Outcome Performance Measurement Guide
for Georgia's Crime Victim Assistance Programs

2016

104 MARIETTA STREET, SUITE 440 ★ ATLANTA, GEORGIA 30303-2743
404.657.1956 ★ 877.231.6590 ★ 404.657.1957 FAX

cjcc.georgia.gov

Table of Contents

In partnership with Performance Vistas, Inc.

Performance Vistas, Inc.
O: (770) 992-0679 F: (770) 992-8394

Why is Outcome Performance Measurement Needed?

Most crime victim assistance leaders acknowledge that our programs have a responsibility to impact our clients in positive ways. Most of us also believe that it matters how well we adhere to standards of practice as we go about our work serving our clients. These are the reasons most of us enter the field: We forego the promise of larger corporate salaries because we care more about helping vulnerable people. If you agree, then you probably also believe that determining *how well* our programs are performing is at least as important as documenting *how hard* our programs are working.

What do we mean by "results" in crime victim assistance? The desired results of our programs are defined as client or victim outcomes. What are client outcomes? Outcomes show what difference a client's involvement with our programs made in his or her Knowledge, Skills, Attitudes, Behaviors or Conditions (what we call "KSABCs"). Did she learn more about her rights? Develop some parenting skill? Change her view on deserving physical punishment? Find a way to avoid risky circumstances? Actually reduce her risk level or improve her health? Those are all changes that are partly the results of effective programs.

Here are eight more reasons it's important that our programs pay attention to how we affect victims of crime (i.e., help them achieve desirable family outcomes):

- Helping our clients recover and find better lives is the major reason we exist.
- Tending to how clients' lives are changing helps us stay focused on our mission.
- Thinking in terms of changed lives provides us with a common language. We will disagree on the best ways to help, but we *can* agree on what a changed life looks like.
- Our programs must demonstrate we are responsible stewards of public and private financial support. We must be accountable for our decisions.
- Our funders want to know not just how hard we are working for their money; they need to know we are making a difference in peoples' lives.
- Knowing how lives are changing gives us meaningful facts to tell our stories.
- In a tight economy having credible information about how lives are changing gives those who have it a competitive edge over those who do not.
- All our stakeholders must be able to make decisions about their support in "up" as well as "down" times. Information on how clients' lives are changing is crucial information on which to base hard choices.

By addressing similar measures, CJCC's program measurement process supports collaboration and benchmarking *(shared data on what works)*, which helps build partnerships.

Performance Measures

The approach CJCC uses calls for three types of performance measures:

- ***Outputs*** are counts of the direct products of program activities. They usually describe the volume of work accomplished, such as the number of classes taught, counseling sessions held, people served, public education billboards erected, or orders of protection obtained from the court. They often are also counts of people served in certain categories, like age, race, gender, income, etc. **Outputs represent the *efforts* of the program – how hard it is working for its clients and stakeholders.**

- ***Satisfaction*** measures are client statements rating the quality with which the services were provided. Usually these measures address how accessible the services were (such as how hard it was to find the agency or the time spent waiting for an interview). Some satisfaction measures deal with how acceptable the services were (such as whether the client was welcomed and treated with respect). Others address how well the services matched up with generally accepted standards for the service (such as numbers of people in a support group or frequency of court hearings the client was accompanied by staff of the program). Satisfaction measures are not the same as either outputs or outcomes, although they are often confused with them. **Satisfaction measures represent the quality of the service activities, focused on program behavior**
- ***Outcomes*** are benefits resulting from the program's activities. For a legal advocate these changes might be increased knowledge of rights or awareness of alternatives. For a crisis intervention (e.g., domestic violence or sexual assault program), it might be some degree of physical recovery or emotional stabilization, or a change in a client's behavior or condition. For a children's advocate, an outcome might be another step toward permanency. *Outcomes show what difference a client's involvement made in his or her knowledge, skills, attitudes, behaviors or condition (KSABCs)*. **Outcomes express the extent to which a program's clients accomplished their goals and achieved the changes they wanted in their lives. Focusing on clients' lives helps define whether a program met its stated purpose of changing lives.**

Who is Required to Complete OPMs?

CJCC's requirement applies to VOCA, VAWA and SASP sub-grantees that deliver *direct services to clients who are victims of crime, and whose contact with clients is more extensive than a single telephone call or other distribution of information (hotlines).* Primarily, this will include sexual assault programs, domestic and family violence programs, child advocacy and CASA programs, counseling and treatment programs, legal services, and various forms of victim assistance whether based in law enforcement, prosecution or other settings.

Agencies with Activities Partially Funded: Agencies that receive funding from CJCC for a separately staffed, self-contained program, and in which those clients do not receive any other victims' services from the agency or from any other staff, may choose to collect outcome data only on those clients. Agencies are encouraged, however, to collect outcome data on all clients if they choose and report them to CJCC.

Single positions funded by CJCC: Agencies that receive funding from CJCC that supports one staff member out of several, and in which clients may receive services from all staff at any particular time, must collect data from all clients served. First, the outcome of your program on clients is produced by the cumulative effect of all services received and all contacts experienced, and it is impossible methodologically to separate out the impact of one staff person from among the many. Second, even if each staff member sees her or his own group of clients, it creates an extra burden for that staff member and may give that staff member's clients the impression that they are being singled out for some reason. Third, the agency misses out on the opportunity to learn what impact the program is having on all its clients.

Data Collection

Your data collection strategy for measuring outcomes will require someone to collect outcome responses daily from clients as people complete their services. Someone within your program will have to aggregate these responses at least monthly. Someone will have to log onto the internet reporting site once per year to submit your agency's outcome data. Clearly, someone will have to be in charge of these details – someone who is comfortable with keeping tabs on the survey forms, making sure everyone with responsibility for gathering data is doing what they committed to do.

GUIDELINES FOR DATA COLLECTION

When? How Often?

- **Ongoing daily data collection as victims "substantially complete" services**
- **Monthly data aggregation (summaries)**
- **Quarterly reporting of grant statistics (outputs)**
- **Semi-annual and year-end reporting of outcome totals**

So, who will manage data collection and reporting in your agency? Who will be accountable for accuracy? CJCC suggests that the Executive Director or other appointing authority in your program should manage the measurement process. Ultimately, the information your program gathers should benefit your program's leadership more than anyone else, and for that reason alone the integrity of the process ought to be managed carefully.

Your Strategy for Measuring Outcomes Data Will Address Four Questions:

1. *Which outcome measures apply for your particular program, and what instruments will you use for collecting the information on those outcomes?*
2. *Who will provide the data you need, and at what points in the process will you collect data?*
3. *Who will actually gather the data, and under what circumstances?*
4. *Who will aggregate the data, analyze it and report it – and how?*

How you answer these questions should be guided by your program's design (i.e., its logic model). You will have to explain these design assumptions when you report your outcome data, so let's take these questions one at a time!

1. *Which outcome measures apply for your particular program, and what instruments will you use for collecting the information on those outcomes?*

CJCC outcome measures address the four core purposes for services under the Victims of Crime Act:

(1) respond to the emotional and physical needs of crime victims;
(2) assist primary and secondary victims of crime to stabilize their lives after a victimization;
(3) assist victims to understand and participate in the criminal justice system; and
(4) provide victims of crime with a measure of safety and security such as boarding-up broken windows and replacing or repairing locks."

GUIDELINES FOR DATA COLLECTION

Who is accountable for data accuracy?

- **Authorized grantee is responsible for data**

What are sources of victim outcomes data?

- **Distinct types of services to victims experiencing different types of victimizations (SA, DV, Child or Elder abuse, Homicide, DUI, etc.)**
- **Deal with adults and children separately**
- **Do not survey children under age 18!**

What survey instruments should be used?

- **Separate tools for each data source and service type (do not combine).**

The outcome measures that apply to *your* program will address one or more of those four program purposes (emotional needs, life stability, participation in the justice system, or safety and security). The specific measures are listed in the appropriate data collection instrument for your program. You will find ten such instruments in Appendix A at the end of this Guide.

Where did these measures come from? Georgia's VOCA and VAWA sub-grantees participated in a ten-month long developmental process to produce the outcome performance measures selected for use in Georgia by CJCC. Advisory groups representing each major type of program developed performance measures they believed were best suited to use in programs like theirs. These were modified further for use by more unique programs. Advisory groups also worked with Performance Vistas and CJCC staff to develop drafts of the instruments in Appendix A. Feedback received from individual sub-grantees was also considered and incorporated in revisions of the performance measures and the data collection guidelines.

The list of required outcome measures for each program or service type is considered a "core" set of outcomes that any program of the type should be attempting to accomplish with CJCC financial support. However, one set of measures will probably not always fit all of your clients! You have to choose which instruments will best fit your service system and your clients:

- ***Measures for Multiple Program Offerings:*** Some agencies funded by CJCC are composite programs. They provide similar services (such as sexual assault services) to distinct populations of victims (such as adults and children). Or, they may provide distinct types of services to victims experiencing different types of victimization (sexual assault medical support or domestic violence shelter). Agencies that support multiple programs, such as agencies that function as both rape crisis centers and domestic violence shelters, should not combine the core outcomes into a single questionnaire form. Instead, they should select and use the most appropriate questionnaire for each victim, based on the reason assistance was sought and the services delivered to meet that need. Composite programs that use different survey forms will also have to use separate spreadsheets (to match the survey forms) and separate on-line forms (to match surveys) when reporting their outcome data. This is a logical way of maintaining the integrity of the data within your program and statewide.
- ***Measures for Programs Serving both Children and Adults:*** Programs that provide services to adults *and* to children should use two separate questionnaire forms to collect their outcome data, because the child-specific forms have measures worded for children. The outcome performance measures developed by the Child Advocacy Centers can be used by most of these programs to collect outcome data about children served. Again, these composite

programs should use separate spreadsheets and separate on-line forms when reporting their outcome data to maintain the integrity of their data.

Recap: Editing Your Survey Instruments

You may:

- Change the fonts, letterhead, "look."
- Enter the name of your agency.
- Use different forms for different service types or for children and adult clients.
- Add measures or questions to the tool.
- Help the respondent by explaining it or reading it.

You may NOT:

- Change the wording of any measure.
- Change from the standard 5-point scale.
- Delete any measures from the instrument.
- Answer questions on behalf of the victim.

Which outcome measurement instruments to use: Your program ***must*** use the wording of the sample survey forms in Appendix A. However, you are encouraged to "customize" the layouts of the surveys you use, to make them fit your program's identity. For example, you may change the fonts, colors, and insert your logo and agency name (or print the survey forms on agency letterhead). You are permitted to include additional measures if your program wants to gather MORE than what is required by CJCC.

If every program developed its own wording for the required measures, there would be no way to sum up what we learn across the system. Therefore, in order for CJCC to have data sets it can summarize, all programs covered by this procedure are required to use the outcome measures *as written in the sample surveys offered in Appendix A*. These measures are considered "core" to the outcome measurement strategy. In addition, agencies *must* use the five-point Likert scale provided by CJCC. "Strongly Agree" is scored 5, "Agree" is scored 4, "Neutral" is scored 3, "Disagree" is scored 2 and "Strongly Disagree" is scored 1. Additionally, some questions have an NA option. If the question has a – in the NA column this means the NA option is not available for that particular question.

Your agency may choose to address the core CJCC outcome measures as part of a longer survey, asking additional questions if your agency wishes. If this is the case, please make sure all of CJCC's questions (apart from service quality) go at the start of the survey in the order they are shown. The order of the questions can affect the answers. If you are thinking of developing a longer survey, or of combining the CJCC outcome measures with another survey your agency already uses, then please follow the Guidelines in Appendix B for making changes to the sample survey instruments.

Satisfaction measures: As explained earlier, satisfaction data are not the same as outcomes data. Generally speaking, CJCC prefers that agencies required to measure outcomes place the satisfaction questions ***at the end*** of CJCC's outcome survey. This should prevent negative feelings regarding service satisfaction to tinge a victim's report of their service outcomes.

2. *Who will provide the data you need, and at what points in the process will you collect data?*

Clients of the agency funded by VOCA, VAWA, and SASP programs will supply the information for outcome measurement. Who is in a better position for sharing what is happening in the life of a crime victim than the victim herself or himself? This is the rationale for using the client self-reported survey forms contained in Appendix A. But sometimes clients cannot speak for themselves, as when a victim is an infant or a disabled adult, or one who cannot read, or one who speaks a language other than English. Your data strategy must account for all these circumstances. Usually this will require your program to have a process in place for asking a caretaker of a disabled adult, or a parent of a child victim, or an advocate of a non-English-speaker to complete the outcome survey. If the client or victim cannot speak for herself, then you want a respondent who speaks for her best interests.

GUIDELINES FOR DATA COLLECTION

How should you administer surveys?

- **What constitutes "completion" of service process?**
- **Use of staff or volunteers to survey. Do not answer FOR the victim; control bias.**
- **Offer help: Explain it, read it, translate it.**
- **Hand out the survey, interview in-person or by telephone. Do not mail out surveys.**

How to summarize and report data?

- **Keep track of #s asked and completing surveys.**
- **Keep records in case files.**

But which clients? The client outcome survey forms should be administered in their entirety to *each* client with whom your program has more than minimal interaction. Since a program's services may reinforce each other to produce a total effect on the outcomes experienced by a client, agencies should not try to separate and tie the performance of a specific service to a specific client or measure. Stated another way, an agency cannot expect to separate the outcomes reported by a client and attribute these outcomes to the work of one staff member or of one component of the program over another. This often means that you will be surveying all your clients, and not just those funded by CJCC.

Which clients should NOT receive an outcome survey? Programs funded by CJCC are not required to administer the survey to clients with whom the agency has had *minimal contact* (telephone call, distribution of information via pamphlet or letter, conduct of a forensic medical exam or forensic interview only). It is difficult to determine the outcome of such brief contact on victims; although it may be significant, it is hard to measure accurately. Agencies should make every effort to collect outcome data from clients receiving more contact than brief interactions.

At what points in the service process are you expected to collect outcomes data? A client cannot report outcomes (i.e., changes in his/her life) associated with involvement with your program until engagement with the program is complete, or substantially complete, as defined by the program's design (logic model). So, it makes no sense to ask a client about outcomes at or near "intake" to the program. For example, a program's staff should not share a legal rights brochure, then immediately ask the client whether she now knows more about her rights as a crime victim – she may be expected to learn more about her rights as she talks with other clients, with staff, and throughout her other program activities. The brochure does not ensure she achieves the outcome of knowing her rights, the entire program does. For the same reason, it makes no sense to ask about outcomes in the throes of the service process. Even if a shelter resident feels a little bit safer during her first week in shelter, that could change during her second week. It often flips back and forth with circumstances. The program has to have time and opportunity to have an effect on a victim's situation. Therefore, CJCC wants you to *ask for outcome information when the client has substantially completed the program's services.*

What is "substantial completion of services?" That depends on the design of your program. Furthermore, there is a place in the form when you report your outcome data online to CJCC where you will explain the strategy you are using for collecting outcome data. Your strategy has to be consistent with your program's logic model. You will have to describe how your agency is administering the questionnaire and when the questionnaire is administered. To help you prepare for this, here are some tips for thinking through how your program design should drive your approach for gathering outcome data.

* *Immediate or intermediate outcomes?* Obviously "substantial completion" depends on how long your program intends to stay involved with a client. Some crisis intervention programs (e.g., law enforcement victim's assistance, sexual assault centers) might have their total impact on a client during her first week or two, and may have no further contact with her. For them, the time to have the client complete the outcome survey is just before you see her for the last time. It is not the intent of CJCC to add to the victim's trauma. Asking outcome questions during the immediate crisis intervention is inappropriate. But most program people who worked on the measures acknowledged that they usually follow up with victims within a week or two of intake; these follow-up contacts are a good opportunity to ask the outcome measures. Some programs are designed for services to last the duration of a crisis period; typically, that is around six weeks – and these programs should ask before they expect to see the client for the last time.
* *Long term service approaches or intermittent service delivery?* Because time delays and other life experiences during longer service periods can alter clients' perceptions of outcomes, CJCC believes it is better to measure immediate and intermediate outcomes rather than waiting to measure final outcomes after all services are completed. Your program's design (as described in its logic model) should identify the natural sequence of service delivery and enable you to determine at which point it is most appropriate to collect outcome data from clients after receipt of immediate/intermediate services. Long term approaches, such as therapeutic counseling, are not the types of programs for which this outcome measurement system was designed. If you have a program whose logic model calls for outcomes that cannot be achieved in less than several months, you should be talking with your VOCA, VAWA or SASP grant manager about how to approach outcome measurement.
* *Surveying those who come and go:* Your program will not be able to have *every* client stop and complete a survey just before they complete services. Some leave with no advance notice, or go out one day and never come back. Your program will not be held in error by CJCC if you cannot account for EVERY client with an outcome survey. If your staff are taking reasonable steps to ask clients for outcome information before they expect the client to complete services, that will be sufficient for CJCC. Programs offering an array of services may also find it difficult to determine "completion of services" if victims contact a program, receive some services, leave, and then return at a later date for additional services. For example, a victim of family violence may contact a shelter for assistance getting a temporary protection order (TPO). At that point in time, she may not feel she needs emergency shelter because she is staying with a friend. However, after awhile, she needs to stay at the shelter especially if the perpetrator does not

respect the TPO. In this type of situation, since a new victimization has occurred, this should be considered a new victim for purposes of administering the outcome survey questionnaire/interview. Each new victimization event (and re-engagement with the program) is a new victim receiving services to be concluded with an outcome survey.

* *Surveying those who receive most services early, then are seen intermittently until a later event:* Some programs, such as those based in District Attorney's Offices, may assist victims intermittently. They stay in contact with victims until the trial is scheduled, and provide accompaniment and other services. Then, long delays occur between the initial period of assisting the victim and the eventual trial. Delays like these can affect victims' perceptions of outcomes. The eventual outcome of the trial can also have an effect on victims' perceptions of the outcomes of the accompaniment services. *CJCC believes it is a more accurate reflection of the impact of services on victims if these victims are asked earlier in the process (before trial or before a verdict or plea).* Some Prosecution Victim/Witness Assistance Programs (district attorneys and solicitors) have decided to ask clients to complete the survey at the same time they are notified of their trial/hearing date, since the programs make contact with all victims at this point. This is acceptable to CJCC.
* *Administration after trial or legal proceeding:* If Prosecution Victim/Witness Assistance Programs want to wait to administer the outcome survey until after a trial, CJCC suggests they add preliminary items to the survey asking the victim about their satisfaction with the trial outcome, the judge, and the prosecutor. This may help counteract the negative impact on client perceptions if the trial outcome is unsatisfactory.
* *Integrating data collection into ongoing activities:* Program staff should make an effort to incorporate collection of outcome data into an existing program activity, such as an exit interview or other process associated with closing out a case. Making this routine ensures that all staff will become accustomed to the process, and that clients will accept the effort as another step, not a special circumstance. Reminding clients that we are asking these questions to learn how to improve services to serve victims better is an important part of administering the questionnaire or the interview.

3. Who will actually gather the data, and under what circumstances?

Your program has to decide who is in the best position to assist clients with outcome surveys. That might have to be the person who has had the most contact with the client, such as an advocate or counselor. However, if your program can find an alternative, a volunteer or administrative worker might be better, to help the client separate outcome responses from satisfaction issues. Volunteers are a good way to control for respondent bias. This person will also have to deal with language issues, and ensure client anonymity. Here are some tips for administering the outcome surveys:

- *Assisting victims to complete outcome surveys:* The survey can be administered in writing or verbally as an interview. Program staff persons should assist clients who have literacy, vision, or other difficulties. Staff may read a form to the clients and may feel secure in explaining what the intent of a question is. Your program's lead person for outcome data should make sure staff avoid influencing client responses by sticking as closely as possible to the substance of the outcome measure on the survey form. Program staff members should never answer the questions for the client. These survey forms are also translated into Spanish. Please use only CJCC's translations.
- *Explaining the survey to victims:* Clients should be told that completion of the questionnaire or interview has no impact on their eligibility for services. Clients should feel free to decline to

answer any or all of the questions. Clients should be told that the purpose of collecting this information is to improve services to victims of crime. CJCC will not hold it against a program when some clients decline to provide information on an outcome survey.

- *Confidentiality of client surveys:* Clients should be told that their confidentiality will be protected; their outcome responses will be combined with the answers from all other clients served, and will not be used for identifying any specific client.
- *Keeping survey records:* Your program should keep all outcome survey questionnaires. If possible, store outcome surveys with other client records. In agencies where records are subject to discovery, these surveys may be kept separately. A unique identifier (e.g. client number from the case management system) should be placed on all surveys to ensure that data collection and data entry are not duplicated.
- *Respondents speaking on behalf of a child:* Agencies providing services to children should be administering the survey to a parent, guardian, or CASA or CAC volunteer coordinator, who will complete the survey on behalf of the child. Agencies should avoid administering this survey to a minor child or adolescent (age 18 and under), as these persons cannot give informed consent under law. You should remind the individual completing the survey that the questions ask about the child or about the family and should be answered as much as possible in the interests of the child. Agencies may want to note the relationship between the respondent and the child being served by the agency.

  NOTE: Volunteer coordinators will be charged with completing CASA surveys. CASA outcome surveys are a measure of volunteer's ability to intervene on the child's behalf and provide that child with services in their best interest.

- *Tracking completed surveys:* Program staff are encouraged to ask all individuals served to complete the outcome survey, but CJCC recognizes that not all victims will agree to do it nor be available to be asked. All agencies should keep track of how many clients are asked to complete surveys, as well as how many actually complete the surveys. The number of clients completing outcome surveys is not expected to be the same as the number of clients who receive services or even complete the service program because some will not agree to complete to the questionnaire, some will not be available to be asked, and some will not receive more than a single service.

4. Who will aggregate the data, analyze it and report it?

CJCC recommends that someone within your program be responsible for collecting the client outcome surveys and recording them in a monthly summary sheet. If your program has no specialized software for this purpose, you may use any tallying method you are comfortable using. Most programs use an administrative staff person who is comfortable with spreadsheets.

Once each year (by October 30) your program is required to log onto the reporting web site supplied by CJCC to record your outcome data. That task might best be managed by the same person who records survey results in the spreadsheets. However, the Executive Director or other authority should maintain control over this process.

Executives of the program should plan on USING the data on an ongoing basis to improve their program's performance. CJCC is also planning some training on how to use outcome and output data to support staff recruitment, training, supervision, program planning and resources management. Announcements will go to Program Directors when training is scheduled and available.

Aggregating Outcome Data

CJCC has worked with Performance Vistas to prepare Excel spreadsheets for use in compiling your outcome surveys. These Outcome Data Aggregation Spreadsheets were developed expressly for programs like yours. They each cover one year's outcome data. The measures you find on your survey forms will match the Excel data summary sheets. Not all surveys or data aggregation forms are the same! These Excel sheets will provide your program with month-by-month and year-to-date totals of the responses your clients have to the outcome questions on the surveys. If your program includes multiple components, such as a domestic violence shelter/services program combined with a sexual assault center and/or a child advocacy center, you will need to use more than one spreadsheet to aggregate your outcomes for the various components of your program. MATCH THE SPREADSHEETS TO THE SAMPLE SURVEYS!

The Excel-based Outcome Data Aggregation Spreadsheet files were developed to help Georgia's Crime Victim Assistance Programs summarize their data on client outcomes before reporting the data on the approved online reporting system. You should find it to be a terrific alternative to using pencil and paper checklists.

1. Find the Proper Worksheet: There are 16 tabs at the bottom of the screen. The first tab is a set of brief instructions referring to these directions. There are also 12 tabbed worksheets, one for each month: NOV ENTRY. The data ENTRY sheet is labeled, for example, **"Nov Entry."** This is the sheet you will use for ENTERING your November survey data. The ENTRY sheet is the only place you will enter your actual data from a stack of survey responses each month.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD
1	NOVEMBER SURVEY TABULATIONS																													
2	Respondent #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
3–4	COURT-APPOINTED SPECIAL ADVOCATES "CORE" OUTCOME MEASURES																													
5	*Physical and Emotional Needs:*																													
6	1. The appropriate service providers were alerted the child's needs.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	2. The child understands that she or he is not the cause of the family's disruption.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	*Stability/Resolution:*																													
9	3. The child's case plan goals for recovery are being achieved.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	4. The child's case plan goals for permanency are being achieved.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	*Safety:*																													
12	5. The child is currently placed in a situation that closely matches his/her best interest.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	6. The Child's final placement is safe.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	*Service Quality:*																													
15	7. The CASA volunteer has had regular contact with the child.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	8. The child's case was reviewed on a timely manner.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	9. The agency took my culture, religion, and orientation into consideration when providing me services.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19																														
20																														
21																														
22		Enter Below																												
23	NUMBER OF CLIENTS "Substantially Completing Service" THIS MONTH:	0																												
24	NUMBER OF CLIENTS SURVEYED THIS MONTH FOR OUTCOMES:	0																												
25	NUMBER OF SURVEYS COLLECTED THIS MONTH FOR OUTCOMES:	0																												

DIRECTIONS | Nov Entry | Dec Entry | Jan Entry | Feb Entry | Mar Entry | Apr Entry | November-April | May Entry | Jun Entry | Jul Entry | Aug Entry | Sep Entry

Figure 1. Example of an empty CASA Spreadsheet, showing tabs at bottom for monthly ENTRY and monthly data SUMMARY.

2. What Monthly Data Summaries Look Like: When you enter your survey responses from a stack of client feedback surveys into that month's ENTRY sheet, it automatically posts your monthly entries to a six-month SUMMARY sheet, labeled either, **"November-April" or "May-October,"** and also a yearly SUMMARY sheet, labeled **"YEAR TOTALS".** These SUMMARY sheets tally your survey responses, totals the responses and stores the frequencies you will report to CJCC online. These sheets are set up for you to enter your agency's profile information, such as the contract number, date of the report, etc., so you can keep a hard copy for your records. (These are in blue font in the example below.) The sheet is set up to prevent you from overwriting an important formula by inadvertently inserting information where it does not go.

Georgia Criminal Justice Coordinating Council
MONTHLY WORKSHEET FOR SUMMARIZING OUTCOME DATA
MEASURES OF OUTCOMES and SERVICE QUALITY
Court-Appointed Special Advocates

NAME & ADDRESS OF GRANTEE	ANYTOWN CASA Program	REPORTING PERIOD:	November-April
	1111 SOMEWHERE DRIVE	CONTACT PERSON/TELEPHONE #:	(770) 992-XXXX
	ANYTOWN GA 30011		
Program	VOCA & VAWA & SASP		
FEDERAL ID #	75-432156		

NUMBER OF CLIENTS "Substantially Completing Service" IN THE LA	0
NUMBER OF CLIENTS SURVEYED IN THE LAST 6 MONTHS FOR OUT	0
NUMBER OF SURVEYS COLLECTED IN THE LAST 6 MONTHS FOR O	0

OURT-APPOINTED SPECIAL ADVOCATES "CORE" OUTCOME MEASURES	RESULTS ARE CALCULATED HERE (do not e STRONGLY AGREE (A)	AGREE (B)	NEUTRAL (C)	DISAGREE (D)	STRONGLY DISAGREE (E)	Didn't Answer (E)	TOTAL NUMBER OF RESPONSES (F)
Physical and Emotional Needs:							
1. The appropriate service providers were alerted the child's needs.	0	0	0	0	0	0	0
2. The child understands that she or he is not the cause of the family's disruption.	0	0	0	0	0	0	0
Stability/Resolution:							
3. The child's case plan goals for recovery are being achieved.	0	0	0	0	0	0	0
4. The child's case plan goals for permanency are being achieved.	0	0	0	0	0	0	0
Safety:							
5. The child is currently placed in a situation that closely matches his/her best interest.	0	0	0	0	0	0	0
6. The Child's final placement is safe.	0	0	0	0	0	0	0
Service Quality:							
7. The CASA volunteer has had regular contact with the child.	0	0	0	0	0	0	0
8. The child's case was reviewed on a timely	0	0	0	0	0	0	0
9. The agency took my culture, religion, and orientation into consideration when providing me	0	0	0	0	0	0	0
TOTALS	0	0	0	0	0	0	0

GRANTEE'S
AUTHORIZED SIGNATURE

TITLE:
DATE:

Figure 2. Example of a CASA Spreadsheet, showing monthly data SUMMARY.

3. Entering Monthly Outcomes Data: At the end of each month, you should find and use that month's data ENTRY sheet. Place your stack of surveys beside the computer and work your way down the stack, completing an entire column in the spreadsheet for each respondent's survey (i.e., each column is for an individual survey). There are 9 questions for our sample CASA survey, so you would record nine responses as you work your way down each column. The sheet will not allow you to enter data into a grayed-out field. Type in the respondent's answer for each question ("5," "4," "3," "2," or "1") in column 1 for Respondent #1, turn to the next survey form and go down the second column for Respondent #2, etc. If an item was skipped by the respondent, then skip the entry for that item in the sheet. The worksheet will add your responses as you go across to the right entering surveys. It will also automatically post these totals to the monthly SUMMARY sheet for that month.

Each data entry sheet is designed to accommodate as many as 50 survey respondents across fifty columns. Do you have more than fifty survey responses for this month? Contact your CJCC grant administrator, who can help you add more columns or send you a sheet with more columns. DO NOT ATTEMPT TO CHANGE THE FORMULAS, which have been protected to help you avoid inadvertently altering the sheet.

A	B	C	D	E	F	G	H	I	J	K	L
NOVEMBER SURVEY TABULATIONS											
Respondent #	1	2	3	4	5	6	7	8	9	10	11
COURT-APPOINTED SPECIAL ADVOCATES "CORE" OUTCOME MEASURES											
Physical and Emotional Needs:											
1. The appropriate service providers were alerted the child's needs.	5	4	3	2	1	0	0	0	0	0	0
2. The child understands that she or he is not the cause of the family's disruption.	5	4	3	2	1	0	0	0	0	0	0
Stability/Resolution:											
3. The child's case plan goals for recovery are being achieved.	5	4	3	2	1	0	0	0	0	0	0
4. The child's case plan goals for permanency are being achieved.	5	4	3	2	1	0	0	0	0	0	0
Safety:											
5. The child is currently placed in a situation that closely matches his/her best interest.	5	4	3	2	1	0	0	0	0	0	0
6. The Child's final placement is safe.	5	4	3	2	1	0	0	0	0	0	0
Service Quality:											
7. The CASA volunteer has had regular contact with the child.	5	4	3	2	1	0	0	0	0	0	0
8. The child's case was reviewed on a timely manner.	5	4	3	2	1	0	0	0	0	0	0
9. The agency took my culture, religion, and orientation into consideration when providing me services.	5	4	3	2	1	0	0	0	0	0	0
TOTALS	45	36	27	18	9	0	0	0	0	0	0

Figure 3. Example of a CASA Spreadsheet, showing monthly data entry for five surveys. Respondent #1 marked all nine measures a "5." Respondent #2 marked all nine a "4." Respondent #3 marked all items "3." And so on.

4. Data Summaries: The six-month and year total summary sheets will reflect all the survey responses you entered, showing the total number of responses for each question that answered "Strongly Agree," "Agree," "Neutral," etc. As you proceed through the months, you will see the sheet bringing each new month's totals into the Year-to-Date totals (look for this in the ***red section***).

Court-Appointed Special Advocates

NAME & ADDRESS OF GRANTEE	ANYTOWN CASA Program	REPORTING PERIOD:	November-April
	1111 SOMEWHERE DRIVE	CONTACT PERSON/TELEPHONE #:	(770) 992-XXXX
	ANYTOWN GA 30011		
Program	VOCA & VAWA & SASP		
FEDERAL ID #	75-432156		
NUMBER OF CLIENTS "Substantially Completing Service" IN THE LA	0		
NUMBER OF CLIENTS SURVEYED IN THE LAST 6 MONTHS FOR OUT	0		
NUMBER OF SURVEYS COLLECTED IN THE LAST 6 MONTHS FOR OU	0		

COURT-APPOINTED SPECIAL ADVOCATES "CORE" OUTCOME MEASURES	RESULTS ARE CALCULATED HERE (do not c STRONGLY AGREE (A)	AGREE (B)	NEUTRAL (C)	DISAGREE (D)	STRONGLY DISAGREE (E)	Didn't Answer (E)	TOTAL NUMBER OF RESPONSES (F)
Physical and Emotional Needs:							
1. The appropriate service providers were alerted the child's needs.	1	1	1	1	1	0	5
2. The child understands that she or he is not the cause of the family's disruption.	1	1	1	1	1	0	5
Stability/Resolution:							
3. The child's case plan goals for recovery are being achieved.	1	1	1	1	1	0	5
4. The child's case plan goals for permanency are being achieved.	1	1	1	1	1	0	5
Safety:							
5. The child is currently placed in a situation that closely matches his/her best interest.	1	1	1	1	1	0	5
6. The Child's final placement is safe.	1	1	1	1	1	0	5
Service Quality:							
7. The CASA volunteer has had regular contact with the child.	1	1	1	1	1	0	5
8. The child's case was reviewed on a timely	1	1	1	1	1	0	5
9. The agency took my culture, religion, and orientation into consideration when providing me	1	1	1	1	1	0	5
TOTALS	9	9	9	9	9	0	45

Figure 4. Example of a CASA spreadsheet, showing monthly data summary for the five November surveys. Note how entries were posted from Nov ENTRY sheet.

5. Printing a Copy for Your Records: As you finish each month's work on the outcome data aggregation spreadsheet, please print a copy of the Summary Sheet for that month. Keep it with your surveys. Share it with program management and training people so they can try to learn from each month's client feedback. You may use the data from the previous months internally for staff training or grant applications for other sources of funding). Of course, you will use the Year Totals Summary Sheet for the annual online outcomes report for Georgia CJCC. **All these data collection suggestions are subject to the guidelines on outcome data collection and reporting. If you have questions, you should not hesitate to call your planning person at CJCC.**

You should be ready now to give it a try. Pick the correct sheet to match your survey type, then CLICK ON Nov Entry TO BEGIN for the first year's outcomes data entry!

If you have problems with using the spreadsheet for aggregating your outcome data, you should call your CJCC planning person.

Reporting your Outcome Data

The Outcomes Performance Measures report is due by the 30th of October for the data from October 1 through September 30 of the project year.

The online address for the report will be sent to subgrantees a month before the reports are due. The email will include a link to the survey, as well as a username and password to access the report. Note that the survey link is also available on the Georgia Criminal Justice Coordinating Council website.

Instructions for Logging into the Reporting Site and Recording your Agency's Data

Beginning in 2016, there will only be one survey to complete, regardless of program type. Start by clicking on the survey link provided and entering in your username and password. Next, enter your agency information, such as the date of the report, your name, your agency's name, and so forth. You will need your grant numbers for the VOCA, VAWA and SASP contracts for which you are reporting outcomes.

Number of Victims: Consult your program records and enter the number of clients who "substantially completed" services during the period for which you are reporting. This would typically be the number of clients whose cases were closed during the period, or who exited the program and did not return. This will constitute a "rolling total," because some people might have completed services who entered the program before the reporting period began.

Number of those targeted victims "substantially completing services" who were offered an opportunity to complete an outcome questionnaire: This is the total number of clients who were surveyed using the outcome questionnaire for this service during this reporting period. How many did your program staff ask to complete the questionnaires? Ideally, this number would match the number of people "substantially completing" services, but there may be some who left before you could ask them to complete an outcome questionnaire.

Entering Counts of Responses for the Reporting Period: Please report the total numbers of respondents who, during the reporting period, answered "Strongly Agree" (5), "Agree" (4), "Neutral" (3), "Disagree" (2) or "Strongly Disagree" (1) to each outcome question in the spaces.

Answers are required in each field. You will need to enter a zero (0) if you had no respondents in a scaled category.

Printing and Submitting your Report: Please notice the advice at the bottom of the screen. You should print a copy of your report to keep for your records *before you hit the Submit Button*, because once submitted your data cannot be retrieved for printing. To print, use your browser's menu options. Do not simply hit the Print button in the tool bar. Go to "File," "Print Preview," then "Print." This way your copy will not be cut off at the margins.

When you have reviewed your report, you may click on the **Submit Button**. Your data will be sent to CJCC. This will allow CJCC to obtain and review the data.

That is all you need to do to report your program's outcomes data! CJCC will compile the data and prepare summaries to provide you with feedback on how agencies statewide are affecting clients.

Errors in a Report you have already submitted? When you submit the outcome report the system locks it to keep it from being changed inadvertently. If you realize you made an error after submitting your report, email a reset request to the Statistical Analysis Center Research Analyst Sondra Richardson at Sondra.Richardson@cjcc.ga.gov with the Subject **"OPM report reset"** and your report will be reset so you can log back in within **3 business days**. Remember to include your grant number(s) in the email.

Once you log back in, your data will be preserved as you entered it but **you will have to click the "Next" or "Previous" button** until you arrive at the screen where you made your mistake.

Appendix A: Sample Outcome Survey Instruments

Domestic Violence Shelter & Services Survey

Directions: Please help us to improve our program by answering the following twelve questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Physical and Emotional Needs:						
1. I now have a better understanding of domestic violence.	***5***	***4***	***3***	***2***	***1***	-
2. I am now more aware of other sources of help available to me.	***5***	***4***	***3***	***2***	***1***	-
3. I now feel more confident about managing the effects of domestic violence on me.	***5***	***4***	***3***	***2***	***1***	-
Stability/Resolution:						
4. I now know ways to manage my safety.	***5***	***4***	***3***	***2***	***1***	-
5. I am achieving the goals I set for myself.	***5***	***4***	***3***	***2***	***1***	-
Safety						
6. I am better able to recognize signs of increased danger in my relationship.	***5***	***4***	***3***	***2***	***1***	-
7. I now have a plan of action if I begin to feel unsafe in my relationship.	***5***	***4***	***3***	***2***	***1***	-
Understanding/Participating in the Criminal Justice System						
8. I have a better understanding of how a Domestic Violence case is handled through the investigation until the judge's decision.	***5***	***4***	***3***	***2***	***1***	***NA***
9. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***	***NA***
Service Quality						
10. I was provided with appropriate referrals based on the needs we identified.	***5***	***4***	***3***	***2***	***1***	-
11. The services I received from [AGENCY NAME] met my needs.	***5***	***4***	***3***	***2***	***1***	-
12. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	-

Thank you for taking the time to help us improve our services.

Sexual Assault Centers Survey

Directions: Please help us to improve our program by answering the following ten questions. We want to know how you are doing with your recovery process, and how we have helped.

Just circle the best answer for each question.

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Physical and Emotional Needs:						
1. I now have a better understanding of the effects of the sexual assault.	***5***	***4***	***3***	***2***	***1***	**-**
2. I understand that the sexual assault was not my fault.	***5***	***4***	***3***	***2***	***1***	**-**
3. I am now more aware of other sources of help available to me.	***5***	***4***	***3***	***2***	***1***	**-**
4. The information I received after the medical exam helped me know what I needed to do to take care of my health.	***5***	***4***	***3***	***2***	***1***	**NA**
Stability/Resolution:						
5. I have the support of others to help me cope with all the effects of the sexual assault.	***5***	***4***	***3***	***2***	***1***	**-**
Understanding/Participating in the Criminal Justice System						
6. I have a better understanding of how a criminal case is processed from the investigation until the final decision.	***5***	***4***	***3***	***2***	***1***	**NA**
7. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***	**-**
Service Quality						
8. I was provided with useful referrals based on the needs identified.	***5***	***4***	***3***	***2***	***1***	**-**
9. I felt like my advocate was there to accompany me to appointments related to my case.	***5***	***4***	***3***	***2***	***1***	**-**
10. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	**-**

Thank you for taking the time to help us improve our services.

Adult Victim or Survivor Counseling Client Survey

Directions: Please help us to improve our program by answering the following ten questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Physical and Emotional Needs:						
1. I now have a better understanding of how being a survivor of crime has affected my life.	***5***	***4***	***3***	***2***	***1***	**-**
2. I now know where to go for help if I need additional services.	***5***	***4***	***3***	***2***	***1***	**-**
3. The physical effects of the trauma have lessened since starting counseling.	***5***	***4***	***3***	***2***	***1***	***NA***
4. The emotional effects of the trauma have lessened since starting counseling.	***5***	***4***	***3***	***2***	***1***	***NA***
Stability/Resolution:						
5. I now have the skills to cope with the effects of the trauma.	***5***	***4***	***3***	***2***	***1***	**-**
6. I am achieving my counseling goals.	***5***	***4***	***3***	***2***	***1***	**-**
Safety						
7. I now have a plan to help me stay safe.	***5***	***4***	***3***	***2***	***1***	**-**
Service Quality						
8. The agency's services were appropriate for my needs.	***5***	***4***	***3***	***2***	***1***	**-**
9. I was provided with appropriate referrals based on my needs.	***5***	***4***	***3***	***2***	***1***	**-**
10. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	**-**

Thank you for taking the time to help us improve our services.

Prosecution Victim Witness Assistance Program Survey

Directions: Please help us to improve our program by answering the following nine questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Understanding/Participating in the Criminal Justice System						
1. I now have a better understanding of my role in the court process.	***5***	***4***	***3***	***2***	***1***	**-**
2. Being able to provide input in the court process made me feel included.	***5***	***4***	***3***	***2***	***1***	**-**
3. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***	**-**
Service Quality						
4. I was notified of important information about my case.	***5***	***4***	***3***	***2***	***1***	**-**
5. I had an opportunity to provide input before decisions were made in my case.	***5***	***4***	***3***	***2***	***1***	**-**
6. I was provided with assistance to complete a victim's compensation application.	***5***	***4***	***3***	***2***	***1***	***NA***
7. I was assisted in obtaining restitution from the offender for the financial losses I suffered because of the crime.	***5***	***4***	***3***	***2***	***1***	***NA***
8. I was provided appropriate referrals based on my needs.	***5***	***4***	***3***	***2***	***1***	**-**
9. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	**-**

Thank you for taking the time to help us improve our services.

Law Enforcement Victim Witness Assistance Program Survey

Directions: Please help us to improve our program by answering the following ten questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***
Stability					
1. Getting immediate answers to my concerns after the incident helped me feel less anxious.	***5***	***4***	***3***	***2***	***1***
Understanding/Participating in the Criminal Justice System					
2. I now have a better understanding of my role in the investigation process.	***5***	***4***	***3***	***2***	***1***
3. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***
4. Being able to provide information, made me feel my input was important.	***5***	***4***	***3***	***2***	***1***
Safety					
5. Being up to date on the offender's status helped me manage my safety.	***5***	***4***	***3***	***2***	***1***
Service Quality					
6. I was notified of important information about my case.	***5***	***4***	***3***	***2***	***1***
7. I had an opportunity to provide my input before decisions were made in my case.	***5***	***4***	***3***	***2***	***1***
8. The law enforcement officers I spoke with knew how to handle a case like mine.	***5***	***4***	***3***	***2***	***1***
9. I was provided with appropriate referrals based on the needs we identified.	***5***	***4***	***3***	***2***	***1***
10. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***

Thank you for taking the time to help us improve our services.

Legal Advocate Client Survey

Directions: Please help us to improve our program by answering the following seven questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Stability/Resolution: 1. Obtaining legal advocacy made it easier for me to regain a sense of control over my life.	***5***	***4***	***3***	***2***	***1***	**-**
Safety: 2. I feel safer because of the legal remedies the advocate helped me get.	***5***	***4***	***3***	***2***	***1***	**-**
Understanding/Participating in the Criminal Justice (Legal) System 3. I now have a better understanding of my role in the legal process.	***5***	***4***	***3***	***2***	***1***	**-**
4. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***	**-**
Service Quality 5. Legal Advocate gave me the information I needed to advocate for myself in court hearings.	***5***	***4***	***3***	***2***	***1***	**-**
6. The Legal Advocate gave me appropriate referrals to the legal issues I faced as a result of the crime.	***5***	***4***	***3***	***2***	***1***	**-**
7. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	***NA***

Thank you for taking the time to help us improve our services.

Legal Services Client Survey

Directions: Please help us to improve our program by answering the following seven questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

As a result of the services I received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Stability/Resolution: 1. Obtaining legal help made it easier for me to regain a sense of control over my life.	***5***	***4***	***3***	***2***	***1***	**-**
Understanding and Participation in the Criminal Justice (Legal) System 2. I now have a better understanding of my role in the legal process.	***5***	***4***	***3***	***2***	***1***	**-**
3. I now have a better understanding of my rights as a victim of crime.	***5***	***4***	***3***	***2***	***1***	**-**
4. I now have a better understanding of my role in the immigration process.	***5***	***4***	***3***	***3***	***1***	**NA**
Service Quality 5. The attorney on my case explained to me the laws that apply to my case.	***5***	***4***	***3***	***2***	***1***	**-**
6. The services the agency provided me were timely.	***5***	***4***	***3***	***2***	***1***	**-**
7. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	**-**

Thank you for taking the time to help us improve our services.

Survey for Child Advocacy Centers and Sexual Assault Centers treating children [more immediate services]

Primary Caregiver with Best Interests of the Child at Heart

Directions: Please help us to improve our program by answering the following fourteen questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

My relationship to the child is (check one):	☐ parent ☐ grandparent ☐ other relative ☐ foster parent ☐ legal guardian	☐ Other (describe):				
As a result of the services the child received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Physical and Emotional Needs: 1. I am now more aware of other sources of help for the child in my community.	***5***	***4***	***3***	***2***	***1***	**-**
2. I have a better understanding of the way the abuse has affected my family.	***5***	***4***	***3***	***2***	***1***	**-**
Stability/Resolution: 3. I now have resources to help the child cope with the abuse.	***5***	***4***	***3***	***2***	***1***	**-**
4. I now have resources to help the non-offending caregiver cope with the abuse.	***5***	***4***	***3***	***2***	***1***	**-**
5. I now have resources to help the victim's siblings cope with the abuse.	***5***	***4***	***3***	***2***	***1***	***NA***
Understanding/Participating in the Criminal Justice System 6. I have a better understanding of a criminal case from the investigation until the judge's decision.	***5***	***4***	***3***	***2***	***1***	**-**
7. I now have a better understanding of the rights of child abuse victims.	***5***	***4***	***3***	***2***	***1***	**-**
Safety 8. I now know how to keep the child safe.	***5***	***4***	***3***	***2***	***1***	**-**
Service Quality	***5***	***4***	***3***	***2***	***1***	**-**

9. I did not have to repeat the child's story to multiple parties since coming to the CAC.	***5***	***4***	***3***	***2***	***1***	-
10. The advocacy center remained knowledgeable about the status of the child's case.	***5***	***4***	***3***	***2***	***1***	-
11. The resources I received helped me cope with the effects of the abuse the child experienced.	***5***	***4***	***3***	***2***	***1***	-
12. The agency took my culture, religion, and orientation into consideration when providing me services.						

13. Prior to coming to the CAC, how many times did you tell the child's story?

14. Since coming to the CAC, how many times have you told the child's story?

Thank you for taking the time to help us improve our services.

Survey for Family or Child Counseling Programs
[longer term services]

Directions: Please help us to improve our program by answering the following ten questions. We want to know how you are doing with your recovery process, and how we have helped. *Just circle the best answer for each question.*

My relationship to the child is (check one):	☐ parent ☐ grandparent ☐ other relative ☐ foster parent ☐ legal guardian	☐ Other (describe):				
As a result of the services the child received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***	***NA***
Physical and Emotional Needs:						
1. I am now more aware of other sources of help for the child in my community.	***5***	***4***	***3***	***2***	***1***	-
2. I have a better understanding of the way the abuse has affected my family.	***5***	***4***	***3***	***2***	***1***	-
3. The child understands that the changes in the family following the abuse are not his/her fault.	***5***	***4***	***3***	***2***	***1***	-
4. The physical effects of the trauma in my child have lessened since starting counseling.	***5***	***4***	***3***	***2***	***1***	**NA**
5. The emotional effects of the trauma in my child have lessened since starting counseling.	***5***	***4***	***3***	***2***	***1***	**NA**
Stability/Resolution:						
6. I now have the skills to help my child cope with the abuse.	***5***	***4***	***3***	***2***	***1***	-
Safety						
7. I now have a plan to help me keep the child safe.	***5***	***4***	***3***	***2***	***1***	-
Service Quality						
8. The agency's services were appropriate for my child's needs.	***5***	***4***	***3***	***2***	***1***	-
9. My child was provided with appropriate referrals based on his/her needs.	***5***	***4***	***3***	***2***	***1***	-
10. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***	-

Thank you for taking the time to help us improve our services.

Court-Appointed Special Advocates Survey

Directions: Please help us to improve our program by answering the following nine questions. We want to know how you are doing with your recovery process, and how we have helped. The Volunteer Coordinator/program staff that oversees the CASA for each child's case should fill out the questionnaire. *Just circle the best answer for each question.*

As a result of the services the child received from [your agency name here]:	***Strongly Agree***	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***
Physical and Emotional Needs:					
1. The appropriate service providers were alerted to the child's needs.	***5***	***4***	***3***	***2***	***1***
2. The child understands that she or he is not the cause of the family's disruption.	***5***	***4***	***3***	***2***	***1***
Stability/Resolution:					
3. The child's case plan goals for recovery are being achieved.	***5***	***4***	***3***	***2***	***1***
4. The child's case plan goals for permanency are being achieved.	***5***	***4***	***3***	***2***	***1***
Safety					
5. The child is currently placed in a situation that closely matches his/her best interest.	***5***	***4***	***3***	***2***	***1***
6. The child's final placement is safe.	***5***	***4***	***3***	***2***	***1***
Service Quality					
7. The CASA volunteer has had regular contact with the child.	***5***	***4***	***3***	***2***	***1***
8. The child's case was reviewed in a timely manner.	***5***	***4***	***3***	***2***	***1***
9. The agency took my culture, religion, and orientation into consideration when providing me services.	***5***	***4***	***3***	***2***	***1***

Thank you for taking the time to help us improve our services.

Appendix B. Tips for Developing Survey Instruments

This Appendix should help you "customize" your outcome survey instruments without violating CJCC's guidelines for using the "core" outcome measures. You want to develop surveys using your own items, but you want them to be as effective as the ones developed by CJCC for measuring outcomes. Question writing is more an art than a science. It takes skill, practice, and creativity. ***We offer the following tips if you are considering adding other questions or items to the items required by CJCC.***

1. The questions you ask should be relevant to the outcomes of service. If you want to measure satisfaction with the amenities provided by your agency –i.e., the quality of the paper towels in the wash room -- you should administer another questionnaire. Such a question is not relevant to the outcome of service.
2. Questionnaires should be as short as possible. This is a practical consideration. You can imagine that if a questionnaire consists of 10 pages and will take the respondent one hour to complete the questions, only a few people will have the patience and time to answer.
3. When adding additional questions, avoid changing the value direction of response scales. If at all possible, the positive or negative value of the response should always be stated in the same direction, e.g., Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree or Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. It is fair – and indeed appropriate – to use different response types such as Yes/No, True/False, etc. However, do not mix value direction when using these response scales either.
4. Additionally, when adding questions to the survey make sure CJCC's questions (apart from service quality) are at the beginning of the survey and in the order shown. The service quality questions can go anywhere in the survey after CJCC's other questions.
5. When using a Likert Scale, make certain that the response scale is "balanced" – the response scale has the same number of response choices that are positive as are negative.
6. Avoid mixing the response choices (satisfaction, agreement, etc.) within the question sequence. This will confuse and frustrate the respondents. Instead, group your Yes/No questions together, and your True/False questions together, and place your open-ended questions at the end.
7. Use closed questions with standardized responses as much as possible. While open-ended questions allow a more exhaustive list of response possibilities, questionnaires with open-ended items take longer to administer and are difficult to analyze.
8. Avoid "double-barreled" questions. Make each question about one and only one topic. A double-barreled question consists of two or more questions joined together. This type of question makes the respondents' task more difficult and the answers to these questions more ambiguous to interpret.
9. Avoid leading questions. A leading question is one that leads the respondent to choose one response over another by its wording. Leading questions are actually statements disguised as questions and make respondents feel that only one response is legitimate. For example, the question "Don't you agree that you are very satisfied with the services provided by this agency."

Remember, a good survey will collect data that informs your organization about the degree to which it did or did not achieve its intended outcomes.

Appendix C. Glossary of Terms (working definitions)

Activities are what a project does with the inputs to fulfill its mission. Activities include the strategies, techniques, and types of treatment that comprise a project's service methodology.

Clients are those crime victims or family members of victims whom we serve.

Client Needs are those things required for resuming a life after being a victim of a crime. Often they may be considered in terms of KSABCs:

- the *knowledge* needed to navigate the justice system or to begin understanding the effects of the crime;
- the *skills* needed to manage the recovery process or to obtain assistance from providers of services and support;
- the *attitudes* needed to cope with the devastation brought on by being a victim of crime;
- the *behaviors* needed to manage one’s recovery and to protect others, such as children or vulnerable adults, from further abuse;
- the *conditions* needed for safety and security, good health and emotional stability.

Evaluation: Describing the effects of a program, using a reliable and valid method of determining its impacts on a client. Process evaluations describe what is happening. Impact evaluations describe the effects of an intervention on its clients.

Formative Evaluation: As opposed to “summative” evaluations, which draw conclusions about how effective a program has been, formative evaluations are developmental. They usually begin with process evaluations or descriptive analyses of what exists (i.e., what is the program supposed to be doing, and what are its processes and measures?). They attend to building the data structure for more involved evaluations later, including the development of output and outcome measurement approaches. They may address qualitative analyses of how well the program is complying with policy requirements, standards of practice, and use of “best practices.” These are often considered to be the necessary precursors to summative evaluations, such as impact studies and cost-benefit analyses.

Inputs include resources dedicated to or consumed by a project. Examples are money, staff and staff time, volunteers and volunteer time, facilities, equipment, and supplies.

Logic Model: A logical method of describing what your program is supposed to be doing to accomplish the results it’s in business to accomplish. Often a diagram or an outline, it may also be a narrative description used in a grant application or proposal to define what you intend to do with a funder’s resources to achieve the purpose of the grant program for the target population you will serve.

Monitoring: Tracking the activities of a program to ensure that it is complying with the requirements of that program. Also, making sure that a program is using the best practices available and is adhering to prevailing standards of practice. Assuring that a program’s services are provided with quality (i.e., timely, efficient, accessible and acceptable) for clients. Monitoring answers the questions “Are we doing what we said we would do?” and “How well are we doing it?” Monitoring is *not* the same as evaluation.

Outcomes are benefits resulting from the project activities. For a human services project, it is some change in a participant's behavior or condition; for transportation, changes in ways to move people and goods; and for economic development, changes in an area's economic status. The key is to show what difference a project made or what value it added to the public's or client's well-being.

Outputs are counts of the direct products of project activities and usually are measured in terms of the volume of work accomplished, such as the number of classes taught, counseling sessions held, people served, public education billboards erected, or orders of protection obtained from the court.

OVC: U.S. Department of Justice, Office for Victims of Crime

OVW: U.S. Department of Justice, Office of Violence Against Women

Performance Indicator: Broad statement of performance, such as "increased sense of security."

Performance Measure: Specific and measureable statement of performance, such as "the percentage of clients completing the service who agree with the statement 'I am sleeping better at night as a result of the services of this program.'"

Performance Measurement is not a substitute for evaluation, but it can be a great supplement. Outcome measurement asks "what happened to the victim?" not "which services resulted in the change to the victim?" Most advocates of outcome measurement promote measurement as a management tool for identifying opportunities for program improvement, but resist making claims of generating "proof" of cost-effectiveness. Outcome measurement – mostly for now the ongoing collection of victim self-reported changes and observable behaviors – is useful for management decision making. But it is *not* capable of determining causality (i.e., "this service caused this outcome"). That is because outcome measurement makes no attempt to control for intervening variables. Most of the work that goes into outcome measurement – from the specification of the program's intended outcomes to collection of data describing its *actual* outcomes – will satisfy the process analysis that is a prerequisite for more sophisticated evaluation research

Purposes include the needs to be met and the goals of the project.

Summative Evaluation: Any of a range of approaches designed to derive reliable and valid conclusions about a program's effectiveness, including outcomes research, impact analyses, and cost-benefit analyses. More sophisticated than process evaluation or other formative evaluation approaches, summative evaluations include rigorous evaluation designs (e.g., comparison groups and longitudinal analyses) for controlling intervening variables that may be influencing client outcomes (such as another service funded by a different grant, another activity the victim was engaged in, or anything that might have changed in the victim's environment). for that. Such heavy-duty evaluation research can be so expensive that they are rare.

VAWA: Violence Against Women Act

Victim: Person who suffers as a result of a crime, or person related to a victim of crime, other than the perpetrator of that crime. (VOCA and VAWA have more specific definitions of "victim.")

VOCA: Victims of Crime Act.

Appendix E. Links and References

- **Sample logic models.** University of Wisconsin Extension: http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html
- **Measuring Program Outcomes: A Practical Approach,** United Way of America (1996) http://www.unitedway.org/outcomes/resources
- **Outcome Evaluation Strategies for Domestic Violence Programs: A Practical Guide.** Cris Sullivan, PhD. Pennsylvania Coalition against Domestic Violence (PCADV), Harrisburg, PA.
- **Performance Measurement: Getting Results.** Second Edition. Harry P. Hatry. Urban Institute Press. www.uipress.com
- *The Evaluation Guidebook,* M. R. Burt et al. Urban Institute
- *Measuring Up!* Jonathan Walters
- **Managing for Results,** Doug Bailey and Dick Grimm, Performance Vistas, Inc. www.PerformanceVistas.org.

Whom to Call with Questions

- **Sondra Richardson,** Statistical Analysis Center Research Analyst (404) 654-5691