TRACK PROGRESS

Step Nine: TRACK

Partnerships have to implement a comprehensive set of interventions in order to change the local conditions that contribute to community problems or enable community goals. The package of needed interventions can include changes to the physical design of the environment, changes to the practices and policies of area organizations, media campaigns, and targeted programs. Keeping track of all of this work and effectively managing the actions of multiple partners is essential to successful implementation.

Coalition evaluation should help the team *improve* its work, *coordinate* more effectively, and be *accountable* to participants, funders and the community for the effects of coalition work. Evaluation should also help *celebrate* progress along the way to achieving community-level outcomes and contribute to *sustaining* the coalition effort long enough to make a difference in community life. Evaluation of coalitions is fundamentally different from program evaluation since the target of coalition work is the health and behavior of the entire community.

Materials:

1. Strategic Roles of Coalitions and Partnerships
2. Tracking Coalition Outputs:
    a. Community Change Log and Definition
    b. Coalition Services Log and Definition
    c. Media Log and Definition
    d. Resource Log and Definition
3. Case Study: Neighborhood Transformation: How we measure it and why it matters
4. Scientific References for Monitoring System
5. Summary of Coalition Outcome Measures

Step Ten: IMPROVE

No matter how carefully a partnership analyzes their community and no matter how strategically a partnership plans its interventions, adjustments will be needed. Despite the best intentions of all involved some interventions will falter and even the basic community conditions will change. Likewise new partners will make additional interventions possible. The reality is that community work is dynamic and unfolds in unpredictable ways. With initial planning and intervention the work has only just begun. Leaders must manage and improve the intervention effort until desired outcomes are achieved.

Materials:

1. Critical Reflection Guide

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TRACK: Strategic Roles of Coalitions & Partnerships

1. Change Agent

   Measure: _____

2. Service "Optimizer"

   Measure: _____

3. Focus Resources

   Measure: _____

4. Manage Community Conversation

   Measure: _____

See scientific citations page of complete references.

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Change Log

Code	Date (mm/dd/yy)	Event	Description
		Describe the event in detail. Include: A. Why is this important? B. What happened as a result?	A. Who was involved B. What organizations were collaborators. C. What community sector or objective is this related to? D. Was this the first time this event has happened?

TRACK: Typical Coalition Outputs – *Community Change*

1. Community Change.

Community changes are new or **modified programs, policies or practices** in the community facilitated by the coalition. Statements of community changes should include information about the impact on the community. Changes that have not occurred, those unrelated to the group's goals, or those which the initiative had no role in facilitating are not considered community changes for the coalition.

1.1 Community changes must meet all of the following criteria:

- 1.1.1 have occurred (not just planned);
- 1.1.2 include community members external to the coalition or outside the committee or subcommittee advocating for the change;
- 1.1.3 are related to the coalition's chose goals and objectives;
- 1.1.4 are new or modified programs, policies, or practices of governmental bodies, agencies, businesses or other sectors of the community;
- 1.1.5 are facilitated by individuals who are members of the coalition or are acting on behalf of the coalition.

1.2 Changes also include alterations to the physical design of the environment.

1.3 The first instance of a new program or significant change in programmatic practice is scored as a community change, since it constitutes a change in a program or practice of the community.

1.4 The first occurrence of collaboration between community members external to the coalition is a community change (a change in practice).

1.5 Not all first time events are community changes; the event must meet all parts of the definition of a community change. For example, if staff members attend a seminar for the first time, this is not a community change because it is not a new or modified program, policy or practice of an organization.

Examples:

The Greater Auborndale Neighborhood Association helped the Qwik Market on the corner of 8th and J streets to write and implement new personnel policies governing consequences for selling alcohol or tobacco to minors. This is the first step for one of our local businesses to reduce the number of sales to minors by changing how clerks are held accountable for the sales they make.

The Youth Coalition of Springfield assisted the local chapter of the American Red Cross to rewrite their by-laws to include youth representation on their board of directors. This is part of the Youth Coalitions' ongoing effort to create youth involvement in all non-profits in the community and to increase the opportunities for youth to develop their leadership skills.

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Ongoing Services Provided Log

Code	Date (mm/dd/yy)	Service	Location	No. of People Attending	No. of Hours	New Service? Yes / No

TRACK: Typical Coalition Outputs – *Services Provided*

2. Services Provided

Services provided are events that are designed to **provide information, develop skills or provide social support** to people in the community. Services provided include classes, programs, screenings and workshops. Records on services provided include the number of classes or programs conducted and the number of participants in those classes or programs.

2.1 Services provided must meet all of the following criteria:

- 2.1.1 have occurred (not just planned);
- 2.1.2 are services or communications to educate, inform, enhance skills or provide support;
- 2.1.3 are sponsored or facilitated by the coalition;
- 2.1.4 are delivered to individuals outside of the coalition.

2.2 When a new program is initiated, it should be coded as both a service provided (with number of attendees, etc.) and as a community change (first instance of a new program).

2.3 Instances of services provided are scored each time the event occurs.

Examples:

The Greater Auborndale Neighborhood Association helped the Qwik Market on the corner of 8th and J by providing training to their clerks on how to spot fake identification and how to deal with customers who object to the store policy of carding all purchasers of tobacco or alcohol products.

The Youth Coalition of Springfield assisted the local chapter of the American Red Cross to implement their new policy for including youth on their board by providing an in-service training for all current board members and nominees on techniques for working with youth in leadership. This is part of the Youth Coalitions' ongoing effort to create youth involvement in all non-profits in the community and to increase the opportunities for youth to develop their leadership skills.

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Media Coverage Log

Code	Date (mm/dd/yy)	Topic of Media Coverage	Media Type	Amount

TRACK: Typical Coalition Outputs – *Media Coverage*

Typical Coalition Outputs:

3. Media Coverage

Media events are instances of **coverage of the initiative**, its projects or issues in the newspaper, newsletters, on-line, on the radio or television, or through any other media channel.

3.1 Media coverage must meet all of the following criteria:

3.1.1 have occurred (not just planned);
3.1.2 be an instance of radio time, television time, newspaper article, brochure or newsletter (print or electronic), or other form of communication;
3.1.3 feature or be facilitated by the coalition.

3.2 Media coverage is counted if it features the project, even if the coverage was not initiated directly by the group. Airings or articles not facilitated by the initiative are valid only if the name of the initiative or one of its projects is mentioned or referred to.

3.3 Count all instances of media coverage facilitated by the initiative. The initiative may facilitate media coverage in a number of ways; for example writing PSA's, contacting editorial boards, building relationships with reporters, or sponsoring media events.

3.4 Media is counted by the number of impressions. An impression is one person seeing the message one time.

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Examples:

The Kansas City Sun Times ran a story on the front page of the "Local News" section highlighting each neighborhood's plans for National Night Out Against Crime and the coalition's role in helping neighborhoods use this national event to draw attention to their substance abuse and crime prevention work. [estimated readership results in an impression count of 450,000]

1 The on-line Portland Bee ran a story on the newly hired executive director of the coalition. [page views resulted in 25,460 impressions]

KTWR FM radio aired the partnership's PSA advertising First Night – the partnership's annual alcohol free New Year's event. [estimated listenership results in an impression count of 23,500]

WALW channel 5 ran a news story about the rise in the number of methamphetamine labs discovered over the summer. The coalition's executive director was interviewed to explain why the numbers might be going up, what the coalition is doing about it and to offer tips on how to spot a clandestine lab. [estimated viewership results in an impression count of 325,000]

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Resources Generated Log – *acquisition of grants, donations, or in-kind gifts*

Code	Date (mm/dd/yy)	Source	In-Kind Dollar Amount	Cash Dollar Amount

TRACK: Typical Coalition Outputs – *Resources Generated*

4. Resources Generated

Acquisition of funding for the initiative through grants, donations or gifts in-kind. Resources generated can include money, materials and people's time.

4.1 Resources generated must meet all of the following criteria:

4.1.1 have occurred (not just planned or promised);
4.1.2 be in the form of money, materials or donated professional time;
4.1.3 be used to facilitate actions related to the mission of the initiative; and
4.1.4 be allocated to the initiative (not one of its partners).

4.2 Donation of people's time is counted if the person is doing work they are trained to do. Professional services of builders, nurses, teachers, lawyers, event planners and facilitators are examples.

4.3 The value of donated time is based on the fair market value charged by the individual in the normal course of their work.

4.4 Grant moneys are counted when they are distributed to the initiative, not when they are promised or announced at the beginning of a grant. For example, if a $500,000 grant is awarded to the coalition and is disbursed $100,000 a year for five years then count one instance of $100,000 each year.

4.5 The value of in-kind goods is determined by the market value of the donated materials. For example, if the newspaper donates space, the fair market value of that advertising space that would have otherwise been charged is recorded as the value.

Examples:

Morrison, Smith and Dzierzawski reviewed the new contract between the coalition and the school district for use of the school district's facilities in the coming school year. The normal fee of $275.00 was waived for the coalition.

For the month of February the Mayor's office shared a position with the coalition. One half of the staff member's time was spent working on the coalition's neighborhood development initiative and the other half was spent in the Mayor's office working on a Housing Grant. The cost of the staff person was paid by the Mayor's office.

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NEIGHBORHOOD TRANSFORMATION

HOW WE MEASURE IT AND WHY IT MATTERS

Active citizens can create caring neighborhoods that prevent drug use and crime. This is Safe Streets' guiding idea. It is a big idea. It is an approach that puts the responsibility for creating health back on neighbors and acknowledges that we all have a part in raising young people, even if we are not currently parents. It suggests that education alone, increased enforcement alone, alternative activities alone will not prevent crime. What will prevent crime and reduce substance abuse is a comprehensive response where every aspect of neighborhood life is changed to promote healthy youth. Complex problems like substance abuse and crime require this type of comprehensive response.

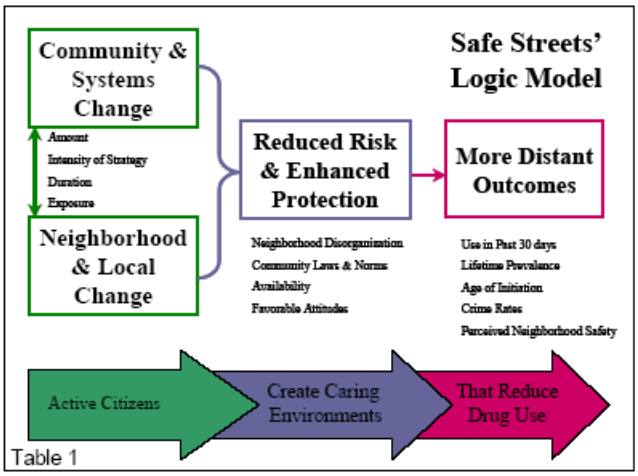

Table 1

Safe Streets works to help neighborhoods transform themselves into caring communities that actively promote peace. Neighborhoods must reduce the availability of drugs by closing drug houses. Neighborhoods must help with enforcement by actively partnering with their community patrol officer. Neighborhoods must provide positive activities for their young people. Neighbors must be actively involved in the lives of young people - both their own and their neighbors' children. Neighbors must help physically design their communities to deter crime and create safe places for young people to play. Each of these and many more changes are needed to create places that promote peace and child well-being.

This process of neighborhood transformation is difficult and sometimes slow. Safe Streets monitors this process by tracking each community change - each improvement in neighborhood life. For example, a new neighborhood association, a cleaned and restored park, a community phone tree, an after school program, and a closed drug house are each a community change. Community changes are "any new or modified program, practice or policy facilitated by Safe Streets and targeted to reduce crime and substance abuse." The graph at right (Table 2) displays the cumulative number of community changes facilitated by Safe Streets since January, 1996.

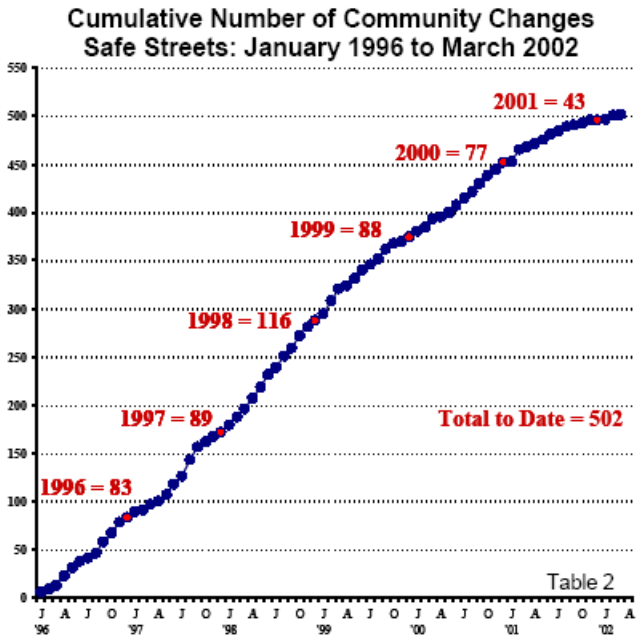

Table 2

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Keeping track of each community change is one way to monitor whether Safe Streets is helping neighborhoods to be "comprehensive" in their response to crime. Safe Streets believes that there will have to be enough community change to influence behavior. In addition to *total amount*, Safe Streets tracks what *strategies* are being used, who is being *targeted*, what *sector* of community life is being changed and what *risk factor* is intended to be reduced. Each of these is a necessary part of a working definition for "comprehensive."

Comprehensive Is:	
Enough change. . .	Total Amount
that uses all available strategies . . .	Distribution by Strategy
to target more than just youth . . .	Distribution by Target
and involves all aspects of life . . .	Distribution by Sector
that can affect conditions related to crime and substance abuse. . .	Distribution by Risk Factor
in every neighborhood . . .	Distribution by Neighborhood

Risk Factors

Risk factors suggest what features of neighborhood life should be changed in order to reduce substance abuse. The risk factors used by Safe Streets were developed by David Hawkins and Richard Catalano at the University of Washington. By analyzing a distribution chart that displays which risk factors were targeted by each community change, Safe Streets can insure that the right risk factors are being addressed. Table 3 displays the community changes distributed by risk factor. In 2000 an emphasis was placed on closing drug houses and preventing crime through environmental design. In 2001 more policies that govern property crime, landlord responsibility and codes enforcement were changed. In every year neighborhood disorganization has been a major focus.

Community Changes Distributed by Risk Factor: 1996 - 2001

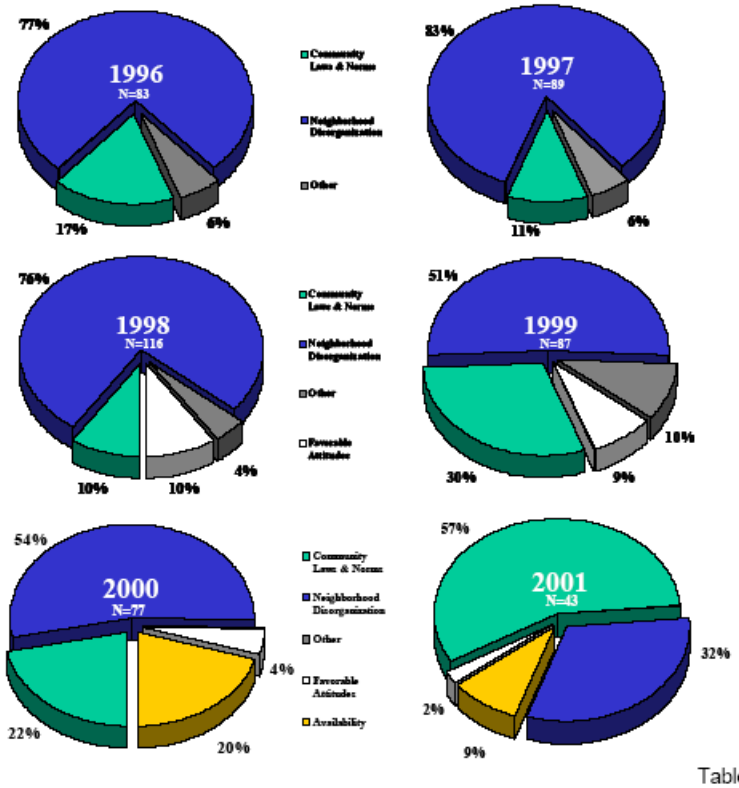

Table 3

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Strategy

Strategy distribution allows Safe Streets staff and volunteers to analyze by what means they are attempting to change behavior in Topeka. In 2000 more community changes redesigned the physical environment. Until 2001 Safe Streets' primary strategy was to convene groups to solve problems identified by concerned neighbors. These groups included new neighborhood associations, new church and law enforcement coalitions, and new partnerships between businesses and the communities they serve. Recently, Safe Streets has helped the city council, local police and the judiciary make needed policy changes. In fact, in 2001 the most prominent strategy was *Modifying Policies*. This is the first time *Community Based Process* was not Safe Streets' primary strategy.

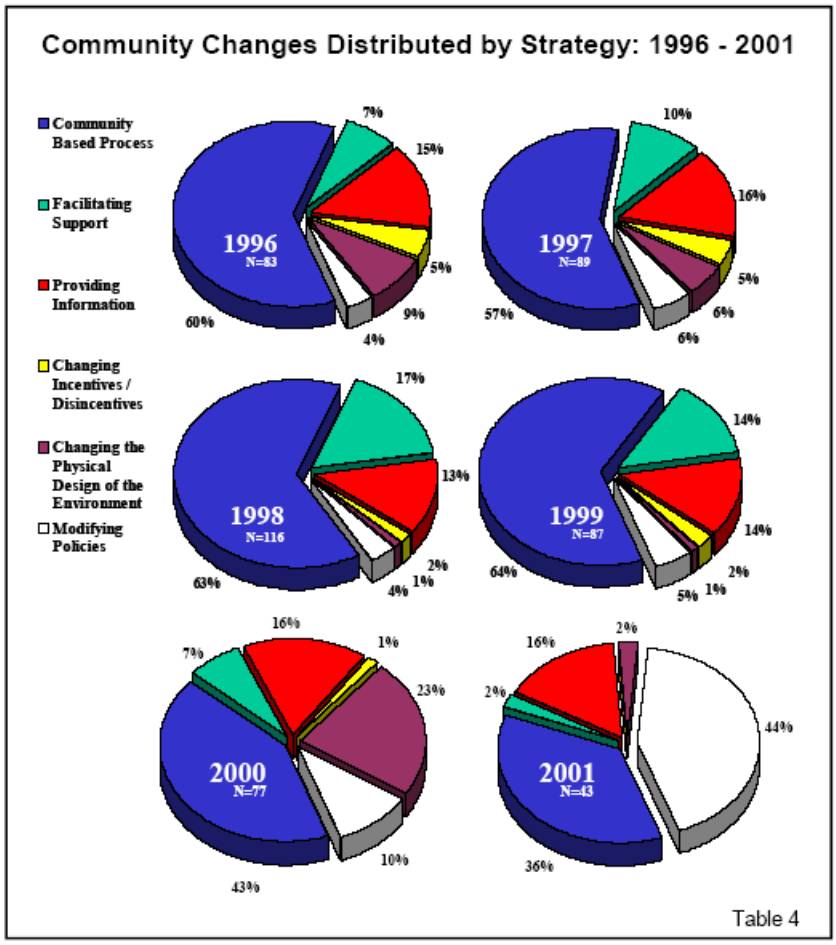

Table 4

Target

Many prevention efforts are targeted at youth. Safe Streets does seek to intervene directly with youth through leadership development, encouraging alternative activities and promoting civic engagement. The primary targets of Safe Streets' work, however, are adults. Adults are responsible for the conditions youth experience. Helping adults create the best conditions for youth is at the heart of Safe Streets' approach. Table 5 displays the distribution of community change by target. In 2000 and 2001 the primary target has been the *General Community*. This reflects the emphasis Safe Streets has placed on changing the community laws and norms of Topeka as expressed through the physical design of the environment and the policies of local government and law enforcement.

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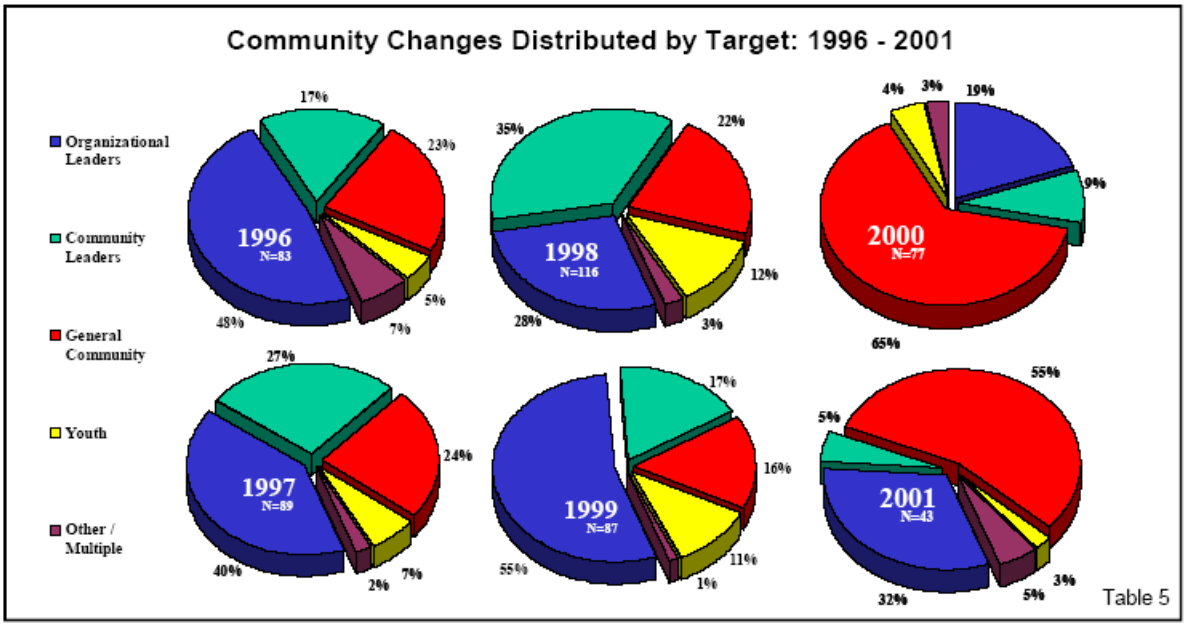

Table 5

Sector

Young people attend school, shop in local stores, participate in communities of faith, hold jobs and use public services. Each of these "sectors" of the community have to be changed in ways that will provide consistent messages and consequences for youth. Because neighborhood organizing is the back bone of Safe Streets' work, the *Community* sector has had significant amounts of community change. 1999 saw a more even distribution across sectors as staff began *Biz Link* and the *Faith Connection*. In 2001, Safe Streets sought many policy changes governing community life and as a result it was the first year in which *Government and Law Enforcement* was the largest sector represented. *Government and Law Enforcement* includes city and county government, police and the judiciary.

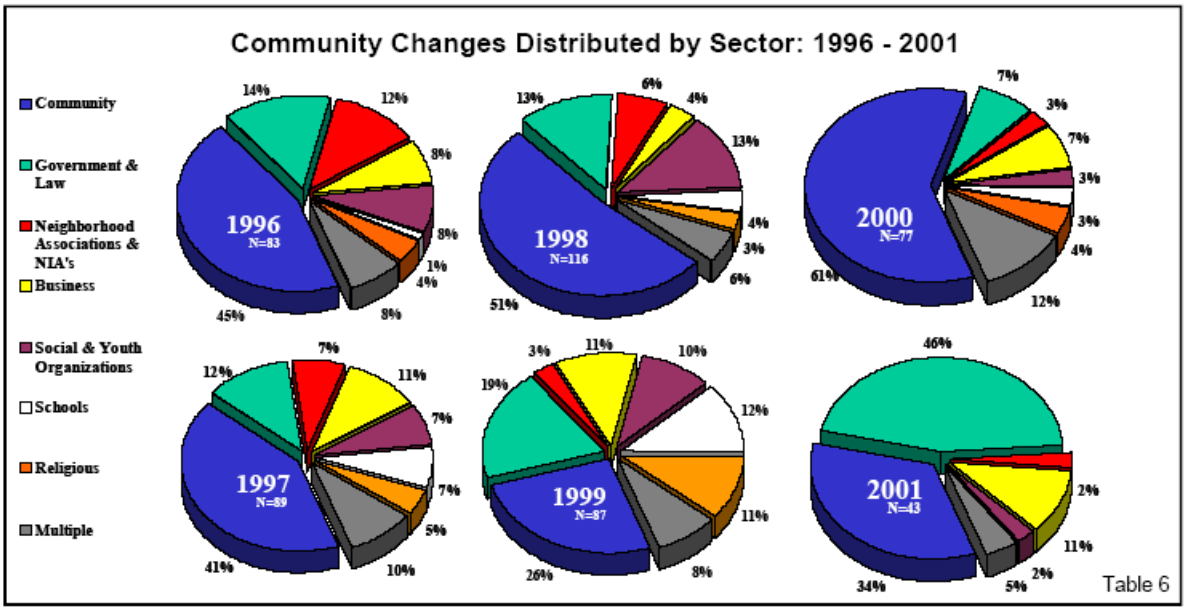

Table 6

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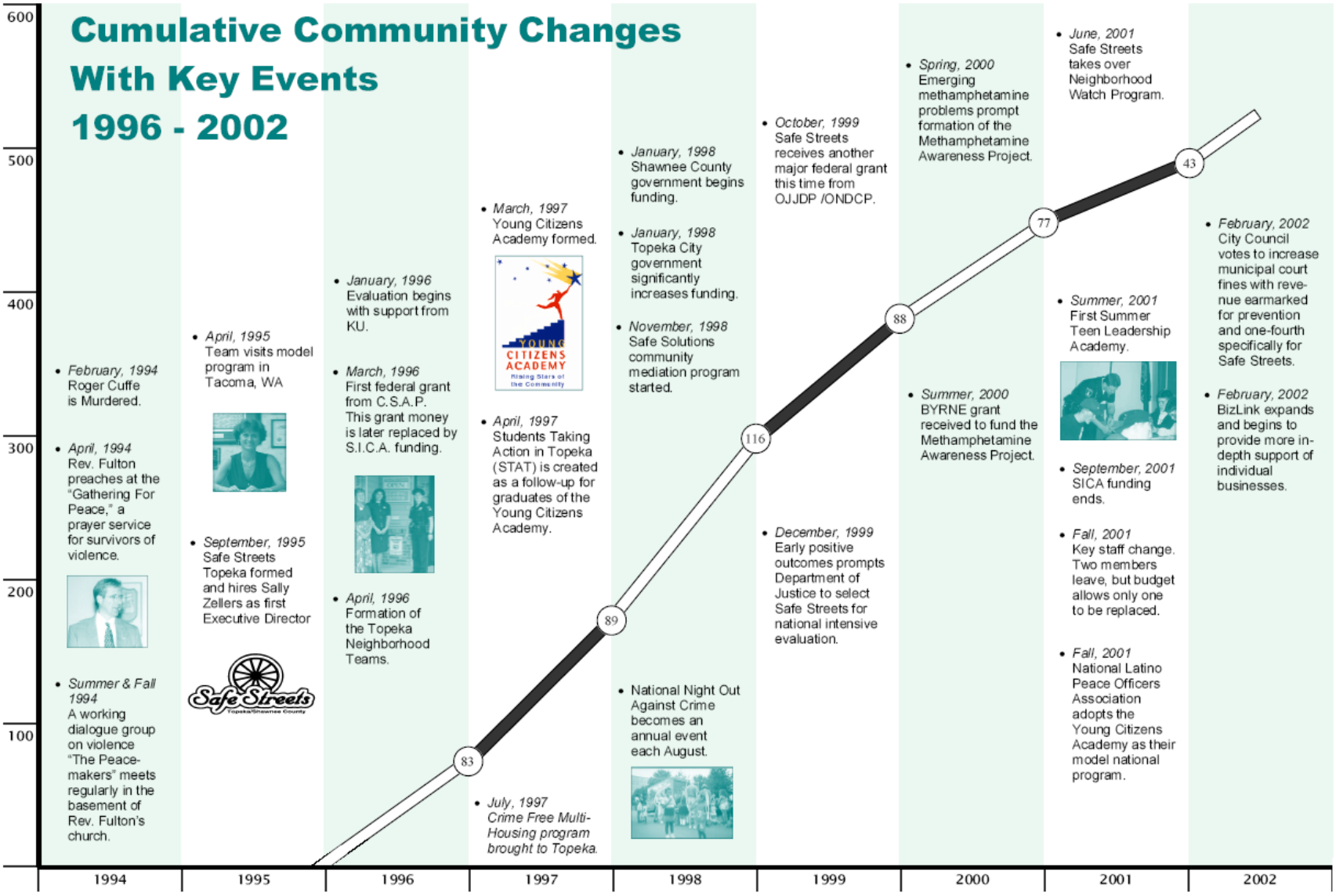
Cumulative Community Changes With Key Events 1996 - 2002



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TRACK: Scientific References for the Monitoring System

Original Article to Spell Out Methodology:

Francisco, V.T., Paine, A.L., & Fawcett, S.B. (1993). A methodology for monitoring and evaluating community health coalitions. *Health Education Research: Theory and Practice, 8(3):*403-416.

CDC Guidebook & Recommendations for Methodology:

Fawcett, S.B., Sterling, T.D., Schmid, T.L., Paine-Andrews, A., Harris, K.J., Francisco, V.T., Richter, K.P., & Lewis, R.K. (1995). *Evaluating community efforts to prevent cardiovascular disease*. Atlanta, GA:Centers for Disease Control and Prevention.

Example Analysis of Contribution:

Paine-Andrews, A., Fisher, J., Berkely-Patton, J., Fawcett, S.B., Williams, E., Lewis, & R., Harris, K. (2002). Analyzing the contribution of community change to population health outcomes in an adolescent pregnancy prevention initiative. *Health Education & Behavior 29(2):*183-193.

Critique and Lessons Learned From Methodology:

Chalmers, M. L., Housemann, R. A., Wiggs. I., Newcomb-Hagood, L., Malone, B., & Brownson, R. C. (2003). Process evaluation of a monitoring system for community coalition activities: Five-year results and lessons learned. *American Journal of Health Promotion, 17(3)*, 190-196.

Broader Articles on Evaluation of Coalitions:

Fawcett, S.B., Paine-Andrews, A., Fancisco, V.T., Schultz, J.A., Richter, K.P, Berkley-Patton, J., Fisher, J., Lewis, R.K., Lopez, C.M., Russos, S., Williams, E.L., Harris, K.J., & Evensen, P. (2005). Evaluating community initiatives for health and development. In I. Rootman, D. McQueen, et al. (Eds.), *Evaluating health promotion approaches.* (pp. 241-277). Copenhagen, Denmark: World Health Organization - Europe.

Fawcett, S.B., Francisco, V.T., Hyra, D., Paine-Andrews, A., Shultz, J.A., Russos, S., Fisher, J. & Evensen, P. (2000). Building Healthy Communities. In A. R. Tarlov & R. F. St. Peter (Eds.), *The society and population health reader: A state and community perspective*. New York: The New Press.

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TRACK: Coalition Outcome Measures

Table of Coalition Outcome Measures

	Outputs	Local Conditions (Near-Term)	Root Causes (Intermediate)	Behavioral	Health & Social Consequences
	Measure the amount and type of outputs generated by the coalition.	Measures the immediate effects of coalition outputs (Expected to change in <12 months and usually measured monthly or quarterly)	Measures aggregate effects of near term outcomes on root causes.	Measures the level of the behavior(s) of interest.	Measures the downstream consequences of targeted behaviors.
Process Evaluation					

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