King County Results Based Accountability (RBA) Workshop
March 26, 2015

Local Attendees:

Kirsten Wysen, Cheryl Markham, Alice Ito, David Daw, Patrice Thomas, Kim Tully (Solid Ground), Sigrid Batara, Andra Kranzler, Holly Rohr Tran, John Zumsteg, Rachel Eagan, David Sauvion, Susanna Tran, Michael Blumson, Nadine Chan, Laurie Bohm, Laurie Sylla and Deb Srebnik

Presenter: Erika Bernabei; Living Cities: Brian Reilly, Joan Springs

9:00 am — 9:45 am	Introduction
Welcome & Check-in *Name, role, how are you this morning?* *What would you like to get out of today?* *What is one question you have about a results frame?* **Result***: Participants are ready to work together and aware of desired results for the group*	
Attendees introduced themselves and their roles and completed an icebreaker (How are you – 1 word answer) and what did they want to get out of the afternoon's session. Designed to get the juices flowing and prepared everyone for the day's work. Erika referenced the book "Trying Hard is Not Good Enough" by Mark Friedman, which speaks on RBA principles.	
9:45 – 11:00a Results Based Accountability 101 **Result***: Participants fully understand the RBA concepts and application to the COO work in Seattle/King County*	

Erika presented a short unabridged version of a Results Based Accountability (RBA) 101 Primer to get all attendees on the same page for the work the team will be doing.

This section of the presentation began with the attendees stating what Accountability meant to them.

Erika referenced a book "Trying Hard is Not Good Enough" by Mark Friedman, which is about RBA and gives all the principles that she is reviewing.

Erika went through the PowerPoint presentation on RBA's process framework.

What is Accountability?   Answers to this:
- Living up to expectations & managing those expectations
- Power
- Fulfilling commitments
- Demonstrating values
- Responsible
- Professionalism
- Ownership
- Not just about you
- Value System
- Transparency to Community
- Relevant Audience/Ourselves/Team

Equity

RBA is a framework that offers a disciplined way of thinking that:
- Communities can use to improve the conditions of well-being for children, youth, families and the whole community; and
- Leaders can use to improve the quality and effectiveness of programs, agencies and service systems

RBA is NOT COMPLIANCE

RBA is used to create a measurable impact.

RBA brings precision to the work. Questions that need to be answered are:
- How much did we do?
- How well did we do it?
- Is anyone better off?

RBA implements the 5 conditions of Collective Impact which are:
1. Common agenda
2. Shared measurement system
3. Mutually reinforcing activities
4. Continuous Communication
5. Backbone Support

Key Principles of RBA include using Turn the Curve action planning to work effectively with partners, where the three questions referenced above (How much did we do, How well did we do it, Is anyone better off) are used to determine whether the measures reached are effective.

Data is used to inform decisions also when using RBA.

Turn the Curve Exercise

- What is the condition of well-being wanted for the community
    - Interim Governance Priorities
        - Healthy affordable housing
        - Strong economy
        - Healthy residents
        - Best starts for Kids
        - Quality Education

    - Community Leadership Priorities
        - Housing affordability
        - Employment
        - Small Business Ownership
        - Healthy Food industry/access
        - Youth/Child Success/education

Like colors show similarities between the priorities of the two groups

The above were determined by Community Leaders and the Interim Governance of Seattle/King County.

Result Statement #1:
"All People are Healthy"

Indicators for "All People are healthy"

Result Statement #2:
"All People Have Healthy, Quality, Affordable Housing in their Community"

Indicators for "All People Have Healthy, Quality, Affordable housing in their community.
    #/% Households paying less than 30% income on housing in community

Homeownership rate
- New
- Retained

Result Statement #3:

"All People Thrive Economically"

Indicators for "All People Thrive Economically.

> #/% of Households that have enough to meet their need (defined by Household income + other resources)
>
> #/% of new business (broken down by race/ethnicity, income); #/% retained businesses (broken down by race/ethnicity, income)
>
> Unemployment rate

Criteria for Prioritizing Indicators

Performance Measures

Communication Power
Does the indicator/PM communicate to a broad range of audiences? Do people care about this indicator/PM?

Proxy Power
Does the indicator/PM say something of central importance about the result or strategy or strategy/program?

Does the indicator/PM bring along the data HERD?

Data Power
Are quality data available?

The group voted on which of the three selected Results Statements they wanted to work on. Housing was the selected Result.

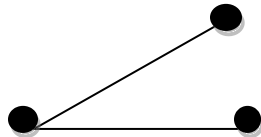What is the Story Behind the Data or Root Causes?

What are the factors that contribute to your baseline?

What factors do you anticipate affecting your forecast?

What are the causes and forces at work?

Dig Deep

Root Causes

Why are people spending $\geq$ 30% of their income on housing?

Reasons	Why?
• Low wages	• More people are moving into the community w/ increasing incomes
• Stagnant wages	• Attractive place to live
• Risky/Declining housing stock	• Can't afford Seattle
• Hot job market	• People don't get the jobs
• Lack of housing policy	•
• Qualification for affordable housing	
• Gentrification	
• Racism	

Partners

Apprenticeship Programs (Paid)

School district

Community Colleges / STEM / Technical

Financial Wellness   Faith Based

Chamber of Commerce   Work Source   Community Centers For Profit Corporations

City / County   Community Resident   Non Profit Agency   Health

Corporations   Tech   Manufacturers Construction   Retail   (Costco, Starbucks, Nordstrom)

Who are the Partners with a Role to Play?

When determining who the partners with a role to play in the above, one must ask the following questions:
- Identify likely and unlikely partners
- Outline the contributions they can make
- Ask "at what point in the process should this partner join?"
- Consider current partners' contributions and ways they can expand their efforts

What Works to Turn the Curve from the Baseline?

- Evidence Based practices
- Community Knowledge
- Low-cost, No cost ideas
- Off the wall ideas
- Promising Practices

What could work - Low Cost / No Cost Ideas – Brainstorm
- Employer investment in housing
- Corporations go to high schools (to provide internship type programs)
- Tracking → Careers
- Hospitals interested in hiring/apprenticeships
- Policy strategies
    - Livable wages strategy / prior hire
- Boeing – track program
- Year Up (program for 16 – 21 year ups not in post-secondary program) for an older population/immigrants/refugees w/ tax incentive

12:30 pm — 1:30 pm	**Lunch Break**
1:30 pm — 4:00 pm	

Turn the Curve Thinking and Key Driver/Performance Measure Development

Participants review results and 2-3 priority indicators for each result, and select a single result and set of indicators on which to practice Turn the Curve thinking.

Participants identify strategy areas, partners, and strategies for one result at both local site level and shared measures across sites.

Results:
Participants review 2-3 priority indicators for each result.

Participants practice the Turn the Curve thinking for one result.

Participants begin develop site-specific and shared performance measures.

What do we propose to do? Exercise on Root Causes

Attendees broke out into four groups and worked on breaking down the root causes for the #/% of households paying > 30% of income on housing in community.

Each group selected a root cause on which to focus and then presented their determinations to the other groups.

Relationship between Indicators and Performance Measures

All of the work above has been under Program, Agency and Service System, which deal with client populations. These all feed into the total population.
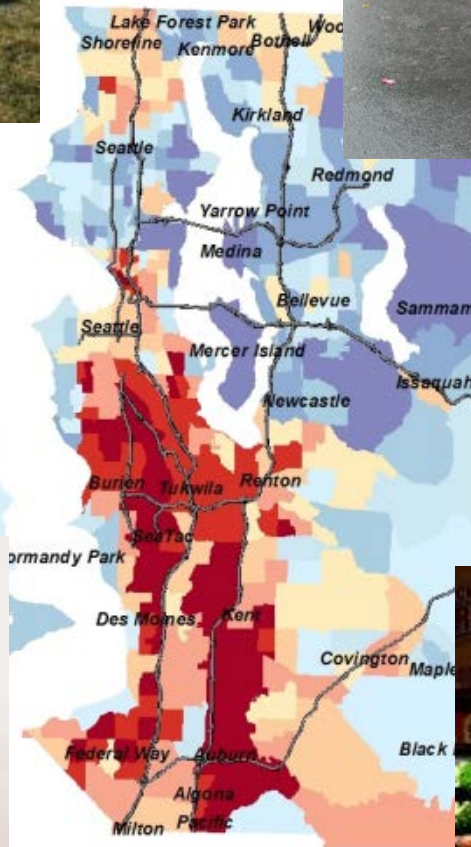
Parking Lot
- Not just Households; but community overall
  - Median rent in community **(Indicator)**
- Rental practices/homeownership **(Strategy)**
- Pathways to homeownership
- Need to Disaggregate (the way it's disaggregated is important)
- Census data collection (the way data is collected is important) **(Strategy)**
- Culture of Success **(Strategy)**
- What their need are… is ambiguous – how do the people in the room know what individual people's needs are **(Indicator)**

Cultural

RESULTS-BASED ACCOUNTABILITY

Erika Bernabei, Senior Consultant

Results Leadership Group, LLC

What is accountability?

Legend
— Freeways
Ranking
Lowest Decile
Decile 2
Decile 3
Decile 4
Decile 5
Decile 6
Decile 7
Decile 8

Photo credits: Seattle Times

The Determinants of Equity: Identifying Indicators to Establish a Baseline of Equity in King County, by Beatty, Foster, King County Office of Performance, Strategy and Budget

Why RBA ?
A Process Framework

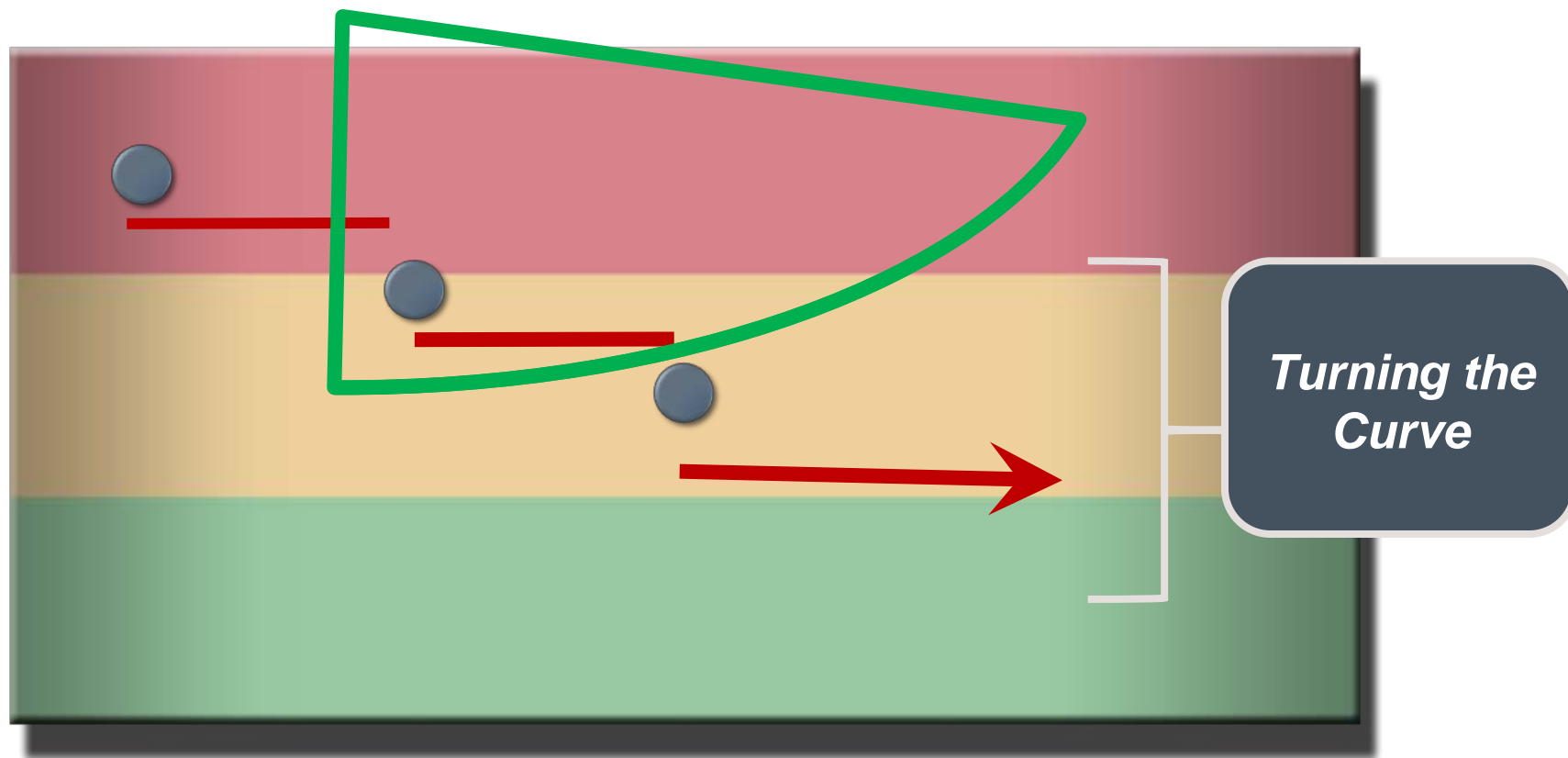RBA is a framework that offers a disciplined way of thinking and taking action that:

- communities can use to improve the **conditions of well being** for children, youth, families and the whole community, and

- leaders can use to improve the **quality and effectiveness** of programs, policies, agencies and service systems.
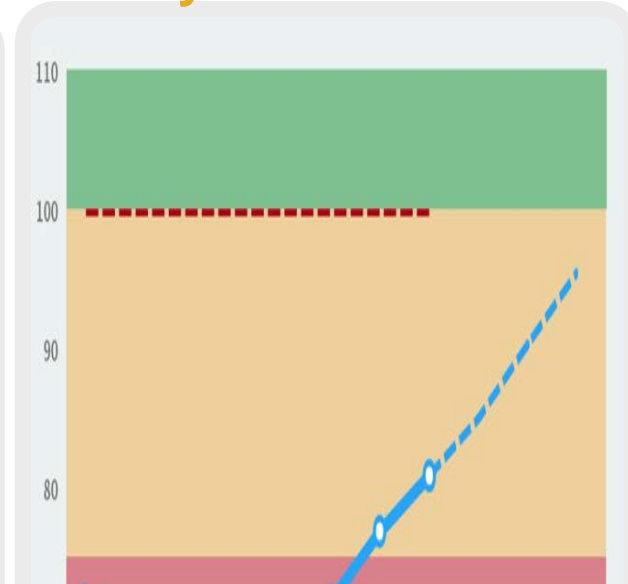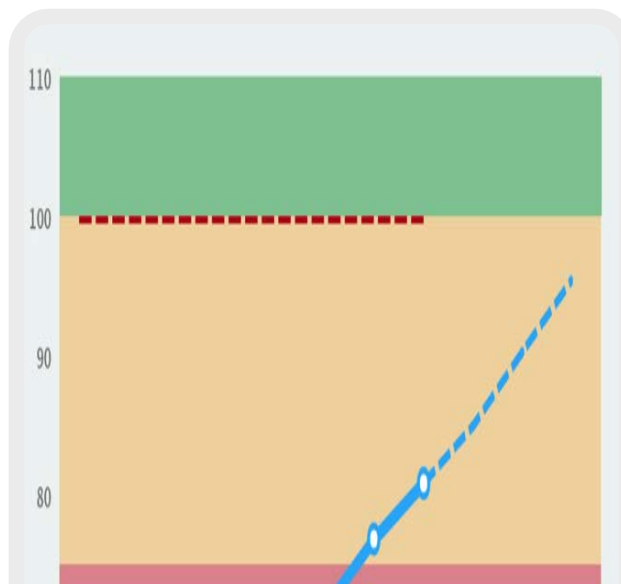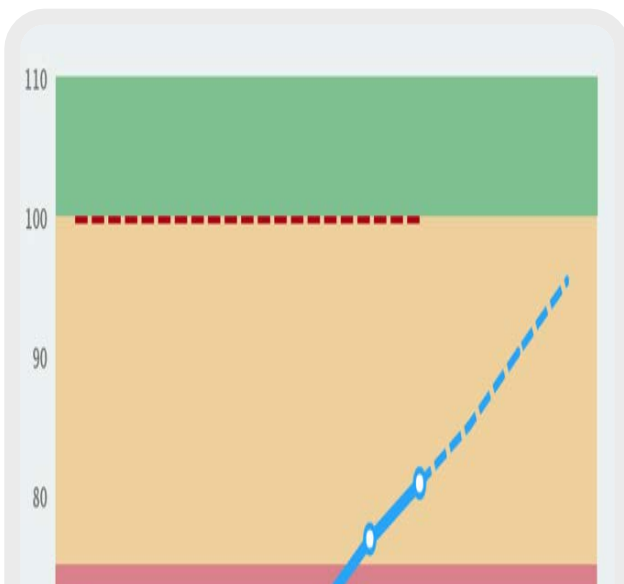
Not Compliance

Why RBA

To bring precision to your passion

How much did we do? **How well did we do it?** **Is anyone better off?**

Why RBA?

To implement the 5 conditions of Collective Impact

Achieving "Collective Impact" with Results-Based Accountability™
By Deitre Epps
Partner & Senior Consultant, Results Leadership Group

Results Leadership Group®

1. Common agenda
2. Shared measurement systems
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone support organization

Five Conditions of Collective Impact

1. A common agenda
   - Result – Children thrive in school
   - Indicators – % of 3rd graders reading proficient or above
   - Strategies – engage local agencies, invite school leadership, and involve families to coordinate supports and efforts
2. Shared measurement system
   - Common performance measures reported
   - Use a system that all partners can access
3. Mutually reinforcing activities
   - Turn the Curve action planning with partners
   - Partner commitment and contribution
   - No unnecessary overlap or duplication

*RBA -> Living Cities: Indicator = Outcome

Five Conditions of Collective Impact

4. Continuous Communication
   - Web-based Results Scorecard
   - Webinars
   - In-person meetings
5. A backbone support organization
   - Public Agency
   - Foundation
   - United Way or other large nonprofit
   - Corporation
   - Network manager

Key Principles of RBA

- **Data-informed**, transparent decision-making

- Start at the end to determine what you seek to achieve (results) and work backwards using data (indicators & story behind) to map out the means (performance measures)

- Identify the appropriate level of **accountability**:
  - Population or whole community
  - Performance Accountability - Service System, Policy, Agency, Division or Program

- Establish partnerships and ask effective questions to quickly get from ends to means

*RBA -> Living Cities: Indicator = Outcome; Story behind the curve = Root Cause; "Better off" Performance Measure = Key Driver

Key Principles of RBA

- Use Turn the Curve action planning to work effectively with partners

- Use the following three questions to develop performance measures to determine the effectiveness of programs, services, agencies, systems and initiatives:
  - How much did we do?
  - How well did we do it?
  - Is anyone better off?

- Maintain language discipline

*RBA -> Living Cities: "Better off" Performance Measure = Key Driver

Using Data to Inform Decisions
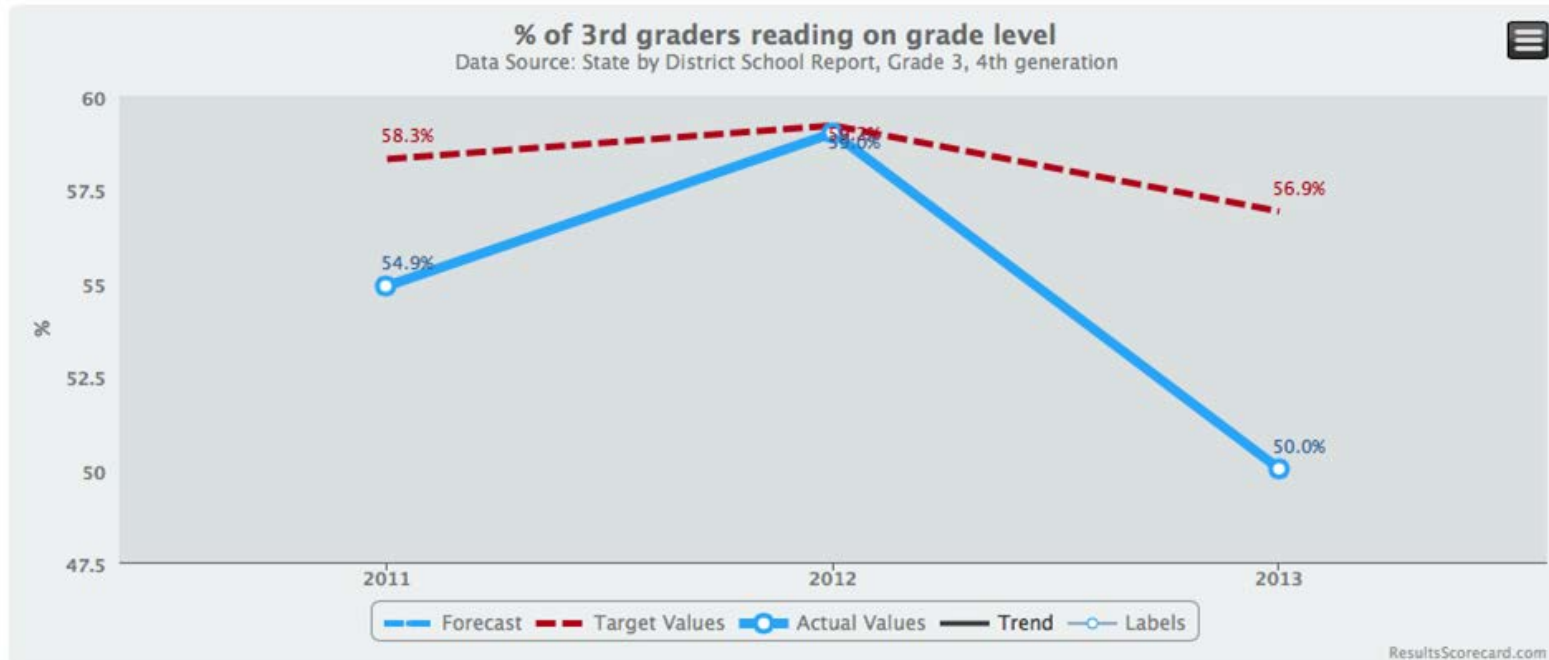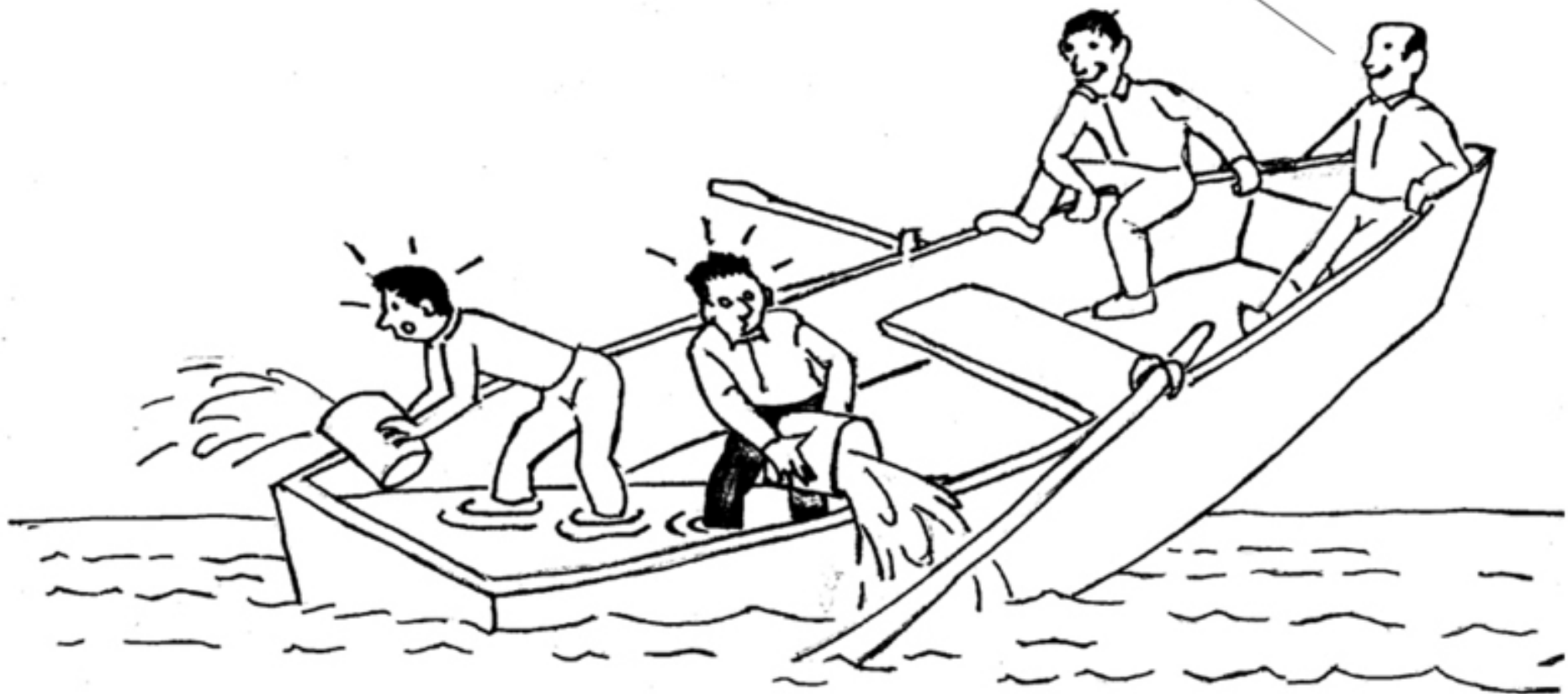
Disaggregation of data
(or the unintended consequences of stopping at "all")

Whose lives are you looking to impact?

Unless data is disaggregated by race, ethnicity, poverty, gender, etc. your efforts may be wasted

Root Cause Analysis aka Story Behind the Curve

Start with the end...

Population Accountability

About the well-being of <u>whole populations</u>

Regions - States – Neighborhoods - Cities - Counties

Population Accountability

RESULT

A condition of well-being for children, adults, families or communities

- **Children enter kindergarten ready to learn**
- **Healthy in Syracuse**
- **Households are economically stable and self-sufficient**

INDICATOR

A measure which helps quantify the achievement of a result

- *% of children demonstrating age-appropriate functioning*
- *% of youth participating in 60 minutes of physical activity per day*
- *Unemployment rate*

*RBA -> Living Cities: Indicator = Outcome

Ask Effective Questions

Turn the Curve on the Population

- What condition of well-being do we want for our community (results)?

- What would these conditions look like if we achieved them?

- What measures can we use to quantified these conditions (indicators)?

- How are we doing on the indicators quantitatively (data trend) and qualitatively (story behind the data)?

- Who are the partners with a role to play?

- What works to turn the curve of the baseline?

- What do we propose to do?

*RBA -> Living Cities: Indicator = Outcome, Story behind the data = Root causes

Work backwards toward means...

→ Make the distinction between Population and Performance Accountability

Performance Accountability

About the well-being of <u>client populations</u>
The client base that is directly impacted by a program

PERFORMANCE ACCOUNTABILITY

SOLUTIONS/PROGRAMS/POLICIES/AGENCIES

Implemented programs, initiatives, systems, policies, and services that have a reasonable chance of influencing indicators and contribution to results.

i.e. Tutoring - Vocational Training Program - Cease Fire, etc.

PERFORMANCE MEASURE

A measure of how well a program agency, service system or initiative is working.

Three types:
1. **Quantity** How much did we do
2. **Quality** How well did we do it?
3. **Impact** Is anyone better off? = *Client* **Results/ Outcomes**

*RBA -> Living Cities: "Is anyone better off" Performance Measure = Key Driver

Ask Effective Questions

Turn the Curve in our Performance

- Who are your clients?

- How can you measure if your clients are better off?

- How can you measure the quality of service you provide?

- How are you doing on these measures (data and story)?

- Who are the partners with a role to play?

- What works (practices, processes, and/or policies) to turn the curve of the baseline?

- What do you propose to do, in what timeline and in what budget?

Sorting Performance Measures:
What is Measured in Each Quadrant

How much did we do?

\# Clients /customers served

\# Activities (by type of activity)

How well did we do it?

% Common measures

e.g. client staff ratio, workload ratio, staff
turnover rate, staff morale, % staff fully
trained, % clients seen in their own
language, unit cost

% Activity-specific measures

e.g. % timely, % clients completing
activity, % correct and complete

Is anyone better off?

\#

\#

\#

\#

% Skills / Knowledge
e.g. parenting skills

% Attitude / Opinion
e.g. toward drugs

% Behavior
e.g. school attendance

% Circumstance
e.g. working, in stable housing

*RBA -> Living Cities:
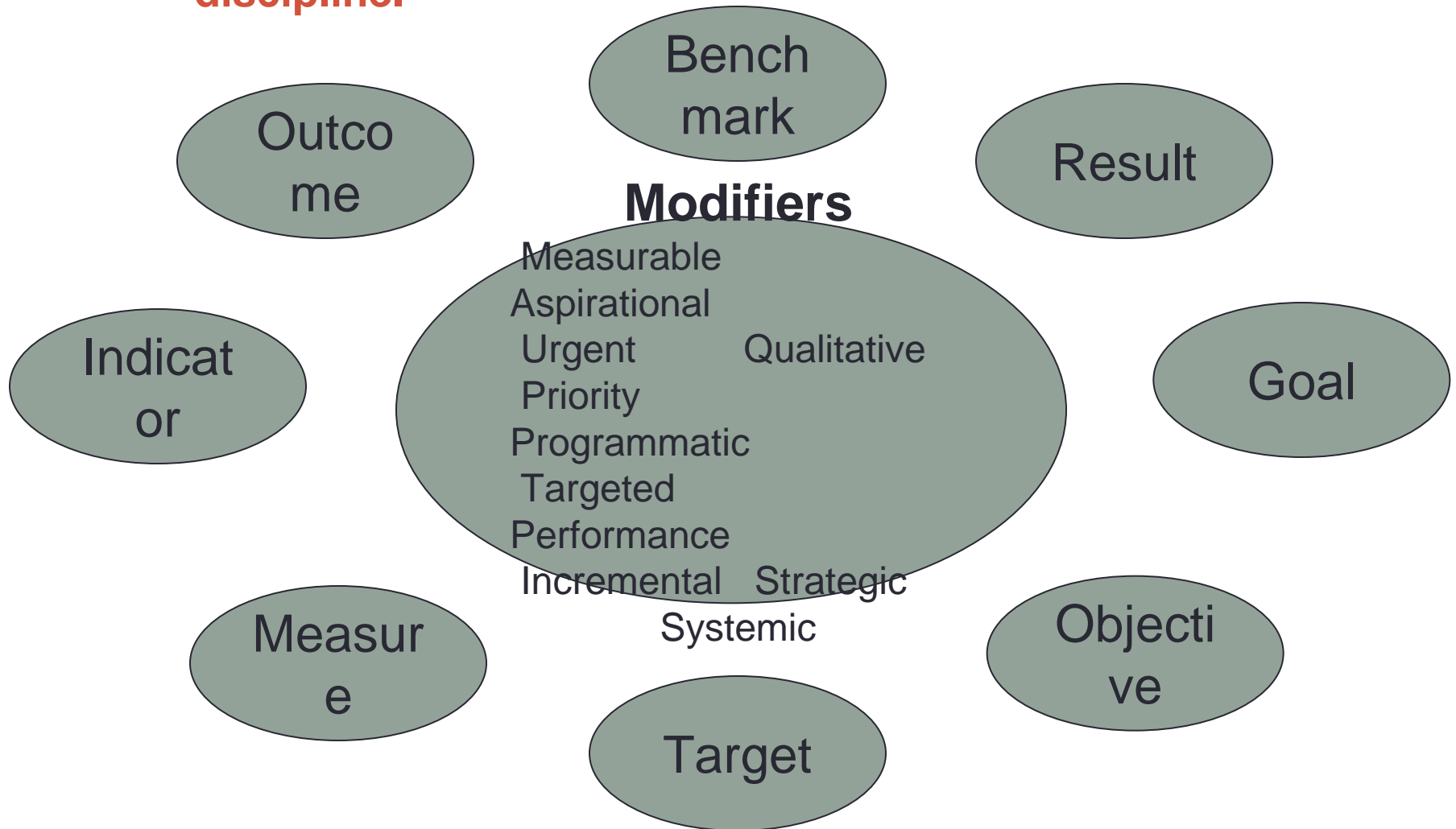"Better off" Performance Measure = Key Driver

Establishing a Common Language

THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline.

Bench mark

Outco me

Result

Modifiers

Measurable
Aspirational
 Urgent   Qualitative
 Priority
Programmatic
 Targeted
Performance
Incremental   Strategic
          Systemic

Indicat or

Goal

Measur e

Objecti ve

Target

DEFINITIONS

RESULT

A condition of well-being for children, adults, families or communities.

i.e. Babies Born Healthy, Children Succeed in School,
Safe Communities, Clean Environment, Prosperous Economy

INDICATOR

A measure which helps quantify the achievement of a result.

i.e. Rate of low-birth weight babies, high school graduation rate,
crime rate, air quality index, unemployment rate

PERFORMANCE MEASURE

A measure of how well a program, agency or service system is working.

1. **Quantity** How much did we do?
2. **Quality**   How well did we do it?
3. **Impact**   Is anyone better off? **= *Client* Results/ Outcomes**

*RBA -> Living Cities: Indicator = Outcome, "Better off" Performance Measure = Key Driver

Select a Result and Indicator to work on to "Turn the Curve"

Think about King County and complete the following sentences:

We want families that are…
We want communities that are…

1. **What is the condition of well-being that we want for the community?**

2.   **What would these conditions look like if we could see or experience them?**

3.   **How will we measure it?**

What are the conditions of well-being (results) you want for all people in King County?

Interim Governance:
- Healthy Affordable Housing
- Strong Economy
- Healthy Residents
- Best Starts for Kids
- Quality Education

Community Leadership:
- Housing affordability
- Employment
- Small Business Ownership
- Healthy food industry/access
- Youth/Child success/education

What are the conditions of well-being (results) you want for all people in King County?

All people are healthy.
All people have healthy, quality, affordable housing in their community.
All people thrive economically.

What measures can we use to quantify these conditions of well-being (indicators)?

Indicators for 'All people are healthy'

Interim Governance:

- (LT) Healthy food availability
- (NT): Healthy food businesses

- % Good, very good, or excellent health status
  - # Healthy years lived
  - # Yrs Life expectancy
  - % Frequent mental distress
  - % Preventable hospitalization
  - % Avoidable ED visits
  - % Current smoker
  - % Secondhand smoke exposure
  - % Obese
  - % Diabetes
  - % Physical activity
  - % Fruit/vegetable consumption
  - % Access to preventive/ambulatory care
  - % Drug and alcohol use

Community Leadership:

- **decreased health risks**
- **# and revenues from food businesses, change in household diets**
- **improved access to healthy foods**
- **people are participating in Pea Patches, trainings and growing their own vegetables in small spaces**
- **Children eat fruits and vegetables**
- **Children birth to 18 years old have a medical home**

Indicators for 'All people are healthy'

#/% people eating healthy food

#/% people receiving preventative healthcare

Indicators for 'All people have healthy, quality, affordable housing'

Interim Governance:

- (LT) Housing near jobs

- % Households with 2+ poor housing conditions*: housing costs>30%income, >1person/room, no working kitchen, no working bathroom

- % Spending <50% of income on housing

- % Homeless

- % Housing stability

Community Leadership:

- Home ownership for African Americans

- Foreclosures

- Families spending 30% or more of household income on housing

Indicators for 'All people have healthy, quality, affordable housing' in their community

#/% Households paying less than 30% income on housing in community

Homeownership rate
- New
- Retained

Indicators for 'All people thrive economically'

Interim Governance:
- Employment equity
- % Households earning <200% FPL*
- % Households earning living wage
% Unemployed* (gain and retain)

Community Leadership:
- Daytime traffic, employment levels, new developments with a focus on offices or retail
- Businesses retained
- Impact to local economy
- # and revenues from food businesses
- # of new businesses, # of jobs
- # of immigrants applying for business licenses
- education
- Family employment/ unemployment
- Median family income
- Family members taking basic education classes

*RBA -> Living Cities: Indicator = Outcome

Indicators for 'All people thrive economically'

#/% of Households that have enough to meet their needs (Defined by HH income + other resources)

#/% new businesses (broken down by race/ethnicity, income); #/% retained businesses (broken down by race/ethnicity, income)

Unemployment rate

Criteria for Prioritizing Indicators & Performance Measures

Communication Power

Does the indicator/PM communicate to a broad range of audiences? Do people care about this indicator/PM?

Proxy Power

Does the indicator/PM say something of central importance about the result or strategy/program?

Does the indicator/PM bring along the data **HERD**?

Data Power

Are quality data available on a timely basis.

*RBA -> Living Cities: Indicator = Outcome; "Better off" Performance Measure = Key Driver

What is the Story Behind the Data or the Root Causes?

- What are the factors that contribute to your baseline?

- What factors do you anticipate affecting your forecast?

- What are the causes and forces at work?

- Dig deep

Ask yourself "Why?" 3-5 times

For example:

Factor that contributes to baseline:

No places to buy healthy food

Why? Grocery stores aren't in the neighborhood

Why else?

Factor: Lack of market/low rents depresses investment

Why? Why? Why?

Factor: Private investment system is lacking

Why? Why? Why?

Who are the Partners with a Role to Play?

- Identify likely and unlikely partners

- Outline the contributions they can make

- Ask "at what point in the process should this partner join?"

- Consider current partners' contributions and ways they can expand their efforts

What Works to Turn the Curve from the Baseline?

- Evidence-based practices

- Community knowledge

- Low-cost, no-cost ideas

- Off the wall ideas

- Promising practices

What Works?

Creative Brainstorming

- Quantity of ideas
- No judgments: List all ideas on the flipchart
- At least one off the wall, outrageous idea
- At least one low cost/no cost idea

Passionate Selling

- Select the idea you are most passionate about
- Each person has 30 seconds to sell everyone else in the group on the idea.

What do we propose to do?

- Leverage: How likely will it support turning the curve from the baseline?
- Reach: Is it feasible? Will it reach our communities that are impacted by inequity?
- Specificity: What are the specifications? Does it have a timeline with deliverables that answers *who, what, when, where, and how*?
- Values: Is it strengths-based, person-centered and culturally inclusive? Does it advance equity?

Where's the Data?

- What data do you currently have?
    - Is it useful?
    - Is it valid?
    - Do you have reliable sources?
- If you do not have data, can you still have the conversation?
- Can you get quality data in a timely manner for those indicators you want?

*RBA -> Living Cities: Indicator = Outcome

Performance Accountability

Indicators vs. Performance Measures

In RBA, **indicator** is used to represent a measure that quantifies what is happening within a community. The population being measured is larger than the population being served by any individual program, organization or system.

- % of households with access to healthy food
- % of children in poverty
- Chronic Absenteeism rate for 11th graders

In RBA, **performance measure** is used to represent a measure that quantifies what is happening in a program, organization, agency or system. Its focus is on the particular clients and customers being served both directly and indirectly.

- # of new jobs acquired through "Jobs 4 Us"
- # of families participating in the Parents as Teachers early learning program
- % of store in City that offer fruits and vegetables

*RBA -> Living Cities: Indicator = Outcome; "Better off" Performance Measure = Key Driver

Sorting Performance Measures: What is Measured in Each Quadrant

How much did we do?

Clients /customers served

Activities (by type of activity)

How well did we do it?

% Common measures

e.g. client staff ratio, workload ratio, staff
turnover rate, staff morale, % staff fully
trained, % clients seen in their own
language, unit cost

% Activity-specific measures

e.g. % timely, % clients completing activity, % correct and complete

Is anyone better off?

\#

\#

\#

\#

% Skills / Knowledge
e.g. parenting skills

% Attitude / Opinion
e.g. toward drugs

% Behavior
e.g. school attendance

% Circumstance
e.g. working, in stable housing

*RBA -> Living Cities:
"Better off" Performance Measure = Key Driver

Not All Performance Measures Are Created Equal

Quantity

Quality

Effort

How much did we do?	How well did we do it?
Least Important	**2ⁿᵈ Most** Important

Is anyone better off?

Effect

3ʳᵈ Most Important	Most Important

*RBA -> Living Cities: "Better off" Performance Measure = Key Driver

The Matter of Control

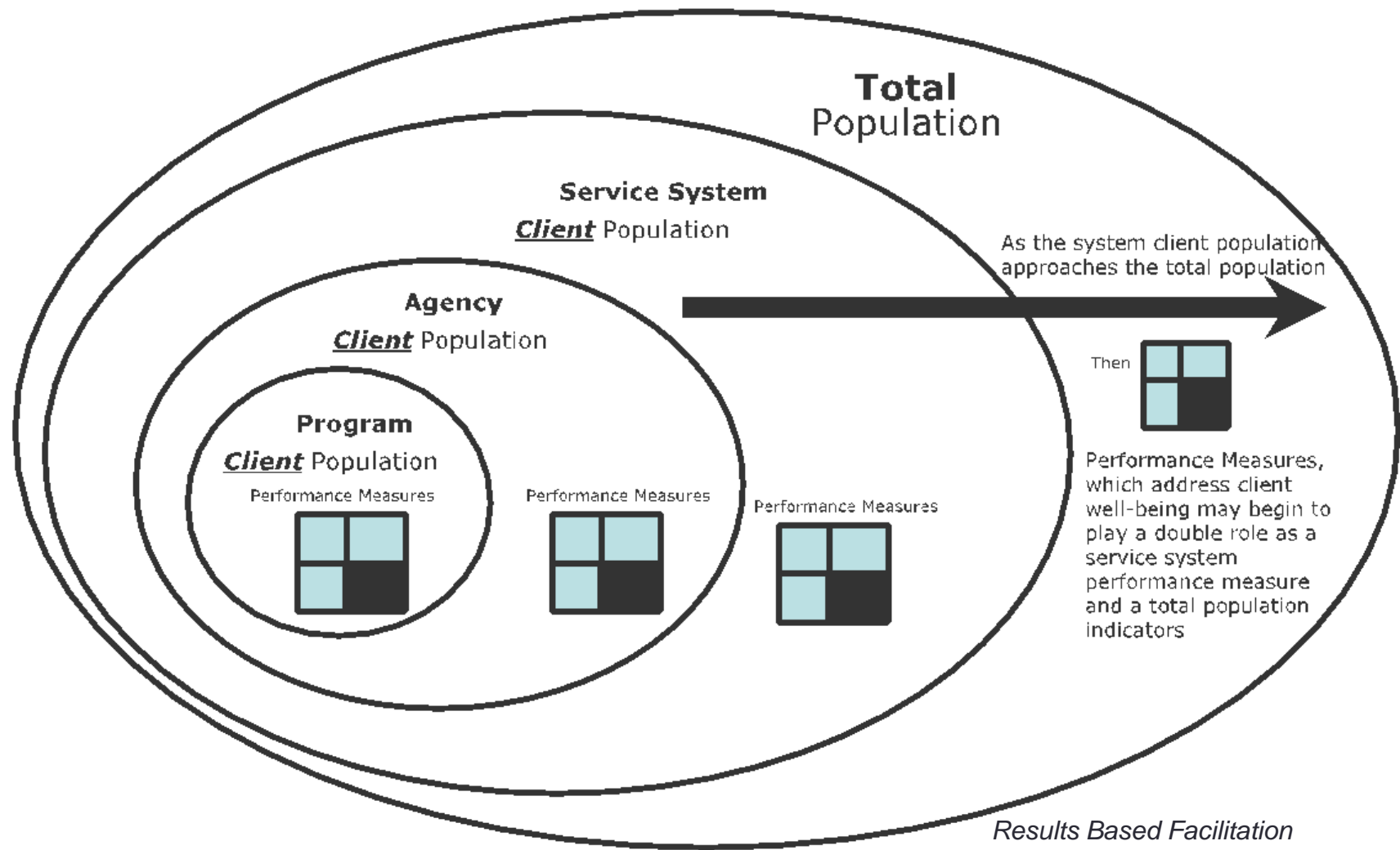|	**Quantity**	**Quality**
	How much did we do?	**How well did we do it?**
Effort	More **Control**	
Effect		Less **Control**

Is anyone better off?
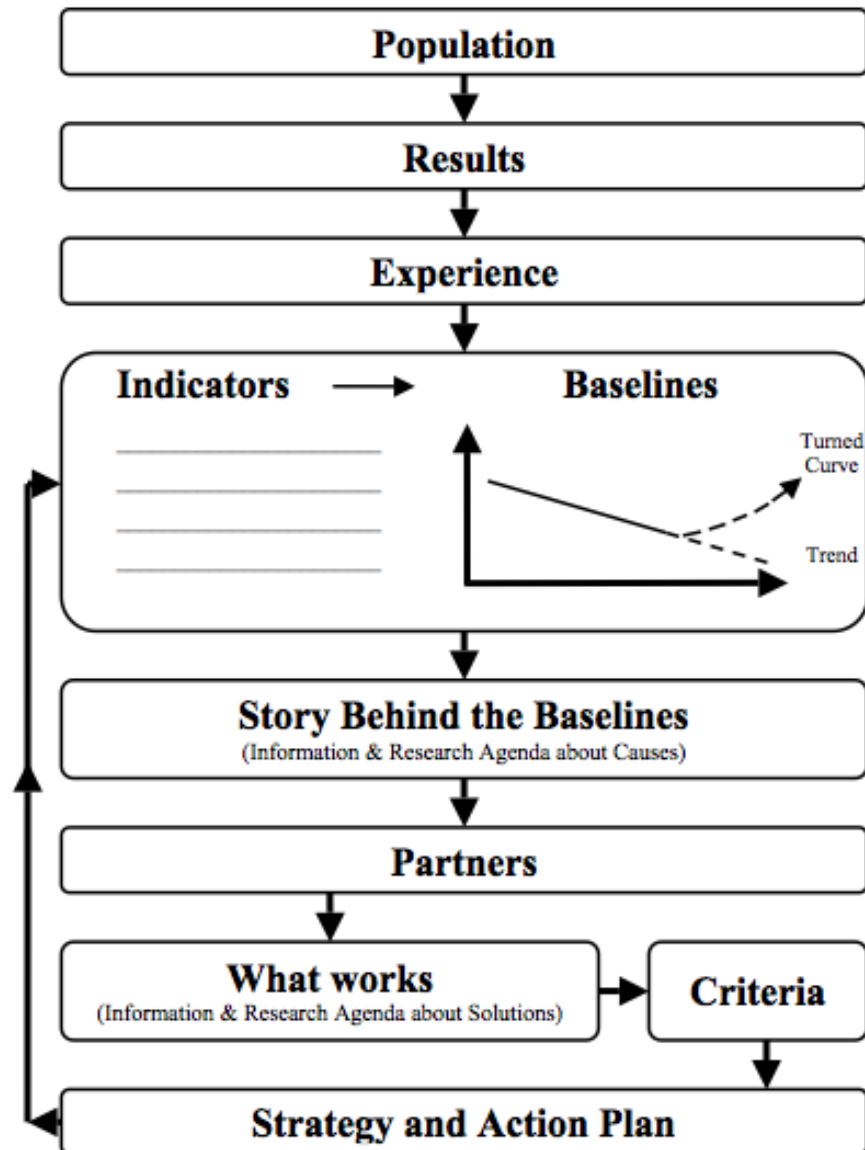
*RBA -> Living Cities: "Better off" Performance Measure = Key Driver

Partnerships are necessary to improve performance

Relationship Between Indicators and Performance Measures

Total Population

Service System
Client Population

Agency
Client Population

Program
Client Population

Performance Measures

Performance Measures

Performance Measures

As the system client population approaches the total population

Then

Performance Measures, which address client well-being may begin to play a double role as a service system performance measure and a total population indicators

Results Based Facilitation Workbook, by Jolie Bain Pillsbury

Results Based Facilitation Workbook, by Jolie Bain Pillsbury

Program Performance

Des Moines Public Library: Read Rover 1 ⌄

Des Moines Public Library: Read Rover 1

			Time Period	Actual Value	Target Value	Current Trend	
⊖ R CI	**Education: All youth are ready for college, work and life**						
⊕ I CI	Percent of Youth that graduate from high school - five year		FY 2012	92.0%	95.0%	↗	1
⊕ I CI	Percent of Fourth Graders reading on grade level or above		FY 2013	76.2%	90.0%	↗	1
⊖ P P-DMPL: RR1	**Des Moines Public Library: Read Rover 1**		Time Period	Actual Value	Target Value	Current Trend	
⊕ PM P-DMPL: RR1	Total number of visits reading to children and observing teachers for literacy skills (unduplicated for the fiscal year)		FHY2 2014	285	--	↘	2
⊕ PM P-DMPL: RR1	COMPARE 1: Number of teachers who participate in the program		FHY2 2014	82	85	↘	1
⊕ PM P-DMPL: RR1	COMPARE 1: Number of teachers who complete the survey		FHY2 2014	37	40	↘	1
⊕ PM P-DMPL: RR1	TARGET MEASURE: Percent of teachers who complete the survey		FHY2 2014	45.1%	47.1%	↗	1
⊕ PM P-DMPL: RR1	COMPARE 2: Number of teachers reporting they maintain or increase their understanding of and implementation of literacy strategies in their classroom as a result of participating in the Read Rover program		FHY2 2014	37	36	↘	1
⊕ PM P-DMPL: RR1	Number of books distributed to children (unduplicated for the fiscal year)		FHY2 2014	0	--	↘	1
⊕ PM P-DMPL: RR1	TARGET MEASURE: Percent of teachers reporting they maintain or increase their understanding of and implementation of literacy strategies in their classroom as a result of participating in the Read Rover program		FHY2 2014	100.0%	90.0%	→	1

What do we do to start?

- Focus the Work by having:
  - Agreed upon results and indicators
  - Available data values to populate indicators
  - Valid and quality data
  - Key stakeholders to participate in the conversation
  - A follow up plan
- Facilitate Turn the Curve thinking using effective questions
- Fill out the Results Scorecard

Alignment of Partners towards Results

The Four Quadrants of Aligned Action for Results

		Low	High
Takes actions that contribute to results	**High**	• High level of action that contributes to improved results • Does not work to be in alignment with others (High action, low alignment)	• High level of action that contributes to improved results • Works to be in alignment with others (High action, high alignment)
	Low	• Low level of action that does not contribute to improved results • Does not work to be in alignment with others (Low action, low alignment)	• Low level of action that does not contribute to improved results • Works to be in alignment with others (Low action, high alignment)
		Low	**High**

Works to be in alignment with others

From J. Bain Pillsbury, *Theory of Aligned Contributions*