Sustainability: A Collaborative Approach

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Justice Research and Statistics Association (JRSA)

The Justice Research and Statistics Association is a national nonprofit organization of state Statistical Analysis Centers (SAC) directors, and other researchers and practitioners throughout government, academia, and criminal justice organizations.

JRSA conducts and publishes policy-relevant research on justice issues, provides training and technical assistance, and maintains ISAR, a clearinghouse of state criminal justice activities.

**SAC Spotlight . . .**

**New JRSA Executive Committee Elected**

The 2012-2013 officers of the JRSA Executive Committee were announced at the annual business meeting of state Statistical Analysis Centers (SAC) Directors, which was held on October 17.

Statistical Analysis Centers Win Awards for Outstanding Publications and Web Site

SACs in Minnesota, New Mexico, Utah, and West Virginia received JRSA’s Douglas Yearwood National Publication Award, which recognizes outstanding efforts by SACs to publish useful and high-quality reports.

The Missouri SAC won the 2012 JRSA Web Site Award. This award recognizes excellence in utilizing the Web for the dissemination of justice data and research.
National Juvenile Justice Evaluation Center (NJJEC)

Welcome to NJJEC!

The National Juvenile Justice Evaluation Center (NJJEC) is designed to assist state, local, and tribal entities with the evaluation of juvenile justice programs and implementation of evidence-based initiatives. We provide a number of resources to guide juvenile justice agencies and practitioners to select, implement, evaluate, and sustain programs supported by research evidence.

What's New

Sustainability Toolkits
Learn about critical components of program sustainability with the Sustainability Toolkit for Service Providers, and the new Sustainability Toolkit for Grantors.

Performance Measure Guide
Learn the basics of defining, developing, and reporting program data with NJJEC's online Performance Measure Guide.

NJJEC Tutorial
Learn the basics of performance measurement and evaluation with the updated NJJEC Tutorial.

NJJEC Bulletin
Check out the September edition of the NJJEC Bulletin! Visit the NJJEC Newsletter page to subscribe.
Strategies for Sustainability – Webinars Available From OJJDP Training Center

- **Building Sustainable Organizations: Building Capacity From the Ground Up**, February 2011 (OJJDP NTTAC)
  
  - Focuses on organizational sustainability—identifying assets, liabilities, organizational vision, tools, and strategies
  
  - Includes workbook with examples, worksheets, and resources
Strategies for Sustainability – Webinars
Available From OJJDP Training Center (cont’d)

• *Sustainability in Times of Scarce Resources*, May 2012.
Focus on:

• Defining sustainability.
• Emphasizing collaboration and partnership.
• Crafting communication based on evaluation results and using social marketing strategies.
• Identifying audience, communicating based on mode and best way to relay message, and clarifying why this issue is important.
Strategies for Sustainability – Webinars Available From OJJDP Training Center (cont’d)

- **Effective Strategies To Help Sustain Your Quality Programs**, June 2012. Focus on:
  - Collaboration: stages and barriers.
  - Social marketing: relationships are key – who are your internal and external partners?
  - Advocacy – building a convincing and credible case for your program.
  - Examples of effective social media campaigns.
Strategies for Sustainability – Webinars Available From OJJDP’s NTTAC (cont’d)

• *Foundations and Grant Makers as Strategic Partners in Sustainability Efforts*, August 2012. Focus on:
  • Working with philanthropic organizations.
  • Types of foundations.
  • Resources: finding potential donors.
  • Steps for approaching and engaging a foundation.
Today’s Focus

• NJJEC’s work: performance measurement and evaluation

• *Program success* and the ability to *demonstrate program success* are key elements of sustainability.
  – Funders and other stakeholders
Today’s Focus (cont’d)

• Contribution of data to program success
  – Be successful to be sustainable

• Using performance measurement as a tool for sustainability
  – Foundation for demonstrating success
Webinar Objectives

• Understand the contribution of data and performance measurement to sustainability.
• Discuss the role of collaboration in sustaining a successful program.
• Explore ways grant-making agencies and service providers can work and learn together for program success.
Collaboration . . . Between Whom?

• What can service providers do to increase program effectiveness and meet requirements of funders?

• How can funding agencies assist their grantees?

Both service providers and funders are working toward the same goal.
Elements of Sustainability

• Build organizational capacity for performance measurement.
  – Program improvement.
  – Demonstrate program success.

• Sustainability is not just about funding!
Elements of Sustainability – A Roadmap

• Maintain a view to sustainability throughout the course of the grant:
  – RFP and grant-writing process.
  – Selecting programs/policies.
  – Implementation fidelity.
  – Data collection and analysis.
  – Reporting results.
  – Revisiting program logic and execution.
Key Steps for Funders and Service Providers

1. Be successful.
2. Demonstrate success.
3. Diversify funding.

What is the role of data?
1. Be Successful

Achieving desired results is vital to continuing your program.
Poll Question #1

Which of the following best describes you?

a) I am a juvenile justice service provider working directly with youth or for a juvenile justice/welfare agency.

b) I am a funding agency representative or grantor.

c) I am both a grantor and a direct service provider (both a and b).

d) Other—Please type in chat window.
Be Successful: Service Providers – Program Logic

• Use sound program logic:
  – Supported by research evidence.
  – Activities are clearly linked to objectives.
  – Appropriate for problem, location, target population.
Be Successful: Service Providers – Data Collection

- Data collection is thorough, systematic, embedded in day-to-day operations:
  - Electronic system.
  - Collection and use of data must be consistent.
- Meet requirements of federal, state, local funders.
- Collect additional data.
Be Successful: Service Providers – Data Collection (cont’d)

• Assess data collection tools and methods.
• Find resolutions for missing data.
• Perform quality checks.

Problems with data collection might mask program successes or failures. Collecting high-quality, accurate data is critical to program success.
Be Successful: Service Providers – Using Data To Inform Improvement

• Use process and outcome data for program improvement:
  – Benchmarks.
  – Program implemented as planned.
• Revisit logic model.
Be Successful: Service Providers – Adaptation

• Adapt program when needed:
  – Meet local conditions or implementation challenges.
  – Consider reason behind change and possible effects on outcomes.
Be Successful: Service Providers – Staffing

- Staff ability and continuity
  - Service delivery
    - Understanding and adhering to program plan
  - Data collection training
    - Research and evaluation knowledge
  - Retention
Be Successful: Service Providers – Partnerships

• Partnerships and collaboration
  – External partnerships
  • Expand resources and available skill set (education, training, etc.)
  – Intra-jurisdictional collaboration
  • Referral process
Be Successful: Granting Agencies – Ways To Support Grantees

• Support and encourage effective programs
  – Clear criteria for effectiveness, “evidence-based”
  – Meet evaluation and performance measurement needs of grantees

• Training and technical assistance
  – Data collection, implementation, etc.
Be Successful: Granting Agencies – Data Requirements

• Data collection does not detract from service provision.
  – Burden on service providers, particularly for small programs.
  – Efficient data collection → collect important information, but not excessive or unusable.
Be Successful: Granting Agencies – Performance Measurement

• Establish performance measures that are program- or area-specific
  – Useful to the grantee – can develop cooperatively
  – Correctly assess implementation and outcomes
  – Detailed data plan including data sources
Be Successful: Granting Agencies – Implementation Fidelity

• Work with service providers on implementation fidelity
  – Consistent data collection, analysis, communication
  – Capacity to conduct process evaluation

• Or, continual review of performance measurement data
  – Establish implementation plan before program begins
2. Demonstrate Success

You must be able to convey program successes to outside stakeholders.
Poll Question #2

Which of the following most accurately describes your current sustainability efforts?

a) Our sustainability efforts are primarily focused on funding.

b) Our sustainability efforts extend beyond funding to include organizational capacity, staff retention, etc.

c) We are just beginning to explore ways to make our program/grantees’ programs more sustainable.

d) Other—Please type in the chat window.
Demonstrate Success:
Service Providers – Data and Reporting

• Regular performance measures reporting
  – Improve upon “youth served”
  – Program benchmarks – aggregate and individual data
  – Process and outcome measures

• Data are accessible
Demonstrate Success: Service Providers – Spreading the News

• Getting the message out:
  – Contacts – funding agencies, community groups, other interested stakeholders.
  – Website.
  – Social media.
  – E-News.
  – Presentation/summary of program operations and successes.
Demonstrate Success: Service Providers – Tell a Story

• In addition to using data to talk about
  – How many youth served
  – Specific impacts of your program

• Consider including . . .
  – Anecdotes or a case study,
  – Testimonials, and/or
  – Video clips showing project activities.
Demonstrate Success:
Service Providers – Clarify the Problem

• Quantify and qualify the problem:
  – Collect data on problem to be addressed.
    • Specific to target population, location, etc.
  – Use baseline to demonstrate change, show impact of program activities.
Demonstrate Success: Service Providers – Objectives

- Set realistic, manageable objectives
  - Link between activities and objectives
  - Link between each objective and the goal
- Consider time frame, scope of the problem
- Gradations of success
  - “X % reduction” in problematic behavior, rather than “eliminate”
Demonstrate Success: Service Providers – Data Quality

- Ensure data quality to report accurate information
  - Measures are reliable and valid
  - Electronic data system for reporting
  - Measures are well-defined, with clear collection method and coding instructions
Demonstrate Success:
Service Providers – Funder Needs

• Meet funding agency standards:
  – Follow requirements of funding agency with regard to evidence base, performance measures, etc.
    • Rigor, methodology of research support.
  – Define benchmarks and threshold for effectiveness with funder.
    • If unable to meet goals, use data to explain why and how to improve.
Demonstrate Success:
Granting Agencies – Investment

• Granting agencies collect and use program data.
• Grantors assist with implementation fidelity, make recommendations for program improvement.
• Funders have capacity to report to external stakeholders.
Demonstrate Success:
Granting Agencies – Data and Support

• Require regular data reporting throughout the course of the grant
  – Make improvements sooner, increase likelihood of successful outcomes

• Support grantee data collection
  – Training and technical assistance to increase capacity for collection and reporting
Diversify Funding and Resources

Seek additional funding and other outside resources.
Poll Question #3

Other than funding, which of the following is your greatest concern with regard to sustainability?

a) Demonstrating that our work is effective.

b) Demonstrating that our work addresses an important need or problem in the community.

c) Establishing partnerships for referrals, service provision, program evaluation, etc.

d) Other—Please type in chat window.
Funding and Other Resources: Service Providers

- Multiple sources of funding
- Generating income
- Partnerships, collaboration
- Advisory board or other community representation
Funding and Other Resources: Service Providers - EBP

- Use of evidence-based practices to tap targeted funds
  - If currently operating a non-EBP, contribute to “building” an evidence base
- Quality process and outcome data collection
Funding and Other Resources: Service Providers – Evaluability

• Program evaluability:
  – Sound program design/model.
  – Adequate resources.
  – Appropriate target population.
  – Implementation fidelity.
  – Capacity to provide data.
Funding and Other Resources: Granting Agencies – Help Solidify

- Justify funding to stakeholders
  - E.g., state legislature, other possible sources of funding
- Cost-benefit analysis
  - Dollars spent vs. dollars saved
  - Youth and community impact as benefit
Funding and Other Resources: Granting Agencies – Role of Evaluation

- Promote, encourage, require evaluation
  - Evaluation-related training and technical assistance for grantees
  - Allocate funds for evaluation
  - Staff participation in evaluation
Additional Resources from the National Juvenile Justice Evaluation Center
Additional Resources

• NJJEC Sustainability Toolkits
  – Sustainability Toolkit for Service Providers
  – Sustainability Toolkit for Granting Agencies

• Performance Measure Guide

• Webinar Series: Assessing Project Performance: Building Blocks of Evaluation and Performance Measurement
Questions submitted during the presentation will now be addressed!
Please take 5 minutes to fill out the online evaluation, which will be available immediately upon exiting WebEx.
Webinars on OJJDP Training Center

Approximately 10 business days after the Webinar, you can access the slide presentation, audio recording, and transcript at:

https://www.nttac.org/index.cfm?event=trainingCenter.Homepage
For more information, please contact:

OJJDP’s National Training and Technical Assistance Center (NTTAC)

http://www.nttac.org

Office of Juvenile Justice and Delinquency Prevention

http://www.ojjdp.gov
Please take 5 minutes to complete the online evaluation:

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Thank You!