



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Michigan Conference
May 11, 2017

WHY? EXTERNAL REASONS

It's the law.



CSBG Act – Section 676(b)(11)*:

an assurance that the State will secure from each eligible entity in the State...a community action plan...*that includes a community needs assessment for the community served*, which may be coordinated with community needs assessments conducted for other programs...

It's a core CAA activity

OEO Instruction (1970):

CAAs must develop both a long-range strategy and specific, short-range plans for using potential resources...In developing its strategy and plans, *the CAA shall take into account the areas of greatest community need*, the availability of resources, and its own strengths and limitations

Organizational Standards

- Standard 3.1 • Private • The organization conducted a Community Assessment and issued a report **within the past 3 years.**
- Standard 3.1 • Public • The department conducted or was engaged in a community assessment and issued a report within the past 3 years, if no other report exists.

Organizational Standards

- Standard 3.2 • As part of the Community Assessment, the organization (*department*) **collects and includes current data specific to poverty** and its prevalence related to gender, age, and race/ethnicity for their service area(s).
- Standard 3.3 • The organization (*department*) collects and analyzes both **qualitative and quantitative data** on its **geographic service area(s)** in the Community Assessment.

More Standards....

- Standard 3.4 • The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed. (*same*)
- Standard 3.5 • Private • The governing **board formally accepts** the completed Community Assessment.
- Standard 3.5 • Public • The tripartite board/advisory body formally accepts the completed community assessment.

And More ...

- Standard 1.2 • The organization (*department*) **analyzes information collected directly from low-income individuals** as part of the Community Assessment.
- Standard 2.2 • The organization **utilizes information gathered from key sectors of the community during the community assessment process or at other times.** These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

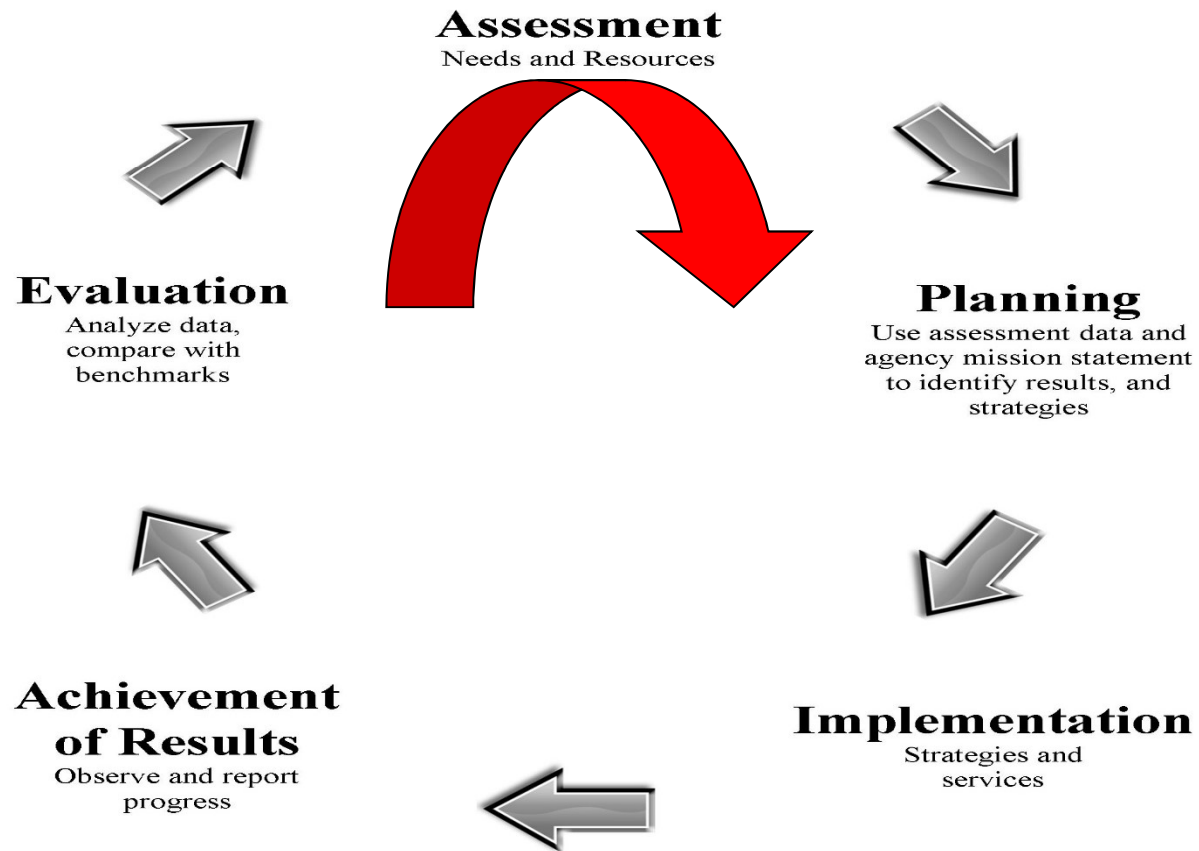
Connection to ROMA

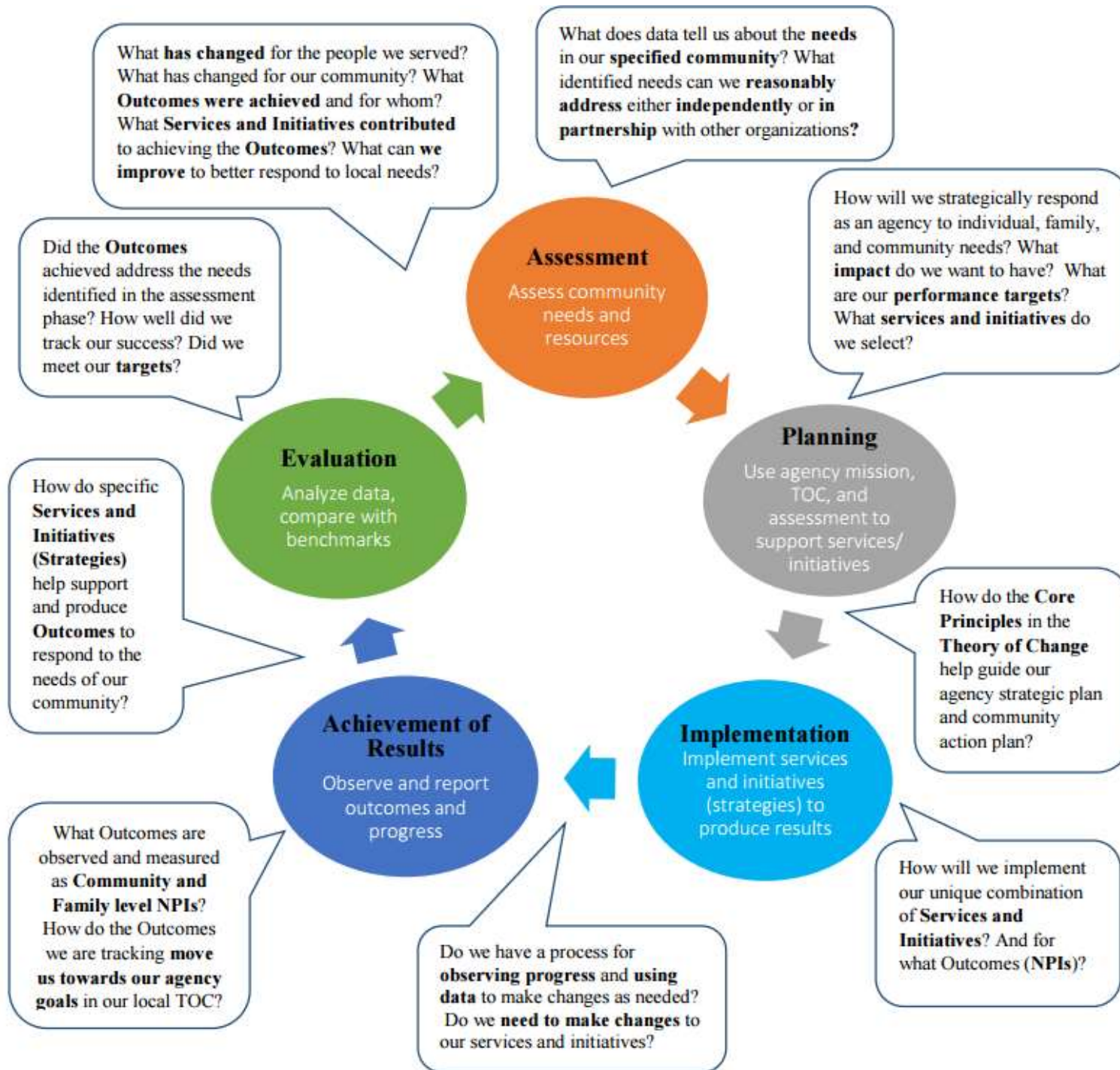
ROMA approach includes guidelines from HHS Information Memorandum 49, OCS/US DHHS (2001)*

- CAA and its board complete regular assessments of the CAAs overall mission, desired impact and program structure, taking into account:
 - **Needs of the community and its residents;**
 - Relationship/context of activities supported by the entity to other anti-poverty organizations;
 - Extent to which the CAAs activities contribute to accomplishment of one or more of the six ROMA goals.....

The CNA and ROMA

The Results Oriented Management and Accountability Cycle





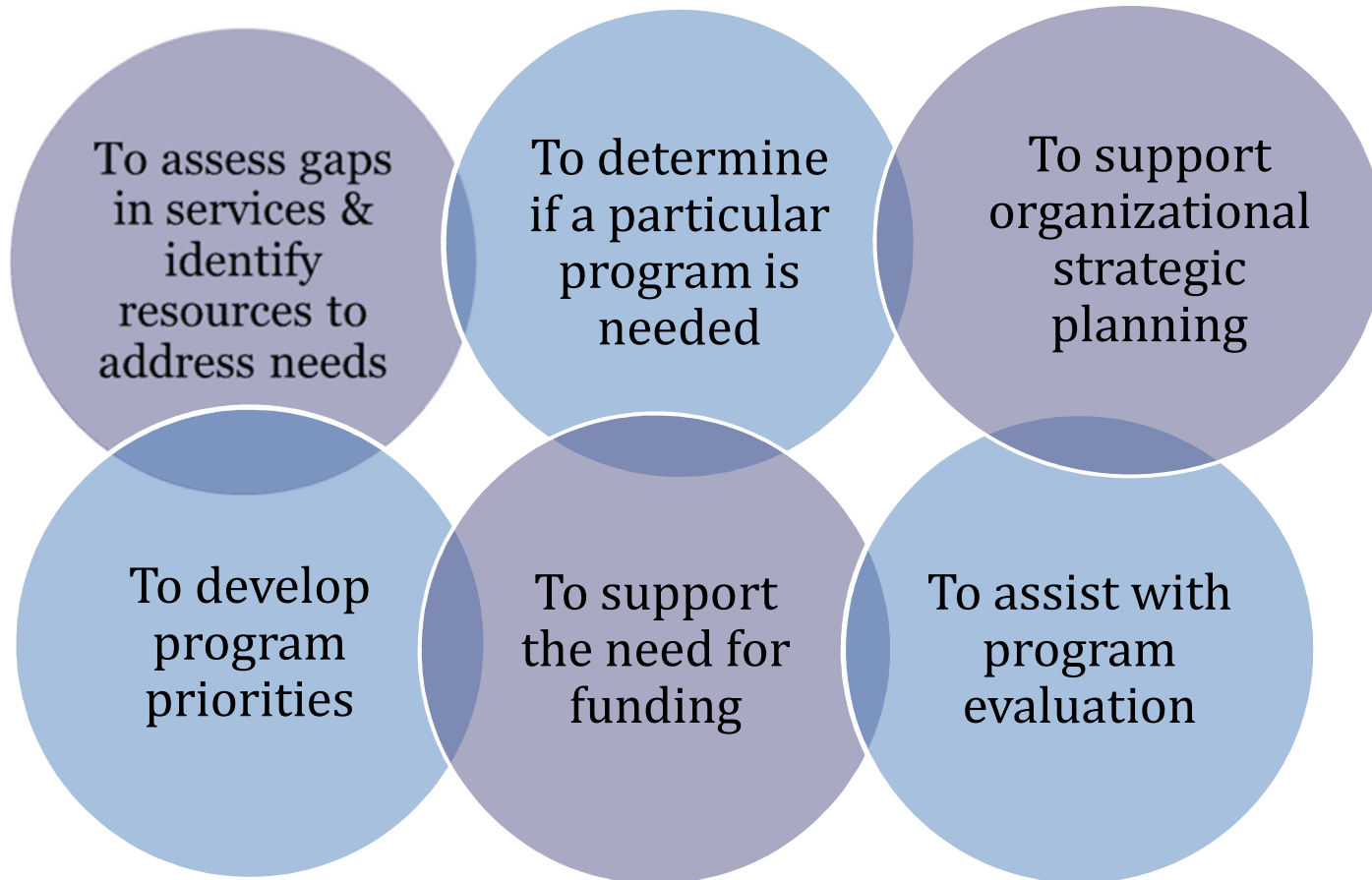
ROMA NG and the ROMA CYCLE

Assessment

Assess
community needs
and resources

What does data tell us about the **needs** in our **specified community**? What identified needs can we **reasonably address** either **independently** or **in partnership** with other organizations?

Internal - Why do we do them?



The Community Assessment

- Gathers information on current strengths, concerns, needs and conditions of the community.
- Focuses on local assets, resources, and activities.
- Focuses on gaps, barriers, or emerging needs.
- Views community from multiple perspectives.
- Incorporates partnerships with other organizations and segments of the community.

Importance of Community Assessment

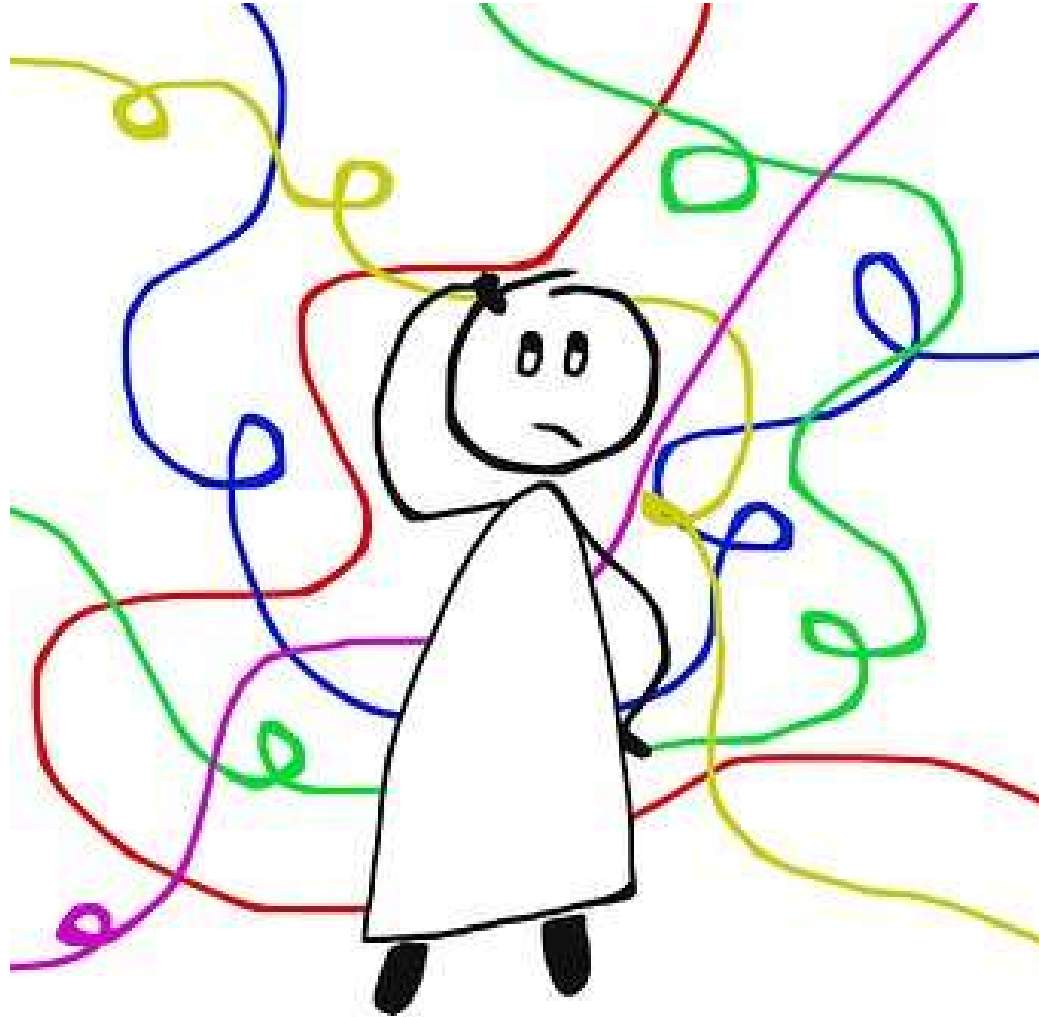
- It is important to create a “true picture” of the community or “community profile” including a comprehensive range of the needs, issues, resources – not just the needs and issues the agency has programs to address.
- Remember, **the CAA does not have to address all unmet community needs** by itself, but must address the unmet needs and identify how it selected the needs it will address.

CNA Paints a Picture

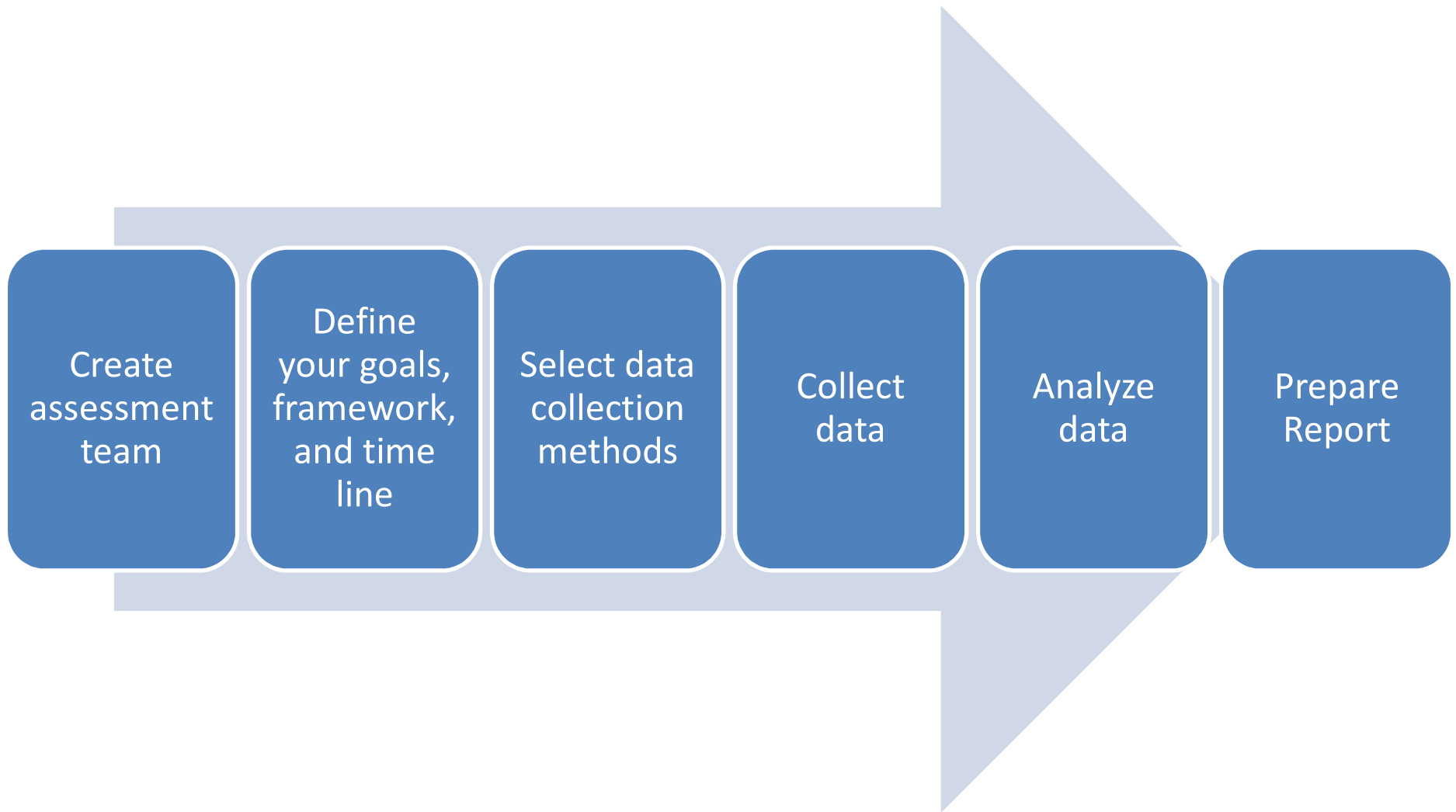
- Needs
- Resources
- Opportunities
- Trends



How?



6 Step Comprehensive Needs Assessment



I. Assessment Team – cross functional

- ❖ Program Managers
- ❖ CAA planning and development staff/experts
- ❖ Other agency staff:
 - Whose work makes them familiar with key partners, or
 - Whose work makes them familiar with participants
- ❖ Board Members
- ❖ Other organizations' leaders and/or community partners
- ❖ Expert consultants

Create
assessment
team

Role of Assessment Team

Set the Expectations

Define the community

Determine plan and timeline

Determine Budget

Collect data and timeline

Analyze and prioritize

Publicize and use

II. Define assessment goals

Define your
goals and
framework

- Goals should be identified before any data collection is initiated.
- Goals should clearly state what you expect to know when the assessment is complete.
- Goals will help determine the most appropriate data collection methods.
- Prioritize most important questions and data items.
- Identify key partners and sources of information.
- Discuss how you will organize your search.

Examples of assessment goals

- Assess level of poverty that exists within the community.
- Assess how well the needs of low income individuals and families are currently being met.
- Identify service barriers that limit the effectiveness of the current service network.
- Develop recommendations that will enhance the community's (and agency's) ability to address the concerns of low income individuals and families.

Organizing your Assessment Goals and Reporting Framework

Start with the end in mind.

Organize around these questions:

What do you want to know?

AND

What do you need to know?

How are you going to use the information?

Information that is actionable...

Principles for the Framework

- There are things we want to know about at three levels of need:
 - Individual
 - Community
 - Agency
 - In order to assure you are going to gather data in all these areas, you need to organize your assessment process around a series of key questions
 - Who has the answers??
 - How can you get those answers ?
 - Quantitative and Qualitative data
-

III. Data Gathering

Common data sources

Select data
collection
methods

Collect data

III. Data Gathering

Common data sources

Statistical
Data

Key Informant
Interviews

Community
Forums

Surveys

Focus Groups

Quantitative Data



Quantitative Data

Statistical Data; Social Indicators; Partnership's CNA Tool

- Demographic (Census)
- Vital statistics (health, education, employment, mental health, substance abuse, etc.)
- Service utilization (Medicaid, food stamps, public assistance)
- Other organization reports
- **Agency data!**

Agency Data

Using whatever data system or methods you have to track who is being served and with what programs, consider...

- ❖ Who is being served?
- ❖ What are their demographics?
- ❖ What programs are being utilized?

Then compare agency data with quantitative and qualitative that has been collected.

Community Commons

The screenshot displays the Community Commons website interface. The browser's address bar shows the URL <https://www.communitycommons.org/groups/>. The page lists several hubs:

- Ozarks Health Commission**: Ozarks Health Commission Hub. Public Hub / 8 members. Includes a logo and a link to [Hublets](#).
- Creating Healthy Communities - Ohio**: A chronic disease prevention program dedicated to making the healthy choice the easy choice for all Ohioans. Private Hub / 95 members. Includes an icon of houses and trees.
- Community Action Partnership**: Welcome to the Community Action Partnership's Comprehensive Community Needs Assessment (CCNA) Tool and Mapping Hub. The CAP Hub acts as your entry path into an online tool with multiple features that allow for t [...]. Public Hub / 660 members. Includes an icon of two hands forming a heart.
- Ag Site Assessment Tool**: The Ag Site Assessment Tool (AgSite) is designed by University of Missouri Extension as an educational tool that generates a report on the physical, cultural and environmental characteristics of a selected parcel [...]. Public Hub / 66 members. Includes an image of a donkey.

On the right side of the page, there is a vertical list of links: [Prevention](#), [transportation](#), [transportation policy](#), [Urban Agriculture](#), [urban farming](#), [weight of the nation](#), [workplace wellness](#), [Workplace Wellness Program](#), and [youth](#).

The Windows taskbar at the bottom shows the search bar with the text "Type here to search", several application icons (including Edge, File Explorer, and Mail), and the system tray with the date and time: 10:20 AM, 5/5/2017.

Community Commons

your entry into an online tool with multiple features that allow for the efficient use of data and mapping as part of a larger community needs Assessment process. Here, you can measure and visually represent the fundamental drivers of poverty in your community through an array of census data sets, a report generator, and a mapping tool.

Using the Comprehensive Community Needs Assessment (CCNA) Tool

The CCNA Online Tool provides a significant amount of the secondary data that will assist you in completing comprehensive community needs assessment with the click of a button.

[How to Use the CCNA Report Tool](#)

[Start a New Assessment](#)

[Learn About the Data](#)

The CCNA tool allows you to:

- Select state(s) and county(ies) to be included in your report (i.e. Indiana, Porter County; New York, Albany County, Rensselaer County, Schenectady County);
- Select specific data elements (Demographics, Employment, Education, Housing, Income, Nutrition, and Health Care);
- Preview a draft report;
- Download a draft report onto your desktop in a Microsoft Word document that is fully editable. From there you can add text, tables, maps

Community Commons

The screenshot shows a web browser window with the URL <https://assessment.communitycommons.org/chna/selectarea.aspx?reporttype=CAP&groupid=614>. The page features the Community Action Partnership logo and the title "Community Needs Assessment Online Tool". There are two tabs: "County" (selected) and "Saved Area". A dropdown menu for "Michigan: Select County" is open, showing options: Alcona County, MI; Alger County, MI; Allegan County, MI; Alpena County, MI; and Antrim County, MI. Below this is a "Report Area Selection" dropdown menu. On the right side, there are two buttons: "View Report" (highlighted with a red border) and "Save Area". A "How to Get Started?" section contains a numbered list of instructions.

Community Action Partnership

Community Needs Assessment Online Tool

County Saved Area

Michigan: Select County » Select State

- Alcona County, MI
- Alger County, MI
- Allegan County, MI
- Alpena County, MI
- Antrim County, MI

Report Area Selection

View Report

Save Area

How to Get Started?

1. Select the report area of interest. The report area can be defined by County.
2. Once you have selected the report area, you may choose to save it for future reference by clicking the "Save Report Area" button.
3. Check out the [indicators data list](#) to see what's included in the report.
4. See our [support page](#) to learn more about how to create and customize a report.

Community Commons

Report Area

Kalamazoo County, MI

Data Category

Population Profile | Employment | Education | Housing | Income | Nutrition | Health Care

Population Profile

Data Indicators

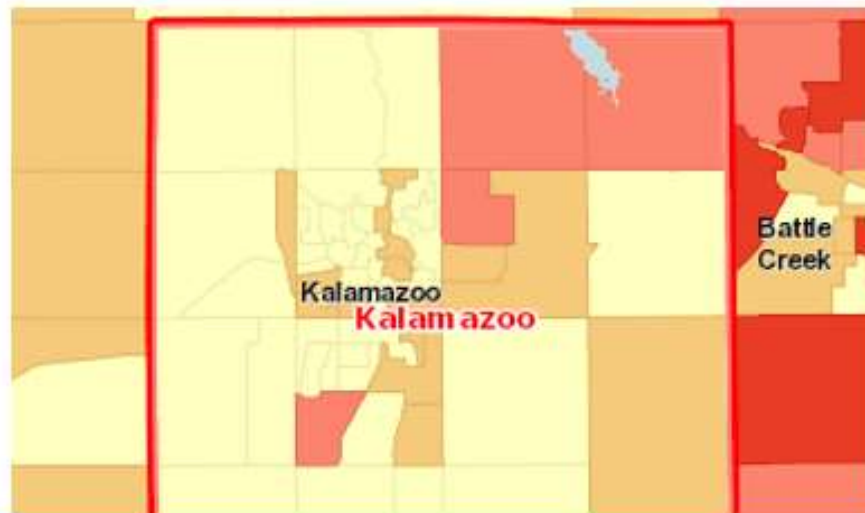
- Population Change
- Age and Gender Demographics
- Race Demographics
- Veterans, Age and Gender Demographics
- Poverty
- Poverty Rate Change
- Households in Poverty
- Poverty Rate (ACS)
- Families in Poverty by Family Type
- Family Poverty Rate by Family Type
- Poverty Rate Change (Age 0-17)
- Poverty Rate Change (Age 0-4)
- Poverty Rate Change (Age 5-17)
- Poverty Rate Change (Age 0-4)
- Child Poverty Rate (ACS) Ages 0-17
- Child Poverty Rate (ACS) Ages 0-4
- Child Poverty Rate (ACS) Ages 5-17
- Seniors in Poverty

Veterans, Age and Gender Demographics

Veterans, Age and Gender Demographics show the number of veterans living in the report area. According to the American Community Survey (ACS), 7.44% of the adult population in the report area are veterans, which is less than the national average of 8.32%.

Report Area	Veterans Total	Veterans Male	Veterans Female	% Pop over 18 Total	% Pop over 18 Males	% Pop over 18 Females
Kalamazoo County, MI	14,851	13,825	1,026	7.44%	14.31%	1%
Michigan	626,722	588,384	38,338	8.2%	15.87%	0.97%
United States	20,108,332	18,529,804	1,578,528	8.32%	15.81%	1.27%

Data Source: US Census Bureau, American Community Survey, 2011-15. Source geography: County



Veterans, Percent of Total Population by Tract, ACS 2011-15



Statistical Data Pros and Cons

Pros

- Low cost
- Moderate level of expertise
- Easily accessible through the Internet
- A good source of comparative data

Cons

- Many are based on reported incidence only
- Data can be outdated
- Descriptive, not causal, data
- May not be available for smaller geographic areas

Qualitative Data



Qualitative Data

(Quality – explores)

- Narrative, themes, perceptions
- Available community resources
- At-risk or threatened resources
- Unmet community needs
- Current barriers to accessing services

External

- Key Informant Interviews
- Community Forums
- Focus Groups
- Surveys

Internal

- Agency Capacity
- Surveys

Surveys – both qualitative and quantitative



- Use short questions that can be answered with check lists, scales, and/or multiple choice responses. Limit open ended questions.
- Pre-test the survey to ensure that it is easily understood and elicits the type of information you are seeking.
- Consider providing an incentive for participating in the survey—especially for mail surveys.

Survey Pros and Cons

Pros

- Can collect information from large numbers of people
- Data from representative samples can be generalized to the community at large
- Can collect a variety of types of information (behavior, beliefs, etc.)

Cons

- Can be expensive and labor intensive
- May require extensive follow-up to generate sufficient number of responses
- **Must be carefully designed to produce reliable data**

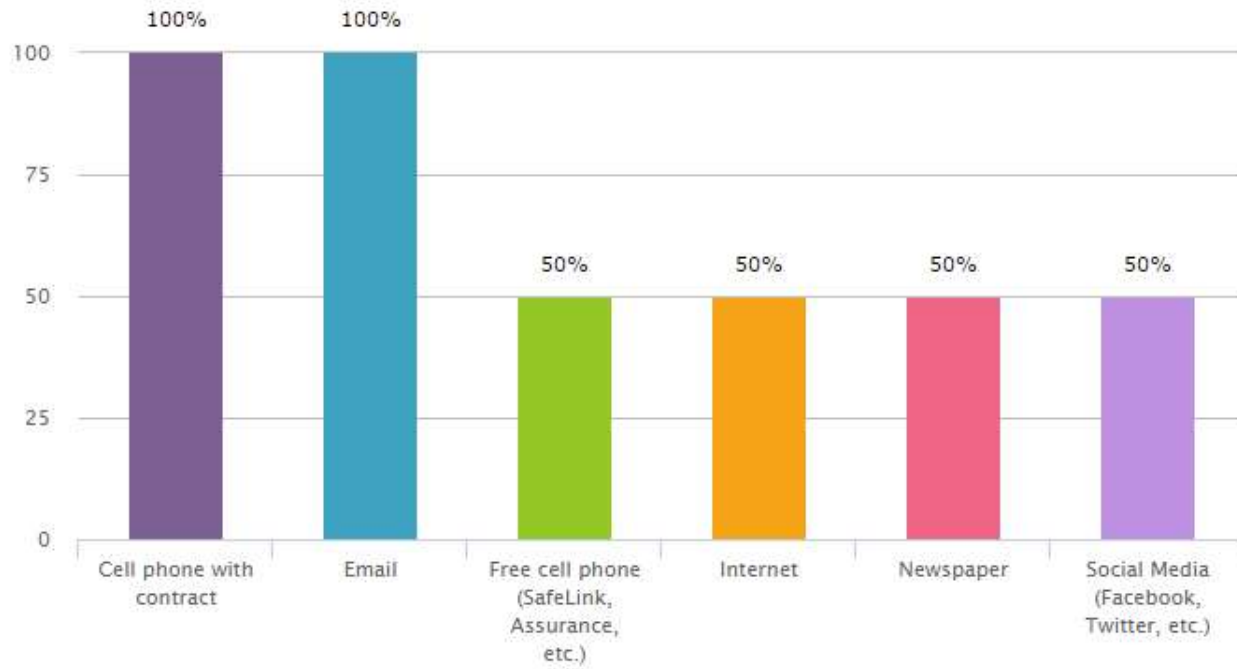
Survey Format

- ❖ Make questions match with proper tenses; grammatical consistency among multiple choice options; etc.;
 - ❖ Use clear, easy-to-understand words and phrases;
 - ❖ Ensure the same voice is used throughout and across all survey sections;
 - ❖ Keep rating scales, categories, and response options consistent;
 - ❖ Base categories on U.S. Census for comparison to other sources;
 - ❖ Place difficult or threatening questions closer to the end of the survey
-

Survey Question Format

- ❖ Use standard questions when possible (Census, Survey Monkey);
 - ❖ Use full sentences;
 - ❖ Ask one question at a time, no “double-barreled” questions;
 - ❖ Eliminate jargon;
 - ❖ Consider reading level: use short sentences and simple words;
 - ❖ Avoid double negatives;
 - ❖ Use exhaustive and mutually-exclusive response options;
 - ❖ Use a single construct for response options;
 - ❖ Don't make assumptions about knowledge; and
 - ❖ Avoid difficult recall questions, provide a time frame.
-

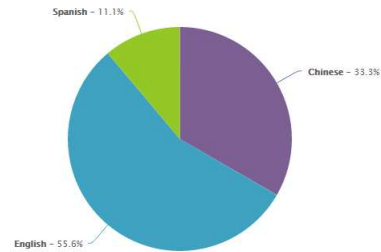
15. Which of the following do you or other members in your household use? (Please check all that apply):



Value	Percent	Count
Cell phone with contract	100.0%	2
Email	100.0%	2
Free cell phone (SafeLink, Assurance, etc.)	50.0%	1

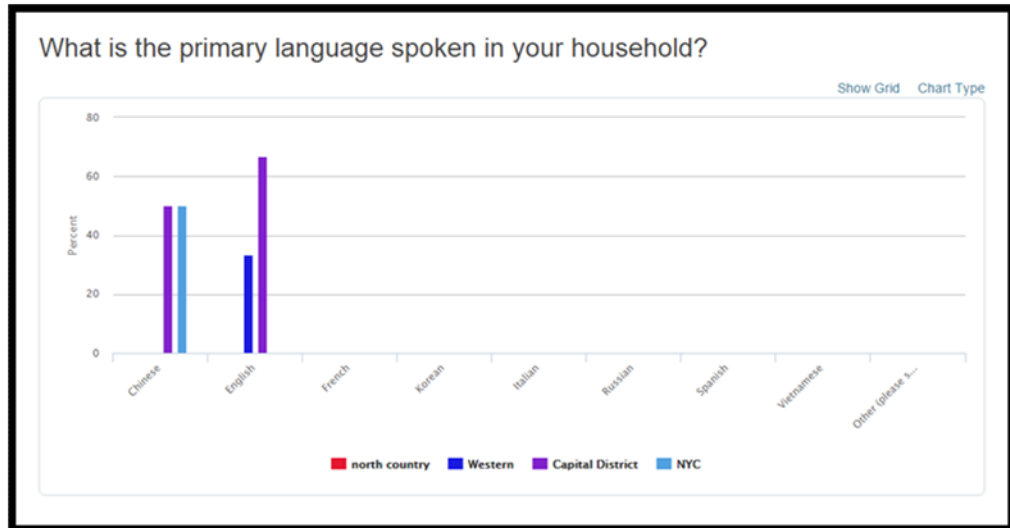
Report

4. What is the primary language spoken in your household?



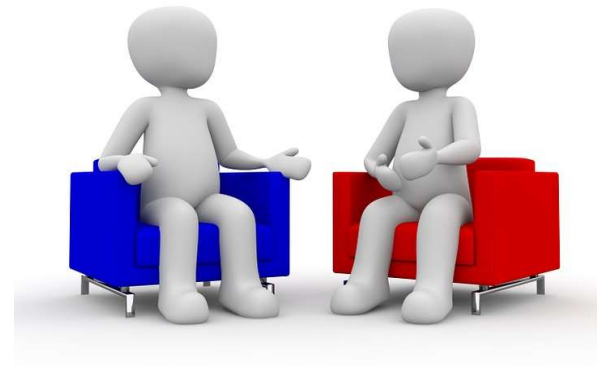
Value	Percent	Count
Chinese	33.3%	3
English	55.6%	5
French	0.0%	0

Statistics
Total Responses



Key Informant Interviews

- One-on-one interviews with individuals who represent important community constituencies.
 - Local leaders, elected officials, partner leadership
 - Board Members
 - New & Potential Partners
- Obtain an informed perspective by those working in the field.
- Can help focus the needs assessment on particular issues of concern.
- Can provide information about community organizations and available services.



Key Informant Pros and Cons

Pros

- Low cost
- Can help establish connections with key individuals and agencies that may be of assistance in the future

Cons

- Structured conversation
- Need a skilled interviewer
- Can be time consuming
- Key informants may have professional biases

Focus Groups



- Focused on specific discussion topic
 - Led by a skilled facilitator to keep the group on topic.
 - Non-threatening environment
- Group discussion is carefully planned in which people are free to talk openly and express their opinions.

Focus Groups

- The groups' composition is an important consideration.
 - Homogenous group with several topics
 - Different groups that focus on a specific topic
- Can be used to collect qualitative data not captured by surveys:
 - Generate and screen new ideas
 - Identify key issues for further follow-up
 - Provide insight about particular needs and concerns
- A recorder is essential.

Focus Group Pros and Cons

Pros

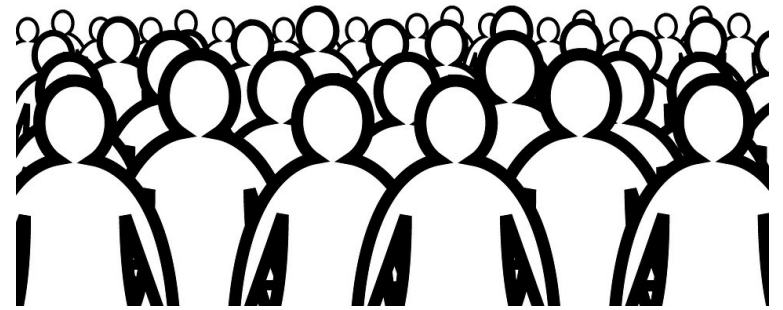
- Low cost
- Good source of qualitative data
- More formal, controlled approach than community forums

Cons

- Need a highly skilled facilitator
- Groups do not constitute representative samples
- Should not be used to attain consensus

Community Forums

- Organize around communities of interest
 - Large public discussions
 - A gathering of community members to involve them in defining and discussing needs
- Detailed agenda KEY.



Community Forum Pros and Cons

Pros

- Inexpensive and relatively easy to arrange
- Can raise awareness about both the CAA and issues affecting low income individuals and families
- Can help build community ownership of the issues
- May identify new concerns

Cons

- No control over who comes
- Group may not be representative of the community
- Can be hard to manage with a large turnout
- May not be able to provide an in-depth understanding of all the issues

Okay, I Have Data. Now What?

- Interpret/Analyze
- Organize data and findings
- Frame
- Share the results
- How can you continue to use the data and analysis?



V. Compile & Analyze the Data

- Assessment means **analysis**, not compilation
- The final report communicates the agency's judgments about what the data and opinions means and focuses on choices for the next strategic plan.
- The beginning can include:
 - Statistics and community assets to be combined into a profile of the community
- Organize the findings into the framework selected and analyze the results related to needs, assets and suggested solutions

Use the data to identify needs and service gaps

- Use quantitative data to develop a community profile:
 - Demographic
 - Economic
 - Social
- Use qualitative data sources to identify:
 - Available community resources
 - At-risk or threatened resources
 - Unmet community needs
 - Current barriers to accessing services

Identifying key findings

Questions to ask to identify “key findings” :

- What are the areas of greatest community need?
 - Can you identify the population that is most in need?
 - The geographical area that is most in need?
 - What do our customers most need?
 - What is currently being done to address the need?
 - Who has control, or partial control over the need?
-

Issue Prioritization

- **All of the issues are important** and have an effect on poverty and the community. By prioritizing issues, an agency with limited time and resources can:
- determine which issue to address,
- whether to address one issue more comprehensively may help to solve other issues, or
- whether an agency should let it be addressed by others.

After prioritizing issues, the agency can then move on to determine goals, objectives and action steps for their strategic plan.

Finally, prioritization can help the agency focus on areas for new funding, trying new strategies, developing more partnerships, integrating services and creating change.

Prioritization Methods

- <http://archived.naccho.org/topics/infrastructure/accreditation/upload/Prioritization-Summaries-and-Examples-2.pdf>
 - Multi-voting Technique
 - Strategy Grids
 - Nominal Group Technique
 - The Hanlon Method
 - Prioritization Matrix
-

Nominal Group Technique

1. Establish group structure (CNA committee)
 2. Review the needs generated from the assessment.
 3. List them on a flip chart for the group to view.
 4. Group discussion on how well each listed item measures up to the criteria that was determined by the team prior to the NGT process.
 5. Anonymous ranking – On a note card, all participants silently rank each listed health problems on a scale from 1 to 10
 6. Repeat if desired – Once the results are displayed, the group can vote to repeat the process if items on the list receive tied scores or if the results need to be narrowed down further.
-

Multi-Voting Example

- Narrow down a list of needs identified by an agency assessment, to three-five priority focus areas.
 - Steps:
 1. Round-one vote – On a note card, all participants anonymously voted for as many needs as desired.
 2. Update list – All votes were tallied and the needs receiving three or more votes are posted.
 3. Round-two vote – All participants voted up to three times for the remaining needs.
 4. Update list – All votes were re-tallied and the three receiving less three or more votes were posted for the group to view.
-

	Services for drug & alcohol	Skill Trng. For Employment	Affordable Housing	Access to Health Care	Lack of Jobs	Lack of Transportation
Services for drug & alcohol		Employment Skill Trng.	Housing	Access to Health Care	Lack of Jobs	Services for Drug & A
Skill Trng for employment	Employment Skill Trng.		Housing	Access to Health Care	Lack of Jobs	Employment Skill Trng.
Affordable Housing	Housing	Employment Skill Trng.		Access to Health Care	Lack of Jobs	Housing
Access to Health Care	Access to Health Care	Employment Skill Trng.	Access to Health Care		Lack of Jobs	Access to Health Care
Lack of Jobs	Lack of Jobs	Lack of Jobs	Lack of Jobs	Lack of Jobs		Lack of Jobs
Lack of Transportation	Services for D & A	Employment Skill Trng.	Housing	Access to Health Care	Lack of Jobs	

Results

Services for Drug/Alcohol Abuse	2
Skill Training for Employment	6
Affordable Housing	5
Access to Health Care	7
Lack of Jobs	10
Lack of Transportation	0

VI. Putting it all together in a report

A good needs assessment report will:

- Describe the assessment goals and methods
- Present the “raw” data
- Summarize the data in key findings
- Relate the findings to the selected priorities and recommendations



Table of Contents

Needs Assessment Methodology	1
Agency Profile	6
XX County Profile	10
XX County Poverty Profile	11
City of XX Poverty Profile	15
Key Findings	16
Focus Groups Summaries.....	25
Head Start Partner Survey Summary	30
Customer Survey Summary	31
Community Partner Survey Summary.....	39
BOD, Staff & Community Partner Survey Summary	41
Customer Satisfaction Survey	55
Quantitative Data for XX County	61
Population Profile	61
Employment	68
Education	72
Housing	73
Income	76
Nutrition	77
Health Care	80
Supporting Documents	83
Data Source List	115

Methodology

- **Qualitative Data:** Survey Methodology The agency conducted a total of six surveys during the time period March 2015 through January 2016. The customer survey is thought to be a vital source of information in program planning, based on its target audience and the significant number of respondents.
- **Quantitative Data:** Data was extrapolated from the online needs assessment tool. Available on Community Commons, the tool collects information from a variety of state and federal sources and compiles into a single downloadable report

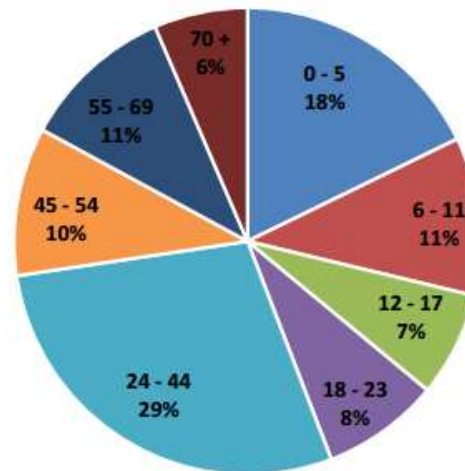
Agency Profile	6
XX County Profile	10
XX County Poverty Profile	11
City of XX Poverty Profile	15

Individual Demographics

Of the 9,437 individuals served, the agency captured demographics for 8,857 individuals:

- Mission
- Vision
- Programs
- Services
- Demographics →

Age Breakdown



Race/Ethnicity

- 86% Caucasian
- 7% Black / African American
- 5% Multi-Racial
- 5% Hispanic or Latino
- 95% Non-Hispanic or Latino

Education (Adults 24+)

- 3% 0 – 8th Grade
- 17% 9 – 12th Non Graduates
- 51% HS Graduates/GED
- 16% Some Post-Secondary Education
- 13% 2 or 4 Year Degree

County and City:
 Demographic Overview (location)
 Poverty
 Census Tract

Key Findings 16

❖ Causes and Conditions of Poverty

❖ Community Needs:

- Living Wage Jobs
- Transportation
- Housing
- Child Care
- Adult Education
- Mental Health Services
- Substance Abuse
- Youth / Family Activities
- Public Relations

Could include Recommendations with the Key Findings

Causes and Conditions of Poverty

- “The Community Needs Assessment Work Group reviewed and analyzed the quantitative and qualitative data assembled in this document. The group recognized and discussed at length the interconnectedness between the causes and conditions of poverty.”
- “Cause of poverty is defined as a “negative factor that creates or fosters barriers to self sufficiency and/or reduces access to resources in communities in which low-income individuals live”
- “Condition of poverty is defined as a “negative environmental, safety, health and/or economic condition that may reduce investment or growth in communities where low-income individuals live.”

What are Causes and What are Conditions?

Condition of poverty – A negative environmental, safety, health, and/or economic condition that may reduce investment or growth in neighborhoods where people of low income live.

- The state or status of individuals, families and communities that impact on their well being and quality of life.

Cause of Poverty – A negative factor that creates or fosters barriers to self-sufficiency and/or reduces access to resources in neighborhoods where people of low income live.

- The demographics which drive the economy; the economy and social values (attitudes) which drive public policy.
-

What are Causes and What are Conditions?

If we are looking at employment issues,

- **A condition:** being unemployed or underemployed. Individuals are unable to find work.
 - This could be expressed by the rate of unemployment in the community.
 - The **cause** could be lack of job opportunities
 - because they were lost due to change in economics of the community
 - because of a reduced need for a product or service,
 - because of changed tax (or other business related) policies
 - because there are no businesses or industries in the area.
-

Integrating Data

- According to the **Department of Labor**, the average weekly wage in XX County for the time period April through June 2015 was \$757 compared to \$1,180 statewide. It is estimated that the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full time (2,080 hours per year) is \$24.58 for a family of one adult and one child (Massachusetts Institute of Technology Living Wage Calculator, 2010- 2014).
- **More than half of households served through the agency are employed.** 36% report employment as the only source of household income; 18% report employment plus other sources of income.

Integrating Data

- **The agency's major constituent groups – community partners, board and staff members – cited the lack of living wage jobs as the most negative aspect of living in Jefferson County.** The same constituencies identified lack of employment opportunities as the leading cause of poverty in XX County.
- **Nearly one-third of low-income households surveyed** indicated that at least one member of the household is actively seeking employment. One in four households reported that a member of the household is having difficulty finding or keeping a job. 30% of those surveyed indicated they would be interested in improving their computer skills while nearly 19% are interested in job search skills.

Statements of Need

- The community lacks living wage jobs (C)
- Low-income individuals lack the skills, experience, education to be competitive in the job market (F)
- The community lacks public transportation, particularly outside the city and in rural areas (C)
- Low-income households lack access to a car or are unable to afford vehicle maintenance (F)

Focus Groups Summaries.....	25
Head Start Partner Survey Summary	30
Customer Survey Summary	31
Community Partner Survey Summary.....	39
BOD, Staff & Community Partner Survey Summary	41

- Summaries of discussion (open ended questions)
- Summary of aggregate data.
- Survey questions (in appendixes)

Quantitative Data for XX County	61
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Health Care	80

- Data from Community Commons and other sources.
 - National data
 - State data
 - County data
 - City/town/neighborhood data
- Can integrate the summary of qualitative data into the quantitative data.

Supporting Documents	83
Data Source List	115

- Participant lists for focus groups
- Survey instruments
- Survey response lists
- Other data sources

Utilize & Communicate

- How do we utilize our comprehensive community needs assessment?
 - *It shouldn't stop with the requirement or just sit on the shelf*
 - **Who needs to know?**
 - Legislators
 - Community partners
 - Staff in the agency
 - **What do they need to know?**



Communicate

- How can you communicate it
 - Graphically
 - Report
 - Summary (key findings and recommendations)
- Where can you communicate it
 - Website
 - Partner meetings
 - Social media
 - Face book
 - Twitter
 - Blogs

Questions in Reviewing the Community Needs Assessment Report

Not everyone thinks in pictures so here are some sentences that would help organize the data

1. My community includes the following demographics...
2. My community has important resources that help families address the elements of poverty...
3. My community needs the following resources to help families to address the elements of poverty...
4. Families in my community need the following support if they are to address the elements of poverty...
5. Potential partners for my agency include that following organizations that provide specific services.....

Bridge to Planning

Questions to ask to begin to make recommendations for Strategic Planning :

- What are the areas of greatest community need?
 - What can be done to address the need?
 - Who should address the need?
 - Do we have control, or partial control over the need?
 - Which need are we best positioned to address—either alone or with partners?
 - What capabilities do we have to address the need?
 - What existing programs can address the need?
 - What might we change in our agency that can help address the need?
 - What can we reasonably expect to accomplish in the next few years?
 - What resources will be required?
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