Development and Implementation of Evaluation Tools in a Complex Youth Competency Initiative in Cleveland, OH

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Topics

- Community history & socio-politics

- Selected demographics, City of Cleveland
  - Need for youth competency program
  - Contextual complexities

- Evaluation design

- Social network methodology
  - Measure strength of agency integration

Cleveland's Contextual Need

for Youth Development

- Poverty

- Crime

- Unemployment

- Public education

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City of Cleveland*

- 42nd largest city

- Population

  - 2008 estimated city population, 433,748

  - 2010 metropolitan area population, 2 million

- Unemployment

  - U.S. civilian unemployment rate is 9.9 percent (April, 2010)

  - Cleveland's unemployment rate is 11.6 percent (March, 2010)

* U.S. Census Bureau, American Community Survey (http://www.census.gov/prod/2008pubs/acs-09.pdf, (p. 7)

High school graduation rate

- In 2007, median household income, America's 50 poorest cities, along with Buffalo, Detroit, and Miami

- 34% high school graduation rate, 3rd third lowest graduation rate among America's 50 largest cities*

* Swanson, C.B. (2008). *Cities in Crisis: A Special Analytic Report on High School Graduation*. Bethesda, MD: Education Research Center, Table 2, p. 9.

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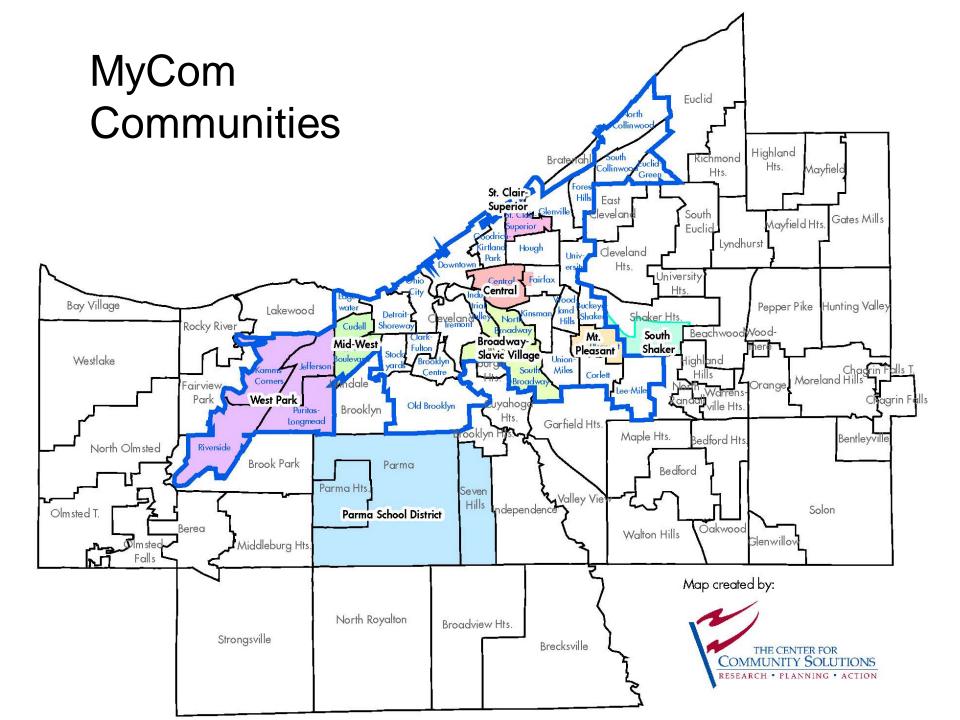
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MYCOM sought to

- Transitions, K to 12

- Employment

- Out-of-school time activities

Oppositional factors

CONTEXTUAL ISSUES: CRIME & GANGS

MyCom Communities

Map created by:

THE CENTER FOR
COMMUNITY SOLUTIONS
RESEARCH • PLANNING • ACTION

GANG ACTIVITY AREAS

WASTE-5

7-ALL

STAR BOYS

DIRTY 30

HOUGH HTS

QUARTER BOYS

WEST 73

MADISON MADHOUSE

VALLEY BRICK OUTLAWS

HARVARD BOYS

MILES SOLDIERZ

MAY 2006 (CPC)

MyCom Neighborhoods, 2009

GANG ACTIVITY AREAS

Cleveland Gun Violence Rate
NOVCC Intervention and Comparison Tracts

Comparison tracts
Novcc intervention tracts
Gun violence rate Jan 2005 - Jun 09
52.659 - 844.9
844.9 - 1601.325
1601.325 - 2370.605
2370.605 - 3694.701
3694.701 - 5327.414
5327.414 - 8237.232
8237.232 - 13680.154
13680.154 - 45000
45000 - 125000
125000 - 1100000

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MyCom Neighborhoods, 2009

Cleveland Gun Violence Rate
NOVCC Intervention and Comparison Tracts

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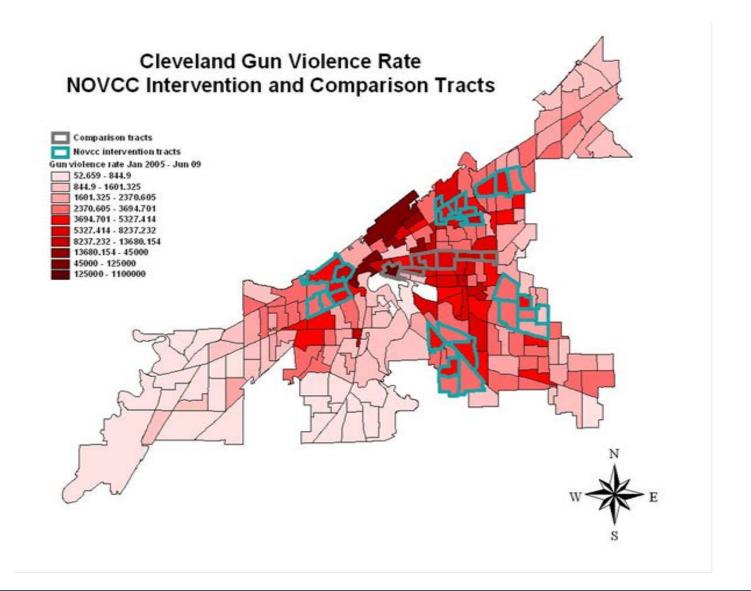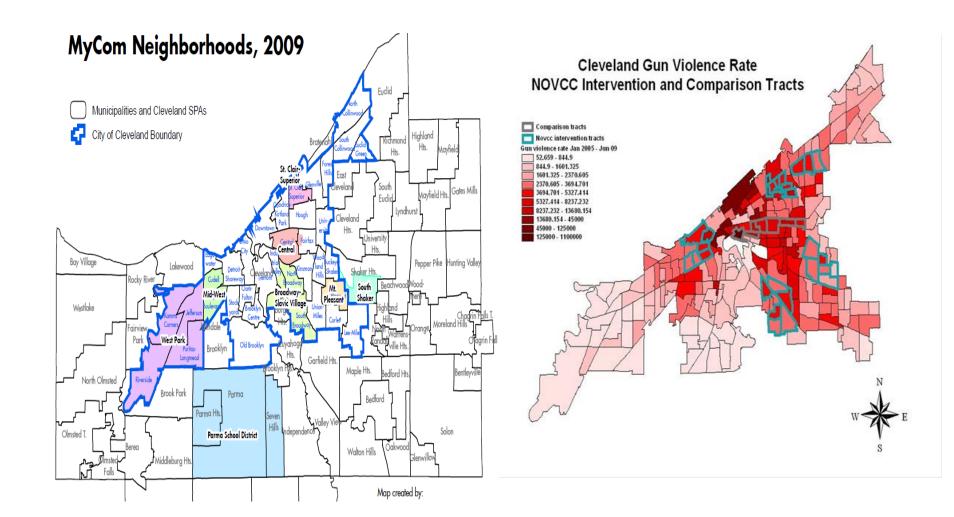CASE WESTERN RESERVE
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Considerations

- History of community & intervention sites influences collective attitudes & opinions on social change

- Design & methodology recognizes
  - multi-community organizational network
    - Optimum structural properties to accomplish MyCom's objectives
    - Flaws in inter-nodal relations
  - agencies' & stakeholders' worldview
    - Style of instruments & data collection procedure
    - Remedial action

Practical issues in evaluation design

Observing participation

Culture—cognition instrument design
    Intuitive
    Challenge practitioners' worldview

Variables must
    assess strength of ties
    remediation: "can you fix it"

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Interpretation of network structure & information flow

NETWORK EVALUATION DESIGN

Assumptions

Internal processes depends on:

    network structure

    relation types

    relation strength

Effective flow of information, a function of network structure and ties

Interpretation of data depends on:

    understanding of structural & relational conditions

Relational measures: scaled & narrative responses

Communication: when neighborhood personnel calls or emails a TA provider are they confident that TA providers will be responsive— return calls and emails within a single business day?

Professionalism: when neighborhood personnel interact with TA providers are they respectful, competent, and on-point in focusing on issues?

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Relational measures

Technical assistance: when neighborhood agencies request technical assistance do TA providers provide assistance in a thorough and timely manner?

Rapport: when neighborhood personnel interaction with TA providers are interactions comfortable and collegial?
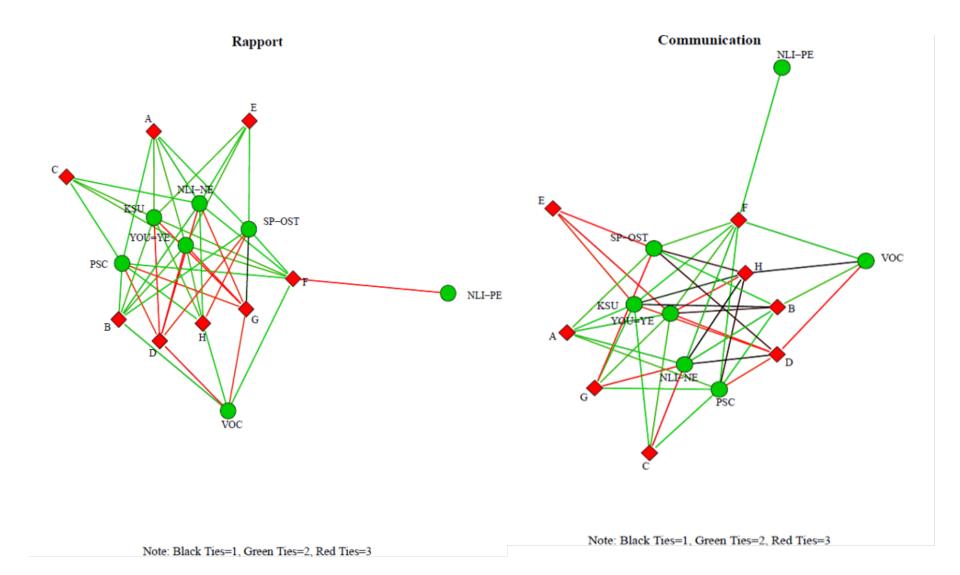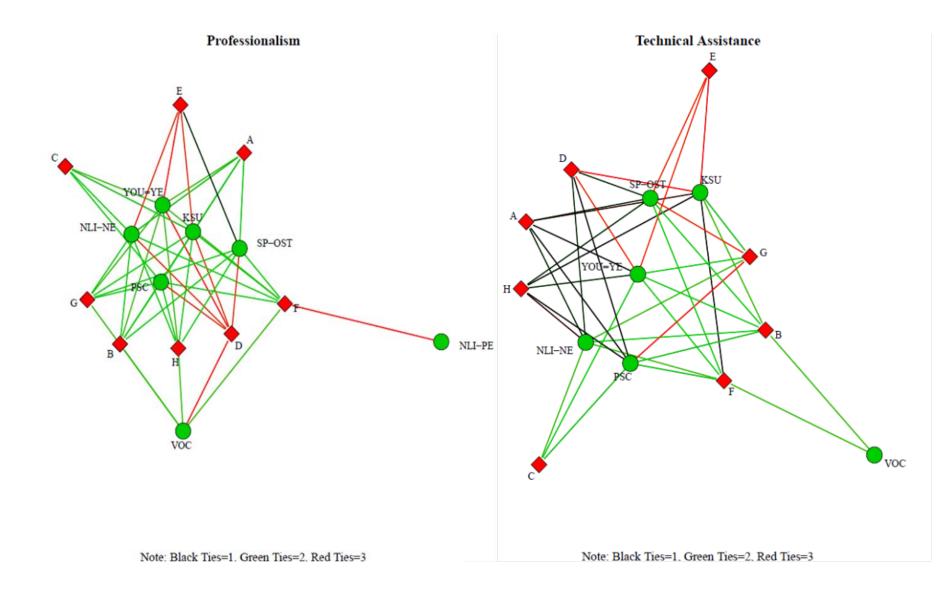
2-mode (variable) matrix

3=good, 2=moderate, 1=poor, X=no contact

Neighborhood A	NLI-NE	PSC	SP-OST	YOU-YE	VOC	CPL	NLI-PE
RAPPORT	3.0	2.0	3.0	1.0	x	x	x
COMMUNICATION	3.0	2.0	3.0	2.0	x	x	x
PROFESSIONALISM	3.0	2.0	3.0	1.0	x	x	x
TTA	3.0	2.0	3.0	2.0	x	x	x

Rapport

Note: Black Ties=1, Green Ties=2, Red Ties=3

Communication

Note: Black Ties=1, Green Ties=2, Red Ties=3

Professionalism

Note: Black Ties=1, Green Ties=2, Red Ties=3

Technical Assistance

Note: Black Ties=1, Green Ties=2, Red Ties=3

Summary: evaluation considerations

- *History of intervention site*

- Relational theory of organizational activity & cohesion

- Methodology
  - meshes with stakeholders' worldview

- *Intervention site culture & climate*
  - *Attitude of residents toward outside intervention*
  - *Attitude toward intervention agencies*

- *Agency culture & climate*
  - Worldviews contrast across agencies
  - Attitude -- evaluation
  - Attitude -- technical assistance

- Fixes: theoretically sound with practical fixes compatible with agencies' worldview