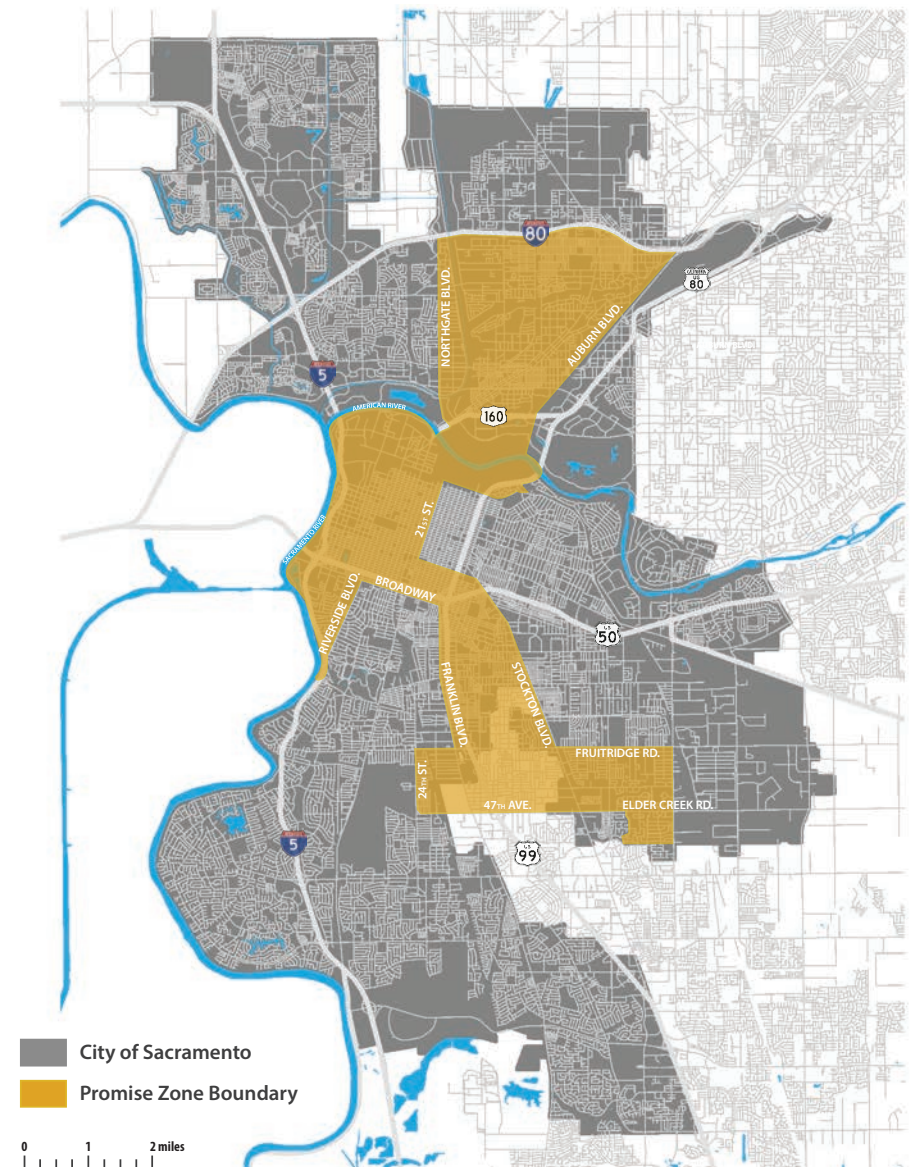
In April 2015, Sacramento received the federal Promise Zone designation awarded by the U.S. Department of Housing and Urban Development (HUD), which created a 10-year partnership between federal, state, and local agencies to address the needs of distressed communities. This places the City of Sacramento among 22 jurisdictions nationwide awarded the federal Promise Zone designation. Although Promise Zones do not receive dedicated funding, the following benefits are provided to local hosts:

- The placement of five AmeriCorps VISTA members to work in Sacramento's Promise Zone
- A HUD liaison embedded in the lead agency to assist with technical assistance, navigating federal programs, and coordinating resources
- Preferential selection for certain competitive federal programs
- Promise Zone tax incentives, if enacted by Congress

LEADERSHIP STRUCTURE

HUD is responsible for administering and managing federal support for the Promise Zone initiative. HUD is committed to working with local partners to track the impact of their efforts and how their community is changing over time. As part of their role, HUD provides technical assistance to Promise Zone designees as they collect data and conduct evaluations of their efforts. The provision of a HUD liaison and VISTA volunteers further supports the implementation and support of Promise Zone activities.

At the local level, the Sacramento Housing and Redevelopment Agency (SHRA) serves as the lead coordinating body for the Sacramento Promise Zone. SHRA is a joint powers authority created by the City and County of Sacramento to represent both jurisdictions' affordable housing and community development needs. In collaboration with multiple implementation and supporting partners, SHRA is working to cultivate resources, build capacity, and create public-private partnerships to invest in neighborhoods that have long suffered the detrimental effects of poverty, racial and ethnic inequities, and other social determinants that result in poor health, shorter life spans, and limited career opportunities.



Map created by the Center for Regional Change, June 2016

PROMISE ZONE STRATEGY

The Promise Zone aims to create positive community change in Sacramento by focusing on five primary goals:

1. Create Jobs
2. Promote Health and Access to Health Care
3. Increase Economic Activity
4. Improve Educational Opportunities
5. Promote Sustainable Communities

These are lofty objectives to achieve in a 10-year time frame, and launching a complex community change initiative is no small undertaking. As such, various partners and programs will be involved in these efforts throughout the life of the initiative, with the understanding and expectation that strategies will change and adapt as partners continually evaluate and learn from their efforts. Evaluation design will be driven by the objectives listed above and ongoing feedback from the partners involved.

PERSPECTIVES FROM LOCAL STAKEHOLDERS

As an initial process to inform the Sacramento Promise Zone evaluation design, UC Davis graduate student researchers conducted interviews with local Promise Zone stakeholders who represented a range of entities, including non-profit organizations, policy advocacy groups, government agencies, university research professionals, and elected officials. The interviews focused on the following topics:

- Which conceptual framework(s) should guide the evaluation activities?
- What indicators/measures are the most important to collect and analyze?
- How can partners conduct a robust evaluation, given limited resources?
- How will issues of data privacy and shared technology platforms be addressed?

EVALUATION CHALLENGES

Stakeholders identified a range of challenges regarding data collection, data management/sharing, and evaluation practices that need to be considered for the Sacramento Promise Zone.

DATA COLLECTION	DATA MANAGEMENT & SHARING	EVALUATION PRACTICES
<ul style="list-style-type: none">• Cost and staff burden• Format and accessibility of data• Difficulty obtaining and tracking longitudinal data• Where and how to acquire “control group” data	<ul style="list-style-type: none">• Inadequate data management systems• Overlap and repetition with existing systems• Lack of data clearinghouse for federal program enrollment• Reliability of partner data• Shared use agreements• Funding competition among partners leads to lack of trust• Power dynamics of data sharing between partners (data democracy)	<ul style="list-style-type: none">• Fear of failure and “the need to prove their worth”• Measures of success differ across sectors• Access to best practices• Uncertainty about how data will be used and the benefits of evaluation, relative to the cost

EVALUATION RECOMMENDATIONS

Stakeholders provided a range of recommendations for the development and implementation of the Promise Zone evaluation.

LEADERSHIP	DESIGN
<ul style="list-style-type: none">• Ensure that Promise Zone leadership engages with stakeholders to define goals and methods for evaluation.• Share quarterly financial information and progress reports for transparency and accountability.• Establish an Evaluation Working Group to coordinate and oversee data collection and analysis.• Develop a shared measurement system through a collaborative process.	<ul style="list-style-type: none">• Focus evaluation on supporting continuous improvement of neighborhoods and systems• Match the evaluation to social, economic, and political conditions.• Keep evaluation as simple and accessible as possible.• Consider the limitations of small organizations.• Clearly connect evaluation activities to Promise Zone goals and objectives.• Ask key questions across different sectors and populations; evaluate commonalities that emerge.• Establish a baseline for evaluation (e.g., use agreed upon data as a starting point for measuring progress.)• Collect both qualitative and quantitative data.• Conduct a longitudinal study of Promise Zone residents.• Use a non-Promise Zone community as a comparison case study. (Note: this would be very time and resource intensive.)

The input from local stakeholders provided a greater understanding of the evaluation concerns and expectations in Sacramento. These considerations substantially informed the evaluation framework presented in this guidebook and created steps for implementation that are tailored to the Sacramento Promise Zone.

EVALUATION OVERVIEW



INTRODUCTION TO EVALUATION

Evaluation is the systematic collection and analysis of information (i.e. “data”) to understand the impact or result of a program, project, or intervention. As a tool for continuous learning, reflection, and improvement, evaluation can help us understand the drivers of change and make course corrections as needed. Evaluation allows us to gather credible evidence to learn what works and what doesn’t so we can implement strategies and interventions that result in the desired outcomes.

To follow accepted standards of good evaluation, consider the following questions:¹

- **Stakeholders:** Who will be involved in designing, conducting, and using the evaluation results? What is the range of stakeholders’ interests?
- **Utility:** How will evaluation provide relevant information in a timely manner for the partners involved? What questions and methods will help gather that information?
- **Feasibility:** Are the planned evaluation activities realistic given the time, resources, and expertise at hand?
- **Accuracy:** Will the evaluation produce findings that are valid and reliable, given the needs of those who will use the results?
- **Protection:** Does the evaluation protect the rights and welfare of individuals involved?
- **Equity:** Does the evaluation engage those most directly affected by the program and changes in the program, such as participants or the surrounding community? Does it help inform strategies to address social disparities?

EVALUATING COMPLEX COMMUNITY CHANGE

Multiple interventions are needed to “move the needle” on society’s most complex and pressing problems. Social conditions such as poverty, crime, homelessness, hunger, and unemployment are influenced by many intersecting factors characterized by high levels of uncertainty and constant change. Moreover, no one organization or entity is responsible for, or capable of, solving these problems, and a single remedy or direct cause-and-effect solution to these problems is unlikely. Consequently, evaluating these efforts is inherently challenging. To address this complexity, this guidebook offers a hybrid approach to evaluation that draws upon multiple frameworks, proposes mixed methods to gather information, and emphasizes a collaborative, community-engaged approach.²

One of the primary concepts informing this work is the “Collective Impact” framework. Collective Impact (CI) is a structured approach to problem solving and a form of cross-sector collaboration that addresses complex social and environmental challenges.³ Other Promise Zones in California and around the country have adopted the CI framework to guide their work, and HUD promotes CI as an effective approach to complement place-based strategies.

“AT ITS SIMPLEST LEVEL, COLLECTIVE IMPACT HAPPENS WHEN A CORE GROUP OF PEOPLE OR ORGANIZATIONS COME TOGETHER AROUND A SHARED GOAL WITH A COMMON SET OF STRATEGIES AND METRICS. NO INDIVIDUAL AGENDAS. NO DUPLICATION. EVERYONE BRINGING THEIR STRENGTHS TO THE TABLE TO SOLVE A COMMUNITY-WIDE SOCIAL ISSUE THAT CANNOT BE SOLVED ALONE. THE POWER OF COLLECTIVE IMPACT IS THAT BY WORKING TOGETHER, WE DRIVE MEASURABLE, LASTING IMPACT THAT NONE OF US CAN ACHIEVE ALONE.”

- UNITED WAY OF NORTHERN CALIFORNIA

Five conditions are needed for an effective Collective Impact initiative:⁴

1. **Common Agenda:** All participants have a shared vision for change, including a common understanding of the problem and clear goals to solve it collectively.
2. **Shared Measurement System:** All participants collect data and measure results in the same way to ensure that efforts remain aligned and participants hold each other accountable.
3. **Mutually Reinforcing Activities:** Participants contribute separate, but complementary activities to make progress toward the end goal.
4. **Continuous Communication:** Participants use consistent and open communication to build trust, share lessons learned, and create common motivation.
5. **Backbone Infrastructure:** A neutral organization(s) serves as a coordinating body to provide support, staff, and resources for the initiative. However, no one individual or organization is in charge.

Additionally, using a collectively agreed upon set of goals and key indicators to measure progress allows partners to better understand multi-level outcomes and participate in a joint learning process. Learning occurs not only through the review of metrics, but also through testing new approaches and honestly reflecting upon these collective efforts. In a CI approach, evaluation is used to improve, not prove. By understanding the drivers of change, partners can adapt activities to maximize effectiveness over time. This model of collaboration and the lessons learned from implementation are highly relevant to inform work in the Sacramento Promise Zone.

PRINCIPLES OF EFFECTIVE COLLECTIVE IMPACT PRACTICE⁵

- Design and implement the initiative with a priority placed upon equity.
- Include community members in the collaborative.
- Recruit and co-create with cross-sector partners.
- Use data to continuously learn, adapt, and improve.
- Cultivate leaders with unique system leadership skills.
- Focus on program and system strategies.
- Build a culture that fosters relationships, trust, and respect across participants.
- Customize for local context.

EVALUATION FRAMEWORK



WHAT ARE THE EVALUATION OPTIONS?

The following table offers a “menu of options” for evaluating the Sacramento Promise Zone. Three levels of evaluation are outlined, each one increasing in complexity and requiring additional collaboration, time, and resources. This framework describes the purpose of each evaluation component, provides core evaluation questions, identifies the information needed to answer these questions, suggests potential data collection methods, and offers relevant reporting mechanisms. Each approach is informed by the CI framework and organized around the assessment of the Promise Zone’s key components: cross-sector collaboration, investment, and quality of life. This three tiered structure offers an opportunity for Promise Zone stakeholders to deepen their understanding of evaluation by providing options and tools that exceed the minimum requirements and enhance learning of what works to create positive community change. The three levels of evaluation include:

- 1. Basic output evaluation:** The simplest evaluation structure that will meet HUD reporting requirements for the Promise Zone designation.
- 2. Enhanced outcome evaluation:** A holistic evaluation structure that supports continuous learning and enables data to have a greater impact on decision-making.
- 3. Advanced impact evaluation:** An in-depth, complex, and long-term evaluation structure that encourages innovative approaches and fosters a culture of learning.

NOTE: Each level of evaluation builds upon and includes elements of the prior approach. At any stage of evaluation, there is an opportunity to incorporate methods and tools from the other evaluation frameworks. The value of these methods will be enhanced if they are used repeatedly throughout the life of the Promise Zone initiative.

Potential data sources for evaluation: {

- City, county, state, & federal datasets
- UCD CRC mapping tools (ROI, PYOM)
- Program data
- Promise Zone residents
- Promise Zone staff: HUD, SHRA, VISTAs
- Action Teams, councils, & committees
- Implementation & supporting partners
- Social media

EVALUATION PURPOSE	CORE QUESTIONS	INFORMATION REQUIRED	DATA COLLECTION	REPORTING METHOD
<i>Why are we evaluating?</i>	<i>What do we want to learn?</i>	<i>What information do we need?</i>	<i>How will we get this information?</i>	<i>How will we share results?</i>
Basic Output Evaluation <i>What is happening? How much and by whom?</i> Describe and track what occurs in relation to collective impact, investments, physical changes, and progress toward outcomes in the five Promise Zone goals. Identify emerging opportunities, challenges, and questions. Meet minimum HUD reporting requirements.	Collaboration To what extent did participants work together to achieve Promise Zone goals?	<ul style="list-style-type: none"> • Group membership and participation (who & how often) • Changes in Promise Zone structure and leadership 	<ul style="list-style-type: none"> • Annual partner survey • Tracking participation in convenings and trainings • MOUs with partners 	<ul style="list-style-type: none"> • Monthly operations update* • Quarterly success stories* • Quarterly HUD update* • Annual strategic plan* • Website, listserv, social media • Annual partner summit
	Investment What new investments were generated as a result of the Promise Zone designation?	<ul style="list-style-type: none"> • Federal grants received • Non-federal funding received • VISTA hours & activities • Federal technical assistance provided (TA type and amount) • New Promise Zone programs 	<ul style="list-style-type: none"> • Certification letters • Funding log • TA tracking log • Program data 	<ul style="list-style-type: none"> • Monthly federal grant update*
	Quality of Life What progress was made in achieving the five goals?	<ul style="list-style-type: none"> • Changes in selected indicators and strategic priorities • Participants and activities • New neighborhood amenities related to the five goals 	<ul style="list-style-type: none"> • Action team work plan • List of strategic priorities • Data sets for goal indicators • Program data • PhotoVoice projects • Mobile data collection 	<ul style="list-style-type: none"> • Quarterly HUD reports* • Annual HUD reports* • Annual CRC data snapshot • Presentations to elected bodies • Press release • Community progress report

* Indicates a required reporting mechanism as mandated by HUD.

EVALUATION PURPOSE		CORE QUESTIONS	INFORMATION REQUIRED	DATA COLLECTION	REPORTING METHOD
<i>Why are we evaluating?</i>		<i>What do we want to learn?</i>	<i>What information do we need?</i>	<i>How will we get this information?</i>	<i>How will we share results?</i>
Enhanced Outcome Evaluation <i>How is it working? What progress is being made?</i> Identify promising strategies and/or barriers. Surface unanticipated outcomes, behavioral change, and systems change that emerge in a dynamic environment. Provide qualitative evidence of changes in residents' lives. Track distribution of improvements across geography and populations.	Collaboration	How did capacity for collaboration change among Promise Zone partners? How did collaboration influence policy and systems change?	<ul style="list-style-type: none"> New relationships among partners/stakeholders Quality of participation over time Effectiveness of backbone orgs in facilitating collaboration Local context (history, culture, politics, economy, environment) 	<ul style="list-style-type: none"> Annual partner survey Network analysis Key informant interviews Community engagement tracking log Event/activity tracking log 	<ul style="list-style-type: none"> Case studies of Promise Zone implementation activities and neighborhood impacts Synthesis report of successes, challenges, & lessons learned
	Investment	How were new resources obtained or leveraged to support the goals? How did a collaborative approach influence equitable resource allocation?	<ul style="list-style-type: none"> Joint applications for funding Overall funding awarded Data used in decision-making Changes in how local funding is influenced and allocated 	<ul style="list-style-type: none"> Certification letters Key informant interviews Opportunity mapping Ripple effect mapping Public document review (e.g., budgets, minutes) 	<ul style="list-style-type: none"> Data dashboards tracking community investment Synthesis report of investment decisions and local policies
	Quality of Life	How did Promise Zone activities contribute to progress in the five goals? How did the process influence outcomes?	<ul style="list-style-type: none"> Key indicator data in comparison to baseline conditions Understanding of key drivers and influencers of change Analysis of systems change (e.g., policies, economic change) 	<ul style="list-style-type: none"> Resident quality of life surveys (including youth) Key informant interviews Socio-economic and built environment mapping Program data from partners Advocacy inventory 	<ul style="list-style-type: none"> Data dashboards showing changes in key indicators Policy briefs Presentations to public agencies, community leaders, policymakers, and businesses
Advanced Impact Evaluation <i>How did the Promise Zone transform the community? What factors contributed?</i> Identify links between process and outcomes. Understand what conditions led to or prevented progress at the individual, community, & systems level. Determine the value or significance of the Promise Zone designation over time. Compare equitable impacts and differences in communities and populations over time.	Collaboration	What about the collaborative process was most effective, for whom and why?	<ul style="list-style-type: none"> Gains in capacity and coordination among federal/local partners and residents 	<ul style="list-style-type: none"> Key informant interviews Focus groups 	<ul style="list-style-type: none"> In-depth report on Sacramento's Collective Impact approach
	Investment	What sustainable changes in investment and resource allocation occurred?	<ul style="list-style-type: none"> Quantity and quality of dedicated funding streams 	<ul style="list-style-type: none"> Mapping neighborhood investments (e.g., programs, services, amenities) Focus groups 	<ul style="list-style-type: none"> Interactive web maps showing investment and resource flow patterns
	Quality of Life	What long-term impact did the Promise Zone have? What interventions and activities were most effective in creating change? Why? How does quality of life compare to other places?	<ul style="list-style-type: none"> Changes in quality of life for residents (long-term) Influential changes in local, state, and national policy Spatial and temporal changes in key indicator data Data from similar communities, with and without Promise Zones 	<ul style="list-style-type: none"> Longitudinal study Comparative study Disaggregation of data by geography and populations Policy analysis Media content analysis Focus groups 	<ul style="list-style-type: none"> Interactive web maps and community profiles showing changes in key indicator data Post-project evaluation report Comparative report with a non-Promise Zone area. Media outreach

EVALUATION IMPLEMENTATION

To implement an evaluation of Sacramento's Promise Zone at any level, the following components must be in place:

1. Common Vision and Goals
2. Shared Measurements
3. Data Collection and Analysis
4. Reflection and Reporting

This guidebook is organized around these four components as they relate to the 'Basic Output Evaluation.' Each of the following sections explains the significance of these components, outlines key steps for stakeholders to move forward with the evaluation process, and provides resources to support these efforts. Using this guidebook as a starting point for evaluation, these tools and resources can be expanded upon to implement the more complex levels of evaluation ('Enhanced Outcome Evaluation' and 'Advanced Impact Evaluation').



COMMON VISION & GOALS



WHAT DO WE WANT TO ACCOMPLISH?

Developing a shared vision for change is fundamental to evaluation. Without a common goal, it becomes difficult to measure the effectiveness of our activities and understand what is and isn't working to create change. Therefore, investing time and energy to ensure that all stakeholders have a collective understanding of what they want to accomplish is an important starting point to make their vision a reality.

Evaluation efforts provide the best data and analysis when goals are well-defined and activities are aligned with key strategies. One activity that supports the creation of a shared vision is the development of a *logic model*. A logic model is a simple tool that can be used to facilitate program planning, implementation, and evaluation. The key components of a logic model usually include inputs, activities, outputs, outcomes, and impact. Other components, such as purpose, participants, context, key questions, barriers, assumptions, and challenges also can be included. Continuing to ask “why” and “how” different components are connected is critical to developing a clear vision for what will be achieved.

The following pages provide a sample logic model for the Sacramento Promise Zone and a sample logic model for the Action Teams. The Promise Zone logic model describes the inputs, participants, and activities that currently exist, followed by the anticipated outputs, outcomes, and impact of the initiative. The purpose of this logic model is to outline the “big picture” of the initiative and clearly articulate how the Promise Zone intends to create change. This sample Action Team logic model offers a starting point for creating a tailored logic model for each of the five Promise Zone goals. This provides an opportunity to outline the specific actions and strategies that each Action Team will pursue to make progress within their respective goal area and track progress over time.

It is important to remember that community change efforts are subject to a highly variable environment that is often unpredictable rather than linear. Though a logic model can help Action Team members organize their plans and guide strategies, evaluation must also account for unanticipated outcomes and emergent solutions to maximize learning and continuous improvement. As such, these logic models should be treated as working documents that are revisited on a regular basis and revised as needed.

A LOGIC MODEL:

- Provides a series of “if-then” relationships that effectively links actions with outcomes.
- Helps visualize the relationship between actions and outcomes.
- Allows stakeholders to strategically adjust alternative scenarios to find what works best.
- Explicitly identifies assumptions so that those assumptions can be re-assessed over time.

SACRAMENTO PROMISE ZONE LOGIC MODEL

VISION: High quality of life for residents in the Sacramento Promise Zone.

GOALS:

1. Create jobs.
2. Promote health and access to healthcare.
3. Increase economic activity.
4. Improve educational opportunities.
5. Promote sustainable communities.

KEY INDICATORS: Cross-sector collaboration, investment, and progress in the five goal areas.

INPUTS	PARTICIPANTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
<i>What we invest...</i>	<i>Who we reach...</i>	<i>What we do...</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
Staff: SHRA, HUD, VISTAs Implementation Partners Supporting Partners Data Partners Action Teams Resident Council HUD's Data and Innovation Team Knowledge/expertise Funding (federal grants) Local initiatives (e.g., BHC, CNI, RAACD)	Residents Neighborhood Associations Community organizations Business owners Health professionals School districts Colleges/Universities Government agencies Policy makers	Communicate and collaborate with Promise Zone stakeholders, including residents. Connect partners with funding opportunities and certification letters. Conduct action team meetings, partner convenings, & trainings. Establish MOUs with Promise Zone supporting partners. Collect data regularly and evaluate progress in the Promise Zone. Receive HUD (and other) technical assistance.	Shared commitments to Promise Zone goals, implementation structure, & neighborhood priorities. Increased funding to support neighborhood revitalization. Engagement in action team meetings, partner convenings, & trainings. Implementation of Promise Zone goal strategies. Greater capacity for data collection, sharing, learning, and evaluation. Consensus on shared data measurements.	Sustained relationships among Promise Zone partners & residents. Positive physical change in neighborhoods. Students well-prepared for higher education or career training. More living-wage jobs. Skilled workforce. Increased economic activity. Increased household income. Increased health care access, healthy food consumption, and physical activity. Equitable policies. Data-driven decisions.	Empowered, civically engaged communities. Revitalized, safe neighborhoods. Diversified economy with high quality jobs. Increased resident prosperity. Improved health and wellness of residents. More equitable distribution of resources, opportunities, and representation across diverse populations in and beyond Sacramento's Promise Zone. Improved quality of life for Promise Zone residents.

ACTION TEAM LOGIC MODEL (JOBS SAMPLE)

GOAL:	Accelerate job creation by improving workforce development for youth and adult career pathways.
SUB-GOALS:	1. Invest in a sector approach to occupational skills training that prepares jobseekers in the Promise Zone for career pathways to middle skilled jobs that ensure self-sufficiency.
	2. Improve business climate for economic growth in the Promise Zone, establishing a starting point for addressing economic impediments that prevent business growth in the Promise Zone area.
	3. Diversify the economy through growth and support of core business clusters.
INDICATORS:	Employment rate, job growth, job quality, business growth, and business regulation costs. Other indicators: To be determined by Action Team.

INPUTS	PARTICIPANTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
<i>What we invest...</i>	<i>Who we reach...</i>	<i>What we do...</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
Staff: SHRA, HUD, VISTAs Implementation Partners: SETA, Greater Sacramento Urban League, others Supporting Partners Data Partners Jobs Action Team Resident Council Knowledge/expertise Funding (federal grants) Local initiatives (e.g., BHC, CNI, RAACD) Other resources: To be determined by the Action Team	Residents Business owners Business associations Chambers of Commerce Local organizations Government officials Other participants: To be determined by the Action Team	To be determined by the Action Team and updated annually.	To be determined by the Action Team based on proposed activities.	Increase in the number of living-wage jobs created. Improved business climate. Skilled workforce.	Diversified economy with high quality jobs. Increased resident prosperity. More equitable distribution of resources, opportunities, and representation across diverse populations in and beyond Sacramento's Promise Zone. Improved quality of life for Promise Zone residents.

NEXT STEPS

TO MOVE FORWARD WITH A COMMON VISION AND GOALS FOR THE PROMISE ZONE, PARTNERS CAN TAKE THE FOLLOWING ACTIONS:

- 1** Distribute the Promise Zone logic model to the Action Teams and Implementation Partners for review. Provide a forum to gather stakeholder input and revise the draft accordingly.
- 2** Facilitate logic model development with each Action Team using the logic model template (see 'Promise Zone Toolkit').
- 3** Continue to use the logic models as living documents for action planning, project implementation, data analysis, evaluation, and reporting processes. Share updated versions of the Promise Zone logic model with all stakeholders. Collect Action Team logic models annually and share among Action Teams, Implementation Partners, and Councils. Engage stakeholders in on-going discussions to reflect, share, and apply what is learned to ensure continuous improvement.



SHARED MEASUREMENTS



WHAT METRICS WILL WE USE TO ASSESS PROGRESS?

Developing a shared measurement system is essential to evaluating a Collective Impact effort or collaborative, place-based community change initiative. Without agreement on how success will be measured and reported, it is difficult to track progress toward achieving shared goals. Collecting data and measuring results consistently not only ensures that all efforts remain aligned, but also enables participants to learn from each other's successes and challenges. In a complex and dynamic environment, change is influenced by multiple factors. Therefore, using a collectively agreed upon set of metrics allows stakeholders to track performance, measure progress, and better understand multi-level outcomes. This encourages mutual learning for all stakeholders involved in Promise Zone efforts.

The table on the following page identifies potential indicators that can be tracked over time to measure progress in the Sacramento Promise Zone. These indicators were selected from the CRC's *Regional Opportunity Index (ROI)* and *Putting Youth on the Map (PYOM)* to provide reliable and accessible data as a starting point for evaluation. The ROI has the capability of analyzing the geographic boundary of the Sacramento Promise Zone and data are available primarily at the census tract level. Some data are available at the census block group level (e.g., demographics), while others are available at the school district level (e.g., education variables).

SHARED MEASUREMENTS HELP TO:

- Track progress toward a common vision
- Enable coordination and collaboration of efforts
- Improve data quality and reliability
- Encourage learning and "course correction"

MEASUREMENTS OF PROGRESS: RECOMMENDED INDICATORS

The indicators provided in this table are aligned with the goals and sub-goals stated in the 2017 Sacramento Promise Zone Plan. As Action Teams develop their logic models and implement projects over the course of the initiative, these sub-goals may change and the indicators should be adjusted to reflect this evolution.

PROMISE ZONE GOALS	PROMISE ZONE SUB-GOALS	INDICATORS
Create Jobs Accelerate job creation by improving workforce development for youth and adult career pathways.	A. Invest in a sector approach to occupational skills training that prepares jobseekers in the Promise Zone for career pathways to middle skilled jobs that ensure self-sufficiency. B. Improve business climate for economic growth in the Promise Zone, establishing a starting point for addressing economic impediments that prevent business growth in the Promise Zone area. C. Diversify the economy through growth and support of the core business clusters.	<ul style="list-style-type: none"> • Employment rate (%) • Job growth (%) • Job quality (%) • Business growth (%) • Business regulation costs*
Promote Health and Access to Healthcare Promote healthy behaviors and increase availability of health interventions.	A. Increase adoption of comprehensive approaches to improve community design that supports physical activity. B. Increase access to healthy foods by supporting and expanding existing community programs. C. Implement strategies to translate and integrate known community health interventions into usual clinical care approaches.	<ul style="list-style-type: none"> • Health care availability (#) • Years of life lost (rate) • Infant health (%) • Infant mortality*
Increase Economic Activity Promote a sustainable economic base by investing in the Promise Zone. Facilitate and promote projects and program initiatives that support economic growth, quality of life, and job creation in key areas.	A. Revitalize commercial corridors within the Promise Zone, each of which is a vital asset and offers tremendous revitalization opportunities, including retail, commercial, and housing. B. Focus resources on key infill and major development projects within the Promise Zone. C. Implement and promote policy and planning initiatives that effectively improve business-friendly conditions and processes to improve small business development in the Promise Zone.	<ul style="list-style-type: none"> • Business growth (%) • Minimum basic income (%) • Commercial vacancy rates* • New project permits*
Improve Educational Opportunities Increase educational opportunities for all Promise Zone students along the education spectrum from Pre-K to higher education.	A. Increase third grade reading proficiency by focusing on early learning programs and results-based interventions. B. Improve retention rates by increasing basic skills competencies in reading, writing, and math to improve student preparedness for degree, certificate courses, and employment. C. Support and improve college and career readiness programs with a focus on increasing STEM/STEAM education opportunities.	<ul style="list-style-type: none"> • 3rd grade reading and math proficiency (%) • HS graduation rate (%) • UC/CSU Eligibility (%) • Chronic absenteeism • Elementary suspensions*
Promote Sustainable Communities Promote a sustainably built community. Facilitate neighborhood revitalization by creating destinations that are desirable for both living and working.	A. Strengthen community capacity to address gang involvement and create safe neighborhoods, especially for boys and men of color residing in the Promise Zone. B. Increase the role of arts in neighborhoods to promote community engagement and identity within the Promise Zone. C. Increase housing types and transit growth to promote livability and connectivity within the Promise Zone.	<ul style="list-style-type: none"> • Neighborhood stability (%) • Housing affordability (ratio) • Distance to transit and/or transit frequency* • Perceptions of safety*

* Denotes a data point that is not available through the ROI or PYOM, but is recommended as a valuable measure of progress.

MEASUREMENTS OF PROGRESS: ACTION TEAM INDICATOR TEMPLATE

An essential step in creating a shared measurement system is working together with Promise Zone stakeholders to select indicators that can be used to track progress consistently over time. This indicator template is a resource for Action Teams to identify current projects that align with their Promise Zone goal and to select indicators that can be used to measure progress. Dialogue amongst partners is essential to reach agreement on how success will be defined. For example, in successful Collective Impact efforts, partners commit to “moving the needle” on specific metrics by at least 10%. Alternatively, the Results-Based Accountability (RBA) framework does not encourage the selection of numerical targets, and instead prioritizes “turning the curve” (aka: changing the direction of a trend).

Please select the Promise Zone goal that your Action Team is focusing on:

- ☐ Create Jobs
- ☐ Increase Economic Activity
- ☐ Improve Educational Opportunities
- ☐ Improve Health and Wellness
- ☐ Facilitate Neighborhood Revitalization

SUB-GOALS	PRIORITY PROJECTS	KEY INDICATORS
What are you trying to achieve?	How will you reach your goal?	How will you measure progress?

INDICATOR SELECTION

Action Teams should treat the indicator table as a working document that is revisited and refined as necessary. The selected indicators will determine choices about data collection strategies, methods, analysis, and reporting. There are many indicators that can be selected to measure progress, but data availability and data limitations must be taken into consideration (e.g., geographic scale, timeliness, reliability). Additionally, population level changes can take several years to appear, so qualitative measures to assess short-term progress may be needed. Please refer to the 'Tools and Resources' section for links to the ROI and PYOM from which Action Teams can further explore data sources, methodology, and readily available indicators.

To determine which measures are most relevant and useful, consider the following:

- Is there a direct link between the indicator and the strategic activities of the Sacramento Promise Zone? Does the indicator measure what the initiative is setting out to change?
- Which measurements are research-based indicators of success?
- Is there a reliable and easily accessible data source for this indicator? If not, what action needs to be taken to acquire the data?
- How frequently are data sets updated and publicly released?
- How often can qualitative or self-assessment data be collected?
- Which indicators are good for cross-sector evaluation (i.e., if one indicator can track progress within multiple goal areas, this is potentially more valuable)?
- Is the data available at the right “level” for analytical purposes (e.g., census tract, neighborhood, school district)? Can the data for this indicator be disaggregated (e.g., by race, place, gender)? Indicators should be community specific and culturally appropriate.

NEXT STEPS

TO ESTABLISH SHARED MEASURES FOR ASSESSING PROGRESS IN THE PROMISE ZONE, PARTNERS CAN TAKE THE FOLLOWING ACTIONS:

- 1** Set quantitative benchmarks for each goal of the Sacramento Promise Zone (i.e. how much change in each area are we committing to?). Measurable goals must be established to evaluate progress.
- 2** Convene each Action Team to review the suggested indicators and refine these according to their strategic priorities. Identify and vet data sources for proposed indicators. Using the indicator template, distribute the revised indicator lists among all Action Teams for feedback. Facilitate a process to reach consensus on shared measures. Submit finalized measures to SHRA for Promise Zone records and evaluation purposes.
- 3** Develop local capacity to use the CRC mapping tools (among others). Host local trainings for SHRA staff, Action Teams, Councils, Implementation Partners, data partners, and other stakeholders.
- 4** Conduct an inventory of data platforms and sources used by Promise Zone partners to discover common indicators, tools, and methods.
- 5** Invest in a shared data platform for the Sacramento Promise Zone. Work with local technology groups and data experts to identify data needs and inform decision making about a data hub or repository.

DATA COLLECTION & ANALYSIS



WHAT INFORMATION DO WE NEED AND HOW WILL IT BE ANALYZED?

The collection and analysis of data supports the process of continuous learning and improvement by providing an opportunity to regularly share progress and results among partners and with the wider community. To track Promise Zone efforts and meet [HUD reporting requirements](#), the following data need to be collected and analyzed:

- [Federal grants](#) and non-federal funding sources
- [Grant Support/Certification letters](#) and [Memorandums of Understanding \(MOUs\)](#)
- Neighborhood amenities
- Success/spotlight stories
- Technical assistance provided/received
- Program data (e.g., data from other federally funded projects in the Promise Zone such as Jobs Plus or Choice Neighborhood Initiative)
- Attendance and participation at Promise Zone events, trainings, and meetings
- New partnerships and collaboration processes

The materials in this guidebook provide a framework for evaluation. However, a comprehensive data collection and analysis process does not currently exist for the Sacramento Promise Zone. Different types of data can be collected by different partners at different points throughout the initiative, but there needs to be consistency in what is collected and why. It is also important to note that although program data help inform the bigger picture, the evaluation of the Promise Zone initiative is not intended to assess individual projects and program activities. Rather, these data will need to be aggregated from the program level to reflect progress on the three main priorities of the Promise Zone: improving cross-sector collaboration and leadership, increasing investment, and advancing quality of life. This reinforces the importance of creating shared measurements and demonstrates how the selected metrics will drive data collection methods in the Promise Zone.

THE FOLLOWING QUESTIONS NEED TO BE CONSIDERED:

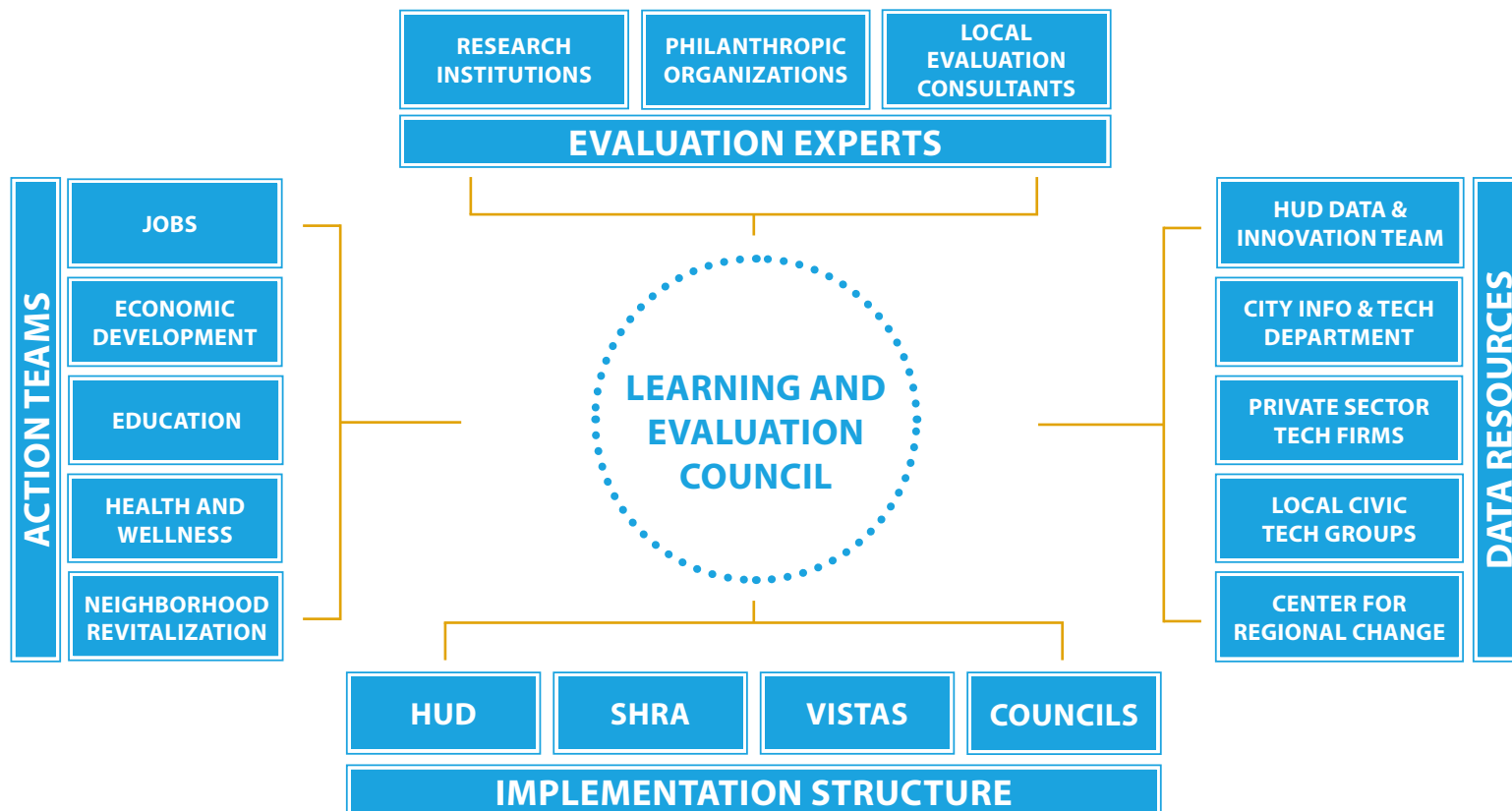
- Who will collect which data and when?
- What data platform(s) will be used?
- Where will data be housed?
- How will this data get analyzed and shared?

STRUCTURE FOR DATA COLLECTION AND ANALYSIS

Promise Zone evaluation activities will require collaboration among multiple stakeholders working across sectors, jurisdictions, and research disciplines. The current organizational structure of the Promise Zone identifies the key entities that are implementing the initiative, but does not specify their role regarding evaluation. The creation of a “Learning and Evaluation Council” would capitalize on partners’ strengths and help coordinate resources in order to move the evaluation forward. The council would include a variety of members, including representatives from the Action Teams, data partners, HUD, SHRA, VISTAs, other Promise Zone councils, and organizations with expertise in working with and learning from data. To be effective, a lead entity (working in partnership with others) will need to convene the group and provide “backbone” support to coordinate activities such as agenda planning and communication.

The primary role and purpose of the Learning and Evaluation Council would be to:

- Serve as thought partners and provide expertise to implement a robust evaluation of the Promise Zone initiative, including synthesizing and analyzing cross-sector data and engaging the community to provide a holistic picture of progress on the five goals.
- Support the overall data collection, analysis, management, and sharing processes by identifying resources (e.g., data sources, visualization tools, partner opportunities, funding), working to eliminate barriers, and developing new systems for evaluation to improve Promise Zone activities and strategies.
- Provide guidance to the Action Teams to select indicators, analyze and interpret data, develop recommendations, share lessons, and use data in decision making.
- Assist the lead agency in fulfilling HUD reporting requirements and communicating results throughout the community.
- Coordinate with national Promise Zone evaluation efforts and federal technical advisors.



COMMUNITY ENGAGEMENT METHODS FOR DATA COLLECTION AND ANALYSIS

By meaningfully engaging community members in the evaluation process, the Promise Zone leadership can gather input about local priorities, increase the availability of neighborhood-level data to inform decision-making, and strengthen the credibility of findings.⁶ Key stakeholders include those who are directly affected by the initiative and those who will use the evaluation findings to make decisions. Different stakeholders can serve different purposes and can be involved at different stages of the evaluation process. Therefore, this process needs to be well thought out and designed with the question in mind: Who should be involved, why, and how?⁷

Many participatory processes exist which can be incorporated into the Promise Zone evaluation design, such as:

- Mobile data collection
- Photo Voice projects
- Storytelling
- Interviews
- Focus groups
- Door-to-door surveys
- Walk and bicycle audits
- Social mapping
- Young ethnographer projects
- Youth participatory evaluations

Participatory evaluation takes time and commitment, but adds significant value to the evaluation process by increasing local capacity to collect and analyze data, empowering community members to take ownership of community change efforts, and validating key findings to be used for continuous improvement.

“PARTICIPATORY MONITORING AND EVALUATION IS NOT JUST A MATTER OF USING PARTICIPATORY TECHNIQUES WITHIN A CONVENTIONAL MONITORING AND EVALUATION SETTING. IT IS ABOUT RADICALLY RETHINKING WHO INITIATES AND UNDERTAKES THE PROCESS, AND WHO LEARNS OR BENEFITS FROM THE FINDINGS.”

- INSTITUTE OF DEVELOPMENT STUDIES

NEXT STEPS

THE FOLLOWING STEPS CAN CREATE A CLEAR PROCESS FOR DATA COLLECTION AND ANALYSIS:

- 1** Identify a lead entity to coordinate the Learning and Evaluation Council and recruit members. Create an MOU that outlines specific responsibilities and the agreed upon time commitment. Establish a clear process for the Learning and Evaluation Council to collect and analyze data.
- 2** Consider the specific roles that each group will play (i.e., Action Teams, data partners, councils, SHRA staff, VISTAs, HUD liaison, and local supporting partners). Draw upon the evaluation expertise of local agencies, data partners, and the HUD data and innovation team to inform data collection efforts and the development of data tracking tools. Invite subject matter experts to help inform data collection strategies that are tailored to each Promise Zone goal.
- 3** Create an online directory that specifies points of contact and roles with respect to data collection (e.g., within SHRA and among lead Implementation Partners, Supporting Partners, Action Teams, and Councils).
- 4** Create internal tracking documents for Sacramento Promise Zone activities that don't currently exist or those which need further development.
- 5** Develop and implement an annual partner survey to assess cross-sector collaboration and leadership.
- 6** Identify data collection activities within each Action Team that connect to the logic models/projects that are developed on an annual basis. Review these plans to identify common data collection strategies and bring partners together to leverage their efforts and enhance learning.
- 7** Train current and new VISTAs and other data collectors in methods; incorporate data collection activities into their scopes of work.
- 8** Download a baseline report for the Sacramento Promise Zone from the Regional Opportunity Index to be used as a starting point for comparative analysis over the life of the initiative. Access the latest ROI data sets and consult the CRC for details regarding the availability of updated data sets, new mapping functions, and additional indicators.
- 9** Identify a shared data platform and/or data hub for the Learning and Evaluation Council. Consider the availability of open data portals and draw upon the technical expertise of local partners (e.g. Code for Sacramento and the City of Sacramento Chief Information Officer).
- 10** Host regular meetings for the Learning and Evaluation Council to discuss data collection, progress, successes, and lessons learned. Report on a quarterly basis how the Promise Zone is moving the dial on each indicator. (Note: as a working group, the Learning and Evaluation Council may need to convene more frequently to accomplish an advanced evaluation).
- 11** Create a community engagement process to ensure resident participation in data collection and analysis. Draw upon Participatory Action Research (PAR) techniques to develop qualitative and quantitative data collection methods at the neighborhood level (e.g., mobile data collection, mapping, Photo Voice projects, interviews, focus groups).
- 12** Address "data governance" by working with partners to establish policies and procedures to manage data throughout the full life cycle, from acquisition to use and disposal. This includes establishing decision-making authority and standards regarding data security and privacy protection, data inventories, content and records management, data quality control, data access, data security and risk management, data sharing and dissemination, as well as ongoing compliance monitoring of all the above-mentioned activities.
- 13** Explore how to leverage data collection and evaluation used by existing programs and projects within the Promise Zone, (e.g. Building Healthy Communities, Reducing African American Child Deaths, and Choice Neighborhood Initiative).
- 14** Apply for funding to support more advanced forms of evaluation.
- 15** Consider applying to become a partner in the National Neighborhood Indicator Partnership.

REPORTING AND REFLECTING



TELLING THE STORY OF SACRAMENTO'S PROMISE ZONE

As the main coordinating entity for the initiative, SHRA orchestrates the completion of evaluation reporting requirements and works to ensure that all partners are engaged in a process of reflection and learning. Data will play a central role in the ongoing planning and implementation of the Promise Zone initiative and will need to be communicated to both internal and external audiences.

The current reporting requirements (as outlined in the designation agreement for the Sacramento Promise Zone), require the lead agency to complete the following actions:

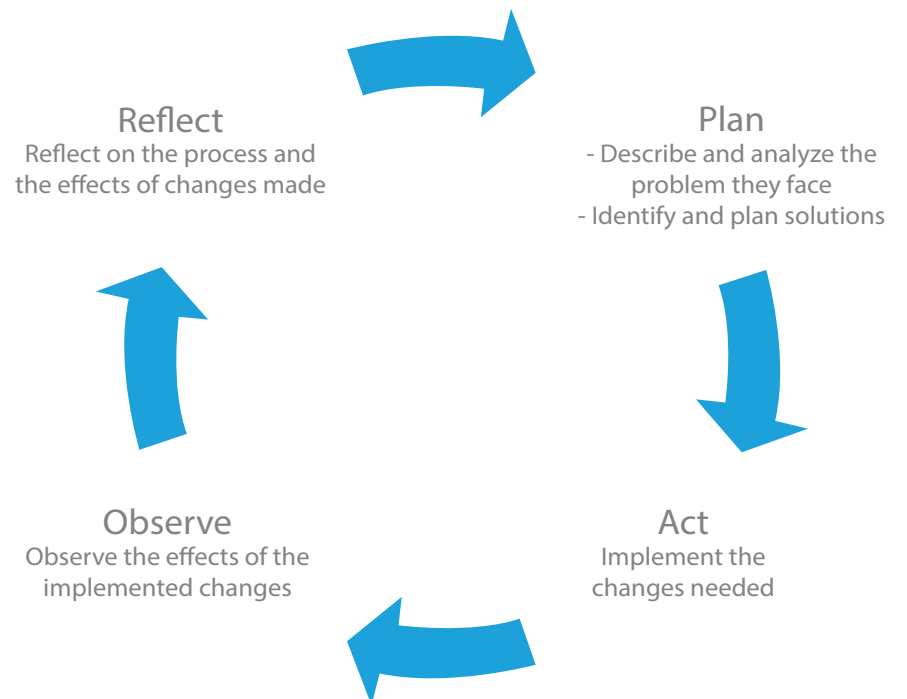
- Submit **monthly, quarterly**, and annual reports to HUD.
- Work with local partners and federal staff to determine how much federal funding has been secured for Promise Zone efforts.
- Work with the Promise Zone partner responsible for local data and evaluation efforts to ensure that the impact of the Promise Zone initiative is being tracked and documented at the local level.
- Develop Promise Zone spotlights and/or success stories (minimum of two per quarter).

Although reporting “up” to Federal partners is required, it is also important to “report out” to the diverse constituents living and working in the Promise Zone. For evaluation efforts to effectively promote continuous learning and communicate results to the wider community, the Promise Zone structure needs to promote ongoing communication among all stakeholders. Therefore, data must be made available to community members in multiple formats to make the information accessible and easy to use. This is a critical component of the evaluation process. By providing the community with access to the analyzed data and results on a regular basis, evaluation information can be more effectively used to inform strategies, resource allocation, and actions over time.

CYCLE OF REFLECTION AND IMPROVEMENT

While reporting serves to communicate what happened, reflection provides an opportunity to look at the results that are reported and decide how to move forward. Therefore, evaluation must incorporate opportunities for stakeholders to regularly reflect upon the outcomes of the Promise Zone activities. Since data can be interpreted in many ways, not everyone will always agree on what the findings mean. Determining what is “successful” and what needs further improvement is a critical component of any evaluation. This becomes much easier to do if local stakeholders are involved in the evaluation process along the way to help “make sense” of the data and understand the story behind the numbers.

The reflection process can help inform decisions and make “course corrections” throughout the initiative. Ultimately, reflection feeds directly back into the planning process of the initiative, thus supporting the cycle of continuous learning and improvement.⁸



NEXT STEPS

THE FOLLOWING ACTIONS CAN MEET CURRENT REPORTING REQUIREMENTS WHILE ALSO PROVIDING A PROCESS FOR REFLECTION:

- 1 Use the Learning and Evaluation Council to convene Promise Zone stakeholders to debrief and reflect upon progress and lessons learned. Facilitate communication between Action Teams when strategies shift and new courses of action are pursued.
- 2 Use the Promise Zone website, listserv, social media, and press releases for reporting and sharing evaluation results on a frequent basis.
- 3 Host annual “quality of life summits” to discuss Promise Zone strategies, goal progress, and emerging outcomes. Participants should include the Action Teams, councils, data partners, SHRA staff, VISTAs, HUD liaison, local supporting partners, residents, elected officials, and other relevant stakeholders.
- 4 Engage residents and other community stakeholders to help “tell the story” of Sacramento’s Promise Zone through participatory methods.
- 5 Present findings to elected bodies to discuss progress in the Promise Zone. Use this as an opportunity to leverage additional support for Promise Zone activities moving forward.
- 6 Connect with other California-based Promise Zones to share successes and lessons learned.
- 7 Create a Promise Zone data dashboard to share progress. Regularly update and use information to guide ongoing strategy development.



CONCLUSION



HOW DO WE CREATE A CULTURE OF CONTINUOUS LEARNING AND IMPROVEMENT?

Evaluation can sometimes be viewed with some worry and even anxiety within organizations. Being held accountable to funders, public officials, community groups and residents can raise concerns about funding, political support, and public perceptions of the organization or initiative. However, evaluation can serve as a powerful method to both document and communicate successes and provide crucial feedback to help organizations meet their goals and sustain their work over time.

The process of developing a collaborative evaluation framework can serve as a community-building opportunity between all parts of an organization's internal and external "eco-system." The qualities needed for such a collaborative approach -- a clear focus on vision and aspiration, building on strengths, mobilizing the resources and wisdom of all stakeholders, meaningfully engaging otherwise marginalized populations, and telling a compelling and unifying story -- can be built through an effective evaluation process. This is especially true with initiatives such as the Promise Zone, which have audacious goals of improving conditions in the most distressed neighborhoods through comprehensive community development and unprecedented collaborative relationships between diverse partners. Therefore, this guide is offered as a resource for the self-empowerment of all partners in the Sacramento Promise Zone, and similar efforts around the country. It is intended to serve as a foundation on which local partners can build and implement a place-appropriate and "living" evaluation design as they undertake the challenging and necessary work of our time.



TOOLS & RESOURCES



GETTING STARTED

HUD Exchange: Promise Zones Provides information and resources, including grants and technical assistance opportunities and the Community Development Marketplace (CDM), a database of community development project data to facilitate peer exchange and new partnerships, and assist funders and social investors in finding potential investment opportunities.

Sacramento Promise Zone Website Provides information and resources about the Sacramento Promise Zone initiative, including details about the organizational structure, focus areas, grant support, funding, community events, and spotlight stories.

UC Davis Center for Regional Change (CRC) is a catalyst for innovative, collaborative, and action-oriented research. The CRC brings together faculty and students from different disciplines, and builds bridges between university, policy, advocacy, business, philanthropy, and other sectors. The CRC's goal is to support the building of healthy, equitable, prosperous, and sustainable regions.

Converge Consulting, Research & Training (Converge CRT) is dedicated to creating social change and improved health through the facilitation of multi-stakeholder collaborative planning projects.

Collective Impact Forum An online network of cross-sector collaboration practitioners that includes the latest resources, tools, advice, research, and case studies. Designed to accelerate the effectiveness and adoption of Collective Impact through sharing experiences and learning.

Guide to Evaluating Collective Impact A 3-part series of downloadable handbooks that walks partners through the process of assessing progress and impact, provides case studies and examples, and sample questions, outcomes, and indicators.

Collaborating for Equity and Justice: Moving Beyond Collective Impact Discusses the limitations of Collective Impact and identifies key principles that are needed to achieve complex community change through equity and justice.

The Intersector Project Offers an extensive online library and toolkit to help plan, implement, and evaluate cross-sector collaborations.

Evaluating Community Programs and Initiatives Information from the [Community Tool Box](#) on developing a plan for evaluation, evaluation methods, and using evaluation to understand and improve community change initiatives.

Center for Evaluation Innovation Focuses on evaluation in the philanthropic sector, especially the challenging areas to assess, such as systems and policy change, and advocacy. Also directs [The Evaluation Roundtable](#), a network of foundation leaders in evaluation.

Living Cities A collaborative of philanthropic and corporate partners who work with cross-sector leaders in cities to develop and scale new approaches geared at achieving dramatically better results for low-income people, with a multidisciplinary focus on both neighborhood and system transformation. Website offers a variety of tools, research reports, and guidance for cross-sector collaborations, and free resources to support Collective Impact efforts.

What Counts: Harnessing Data for America's Communities This online book explores opportunities and challenges for the strategic use of data to reduce poverty, improve health, expand access to quality education, and build stronger communities. It illustrates how data can be used to guide community initiatives, investment strategies, and policy choices.

A Practical Guide to Evaluating Systems Change in a Human Services System Context A thorough explanation and step-by-step guide to design and implement an evaluation of systems change. Includes guidance for developing research questions, data collection tools, and reports.

Evaluating Collaboratives A classic resource from the University of Wisconsin Cooperative Extension that includes tools and resources for evaluating the process and outcomes of collaboration.

The Data Governance Institute provides in-depth, vendor-neutral best practices and guidance for developing decision-making procedures and information management processes, including the DGI Data Governance Framework.

FORMING A COMMON VISION AND GOALS

Community Toolbox: Developing a Logic Model or Theory of Change Learn how to create and use a logic model, a visual representation of activities, outputs, and expected outcomes.

Developing a “So That” Chain Action Teams can undertake the exercise on page 14 to build their conceptual model. A “so that” chain can be a useful exercise to more explicitly show the short-, intermediate-, and long-term changes that will lead to lasting change. It is a tool for describing a strategy and how it links systemic change.

W.K. Kellogg Foundation Logic Model Guide Provides an orientation to the principles of “logic modeling” to enhance program planning, implementation, and dissemination activities.

ESTABLISHING SHARED MEASUREMENTS

Agree on Measures of Success A guide from the Intersector Project to help collaborative partners identify and agree upon indicators.

Developing Shared Measurement A short “how to” guide for using a Collective Impact approach to reaching agreement on shared measurements. Includes examples of reports.

Results Based Accountability An extensive “how to” guide for selecting and tracking population indicators and implementing performance based measurements. Distinguishes between results for populations in a geographic area and results for the customers or clients of a program, agency or service system. Includes [data resources](#), [exercises to select indicators](#), and [tools to design data systems](#).

A Five Step Method for Identifying Performance Measures for any Program in about 45 Minutes This structured process using Results Based Accountability to identify three levels of indicators: headline measures, secondary measures, and a data development agenda.

Working Group Instructions for Developing Shared Metrics A useful tool for facilitating a discussion and selection of indicators among collaborative partners.

Data Inventory Use this spreadsheet to determine what measures to track, categorize the accessibility of data, and plan next steps to get the data you need for your work.

Cross-Sector Partnership Assessment Group Planning and Discussion Guide This assessment helps participants understand how to work together effectively for Collective Impact. Multiple representatives complete the assessment and through a discussion of the findings, individuals can raise challenges and concerns with partners and determine potential solutions.

CONDUCTING DATA COLLECTION AND ANALYSIS

Regional Opportunity Index (ROI) An index of community and regional opportunity developed by the UC Davis Center for Regional Change for understanding social and economic opportunity in California's communities. The goal of the ROI is to help target resources and policies toward people and places with the greatest need, to foster thriving communities of opportunity for all Californians. It does this by incorporating both a “people” component and a “place” component, integrating economic, infrastructure, environmental, and social indicators into a comprehensive assessment of the factors driving opportunity.

Putting Youth on the Map (PYOM) A powerful mapping tool developed by the UC Davis Center for Regional Change for youth and adults working to ensure youth well-being in California. PYOM provides holistic place-based indices measuring youth well-being and severe isolation, as well as maps illustrating income adequacy, suspension/truancy, transportation access, young adult voting, and more.

City of Sacramento Open Data Portal Provides access to city information. Users can navigate through the data catalog, download datasets, share data through social networks, and embed data on websites. Data sets also can be used to create civic applications by third party developers.

Healthy City Provides data and mapping tools to help build a better community. Allows users to chart data, map demographic, health, and other point and thematic data; create asset maps and find gaps in services; and map two geographies or variables at a time.

Local Data Mobile cloud technology and platform used to map neighborhood conditions and help communities make data-driven decisions by capturing and visualizing street-level information in real time.

Open Street Map An initiative to create and provide free, worldwide geographic data.

Follow the Money Federal Reserve Bank online, interactive tool used to track and compare grant investments by metro area and issue areas.

Social Network Analysis A tool for understanding how relationships influence community change through collaboration and sharing information.

Ripple Effect Mapping Describes a low cost, participatory method to conduct impact evaluation using elements of Appreciative Inquiry, mind mapping, and qualitative data analysis to engage program participants and other community stakeholders to reflect upon and visually map the intended and unintended changes resulting from a program or complex collaboration.

National Neighborhood Indicators Partnership Coordinated by the Urban Institute, NNIP is a peer learning network that shares a mission to improve low-income neighborhoods by empowering local stakeholders to use data in planning, policymaking, and community building. Their site offers online guides to data sharing, insights on civic technology, and examples of successful projects.

Guide to Starting a Local Data Intermediary Describes the role of a local data intermediary and the process of establishing this type of resource to support the use of neighborhood level data in decision making. Includes information and resources on funding, staffing, and building the information system.

Civic Tech and Data Collaborative (CTDC) A national partnership that works to leverage data and technology to enable civic leaders to make better decisions and address issues that affect low-income residents. Tools and methods are open source.

Data Governance Checklist Helps stakeholder organizations, such as state and local educational agencies, with establishing and maintaining a successful data governance program to help ensure the individual privacy and confidentiality of education records.

Data Governance and Stewardship Offers an overview of key concepts and resources related to establishing systems for data privacy, confidentiality, and security.

Be Healthy Sacramento This site is designed as a hub, presenting public data on a variety of topics, from education to health.

Citizen Participation and Consultation Toolkit HUD's guide to engaging stakeholders in community change efforts. Includes best practices, samples, and a self-assessment and planning tool to assess past activities and create participation priorities and goals.

Sacramento County Open Data Portal Provides access to data on Sacramento County's utilities, transportation, public works, finances, permits, demographics, GIS, and other related information.

The Case Study Tool book Designed to help individuals create their own case studies more successfully and use them as effective tools for change.

The Newark Mapping Project An innovative project that aims to survey and map the physical environment of three neighborhoods and document conditions that impact resident quality of life with the help of paid community members.

Youth Participatory Evaluation An approach that engages young people in evaluating the programs, organizations, and systems designed to serve them. This site outlines YPE principles and provides resources to help facilitate YPE practices.

Young Ethnographer's Survey A project of the Los Angeles Promise Zone, this six-week summer job program teaches students important college and career skills, and engages young people in a neighborhood survey to measure the quality of life in their community.

Youth Adult Partnerships in Evaluation An extensive guide to launch a participatory evaluation approach that focuses on providing youth and adults with ongoing opportunities to engage in collective deliberation and reflection. Includes "user friendly" data analysis methods and other useful tip sheets and resources.

Participatory Evaluation with Young People A step-by-step guide to engaging youth in the evaluation/research process, includes practical tools and small group exercises.

Talking the Walk Extensive "how to" manual for cross-sector partners to support productive internal and external communication.

Privacy Technical Assistance Center (PTAC) One component of the U.S. Department of Education's comprehensive privacy initiatives which offers technical assistance to state education agencies, local education agencies, and institutions of higher education related to the privacy, security, and confidentiality of student records. The site offers data security policies and procedures, as well as a privacy toolkit containing best practice guides and related resources.

CREATING A PROCESS FOR REFLECTION AND REPORTING

HUD Communications, Reporting, and Data Sharing Framework Summarizes how Urban Promise Zone Lead Organizations will be asked to share information with the federal government, including Promise Zone activities, funding secured, and performance and outcomes data.

Data Walks: An Innovative Way to Share Data with Communities Focuses on data sharing as the platform for collaboration, and can be used regardless of whether the community has been engaged from the beginning. A data walk is used to share key data and findings with community residents and program participants, ensure a more robust analysis and understanding of the data, inform better programming and policies to address both the strengths and the needs of a community or population, and inspire individual and collective action among community agents.

Living Cities: Data-Driven Feedback Loops Provides a series of templates/options for developing data-driven feedback loops that will help change behavior and create Collective Impact.

Creating and Using Community Report Cards Includes purpose, steps, and examples for reporting progress on community goals.

How Do We Create a Scorecard and What Do We Do With It? A step-by-step guide to reporting data (in plain language) using the principles of Results Based Accountability.

APPENDIX



ACRONYMS

AmeriCorps VISTAs: AmeriCorps Volunteers In Service To America

BHC: Building Healthy Communities

CDGG: UC Davis Community Development Graduate Group

CI: Collective Impact

CNI: Choice Neighborhood Initiative

Converge CRT: Converge Consulting, Research and Training

CRC: UC Davis Center for Regional Change

HUD: U.S. Department of Housing and Urban Development

MOU: Memorandum of Understanding

PAR: Participatory Action Research

PYOM: Putting Youth on the Map

RAACD: Reduction of African American Child Deaths

RBA: Results-Based Accountability

ROI: Regional Opportunity Index

SETA: Sacramento Employment and Training Agency

SHRA: Sacramento Housing and Redevelopment Agency

TA: Technical Assistance

DEFINITIONS OF KEY TERMS

Analysis: A careful and systematic evaluation of data, information, or results intended for discussion or interpretation.

Assumption: A cause and effect relationship that is accepted as true without proof.

Baseline: A defined starting point from where improvement is measured.

Benchmark: A point of reference or set of standards for evaluating performance and effectiveness.

Collaboration: The action of two or more people or organizations working together to produce something or achieve common goals.

Collective Impact: A structured approach to problem solving and a form of cross-sector collaboration that addresses complex social and environmental challenges. Five components are critical for success, including:

1. **Common Agenda:** A shared vision for change that includes a common understanding of the problem and a concerted effort to address it using mutually agreed upon strategies.
2. **Shared Measurement System:** A collection of data that measures results consistently among all participants to ensure that the goals are met and all participants are held accountable.
3. **Mutually Reinforcing Activities:** Activities which are distinguishable from each other, but coordinated through a plan of action.
4. **Continuous Communication:** Consistent and open communication among stakeholders that builds and reinforces trust, assures mutual objectives, and creates motivation to address the problem.
5. **Backbone Infrastructure:** A neutral organization(s) with dedicated staff and resources that serves as the organizing body for the entire initiative and coordinates all participating organizations and partners.

Complex Community Change Initiatives: A comprehensive approach to addressing community needs through the implementation of multiple interventions over the course of several years. Strategies seek to affect change at the individual, group, institutional, political, and social levels of community.

Cross-Sector: An approach that involves strategically working across multiple social, economic, or political divisions to reach a specific outcome.

Data: Factual information collected for the purposes of calculation, analysis, reasoning, discussion, or reporting.

Data Clearinghouse: An intermediary used by businesses, organizations, and/or stakeholders to exchange, collect, report, and maintain data.

Data Democracy: Equitable sharing of data among all people.

Data Governance: The overall management of the availability, integrity, and security of the data defined by a governing body on how, what, and when the information is used.

Data Sample: A set of data that is selected from a statistical population.

Equity: The quality of treating all people with fairness, impartiality, and justice.

Evaluation: The systematic collection and analysis of information to understand the impact or result of a program, project, or intervention.

Goal: A desired result or outcome that a person or organization aims to achieve.

Index: A compilation of indicators that serves to measure or signal the value of something.

Interpretation: The act of explaining or reframing the meaning of something.

Logic Model: A graphic tool that is used to facilitate program planning, implementation, and evaluation. Standard components of a logic model include:

- **Inputs:** People, time, resources, and contributions which are available and dedicated to a program.
- **Outputs:** Specific products, participation, or activities generated by a program.
- **Outcomes:** Measurable changes which result from a program (e.g., level of awareness, knowledge, attitudes, skills, behavior). Outcomes occur over different periods of time (short, medium, and long-term).
- **Impact:** A program's overarching effect(s) on the social, economic, environmental, or civic conditions in which individuals, communities, and institutions operate.

Longitudinal Data: Information that is repeatedly collected from the same sample to measure changes over an extended period of time.

Metric: A standard of measurement for evaluating performance or progress.

Objective: A specific result that an individual or organization aims to achieve within a given time frame.

Place-Based Initiatives: Programs that address issues specific to a geographic location.

Policy: A plan or course of action adopted by a government, business, or organization.

Stakeholder: An individual, group, or organization with an interest in something that can either affect or be affected by actions, decisions, or policies related to that interest.

Systems Change: A shift in how processes, structures, and institutions operate as a result of intentional or unintentional efforts that alter the status quo. This approach is often used to create social change.

Theory: A set of ideas or principles used to explain phenomena and guide analysis.

Theory of Change: A comprehensive explanation of how and why a desired change is expected to happen.

ENDNOTES

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