

**Attachment 25: Evaluation Commitment Letter(s)**

**Milwaukee, WI**

**Milwaukee\_WI\_Attachment\_25.pdf**

# Planning Council

for Health and Human Services, Inc.

June 6, 2008

Mr. Tony Pérez  
Secretary – Executive Director  
Housing Authority of the City of Milwaukee  
P.O.Box 324  
809 North Broadway  
Milwaukee, WI 53201

Dear Mr. Pérez:

The Planning Council for Health and Human Services, Inc., is pleased to support the Housing Authority of the City of Milwaukee (HACM) and its residents in their submission for a HOPE VI grant to revitalize a new set of targeted scattered sites.

The Planning Council is a private, non-profit research and planning organization that has been operating in southeastern Wisconsin since 1966. We are governed by a volunteer board of 20 community members and served by a talented team of 14 dedicated professionals. The organization has an annual budget of over \$1.2 million from a variety of funding sources that support a range of planning, research, and evaluation projects.

The Planning Council has provided the Housing Authority with planning and research assistance in a number of areas over the past fifteen years. Notably, we have served as the external evaluation partner for HACM for the most recently funded HOPE VI Scattered Sites project. We have assisted with evaluations of Hope VI projects at the Hillside Terrace, Parklawn, Town Homes at Carver Park, and Highland Park family housing developments. The Planning Council also developed a system for reporting results for Drug Elimination Grant programs, and facilitated the coordination of HUD's Family Self-Sufficiency program.

The Planning Council will build on its extensive experience with HACM to address the evaluation questions identified in the present grant. The attached evaluation plan describes the components of the evaluation, the staffing, budget, and timeline.

The Planning Council has a strong record of contributing additional service beyond its charges to the Housing Authority. We are pleased to continue in that tradition to support this important work. The entire budget for evaluation of the five year project is \$186,633 which includes a contribution from the Planning Council of \$20,000 over this time period.

Please contact me if there are questions regarding this proposal. We look forward to working in partnership with the Housing Authority in documenting the revitalization of the new targeted HOPE VI scattered sites.

Sincerely,



Kathleen Pritchard, Ph.D.  
Executive Director

#### Attachments:

- Evaluation Plan and Narrative
- Evaluation Workplan
- Hope VI Evaluation Budget

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## **Evaluation Proposal for the Housing Authority of the City of Milwaukee's Scattered Sites HOPE VI Revitalization Project**

The Planning Council for Health and Human Services, Inc. proposes to perform a third party evaluation of the Housing Authority of the City of Milwaukee's Scattered Sites HOPE VI project.

The Planning Council is an independent non-profit organization that provides information, research, evaluation and consultation addressing community needs throughout Southeastern Wisconsin. We are governed by a diverse board of 20 volunteers and served by a staff team of 14 talented professionals. We are engaged in a wide range of planning, research and evaluation projects on issues including substance abuse treatment and prevention, long-term care for people with disabilities, housing for people with mental illness, strengthening neighborhoods, public housing and anti-violence initiatives.

Direct involvement with Milwaukee's Housing Authority includes more than 15 years in assisting in evaluation efforts, including the most recent HOPE VI Scattered Sites project. We have been involved with the external evaluations of Hillside Terrace, Parklawn, Town Homes at Carver Park, and Highland Park family housing. We have also conducted the evaluation of the Fatherhood Initiative and Drug Elimination Grant programs. These efforts have demonstrated our ability to work with complex data sets and produce high quality evaluation results based on both quantitative and qualitative data.

For the new targeted HOPE VI Scattered Sites project, the Planning Council's evaluation plan has three components that will allow an examination of the following:

1. structure of services, recognizing that the Scattered Sites HOPE VI program design invests in a coordinated and collaborative approach that requires the engagement of a number of partner agencies and organizations outside the Housing Authority;
2. processes and activities that are implemented through the structure, emphasizing how the structure and processes match the design and benefit both clients and the community; and
3. targeted outcomes of the design that measure the degree to which the structure and processes contribute to addressing residents' needs. Outcomes will focus on the following:
  - impact of revitalization on the lives of residents;
  - nature and extent of economic development generated in the community;
  - effect of the revitalization on the surrounding community, including spillover revitalization activities, property values, etc; and
  - integration of the physical and social aspects of the HOPE VI scattered sites revitalization strategy for achieving the project's stated goals.

# **Evaluation Proposal for the Housing Authority of the City of Milwaukee's Scattered Sites HOPE VI Revitalization Project**

## Structure of Services

The program design describes a comprehensive coordinated and collaborative approach that requires the services of a number of agencies and organizations working as partners with the Housing Authority. The evaluation will survey residents at the beginning, middle and end of the project to document residents' use of support services, including those services associated with the project and those services that residents may be involved in beyond those associated with the project. This will permit a measure of resident engagement with the Community and Supportive Services (CSS) program design and the integrity of the comprehensive approach.

## Process

Two interview schedules will be used to describe and test the degree to which the CSS service plan addresses the needs of participating residents and their families. The first interview schedule will track the experience of residents with the program and its various services. The second set will focus on the case management services offered by the program. The interviews will occur at the beginning, middle and end of the project.

## Outcomes

The evaluation will use data collected by the Housing Authority and its partners to describe families' economic status and prospects at the beginning and end of the project. This information will be supplemented by survey data collected from program participants at the end of the project, capturing the current economic status of the family and their expectations for future economic success. Supplemental data from the Milwaukee Police Department's crime statistics, TANF/Food Shares records, UI Quarterly Earnings Records, school records, EITC filings, and Property Valuation Records from the City Assessor's Office will be used to address additional evaluation requirements for the project.

These data sets will be used to address the impact of the revitalization on the lives of the residents, the nature and extent of economic development generated in the community, and the effect of the revitalization effort on the surrounding community. Included are the effects on spillover revitalization activities, property values, and the integration of the physical and social aspects of the Hope VI scattered sites revitalization strategy for achieving the project's stated goals.

## Planning Council Contribution

The Planning Council has traditionally contributed a number of hours of service beyond those it has charged to the Housing Authority. This contribution included work identified in the budget as well as additional hours that are leveraged through contracts with other community partners. The total budgeted contribution from the Planning Council for this project is \$20,000 over the five year period, contributing to the \$186,633 budget for evaluation.

**Evaluation Proposal for the  
Housing Authority of the City of Milwaukee's  
Scattered Sites HOPE VI Revitalization Project**

Project Staff:

The Planning Council uses a team approach to its work, allowing us to draw upon the expertise, skill sets, and passions of the staff. The project staff has been chosen for their expertise in evaluation and research methods, their extensive experience in evaluating federally funded projects, and their specific experience in working with the Housing Authority to evaluate past HOPE VI projects.

***Patricia Batemon, Senior Researcher***

Patricia Batemon earned a Master's of Science degree in Organizational Leadership and Quality from Marian College in Fond Du Lac, Wisconsin. Ms. Batemon has worked in the field of human services for over fifteen years, primarily in the areas of program evaluation, community advocacy, and leadership development. Ms. Batemon has considerable experience with qualitative data collection and analysis, including conducting qualitative interviews with culturally diverse populations. Ms. Batemon has served as the lead evaluator on past HOPE VI projects with the Housing Authority, successfully conducting key informant interviews with residents and case reviews with direct service staff.

***Lisa Larson, Research Director***

Lisa Larson earned her Ph.D. in Child Clinical Psychology from Southern Illinois University. For the past 15 years, she has been conducting applied research and program evaluation for the Planning Council. Dr. Larson has extensive experience in working collaboratively with stakeholders in evaluation design and in the collection, analysis, and interpretation of data. Dr. Larson has served as the lead evaluator for multiple federal grants, including six SAMHSA/CSAT grants and two Drug Free Communities grants.

***Peter Zarimba, Project Consultant***

Peter Zarimba is an established evaluator and an expert in managing multiple and complex data bases, with a particular emphasis on public housing. Mr. Zarimba has over ten years of experience conducting research and evaluation for the Housing Authority. His past work included coordinating the analysis of secondary databases relevant to the present project (e.g., HACM, Legacy Bank, City Assessors Office, and SWICA files).

The project timeline identifies the major project activities and deliverables. The budget is attached.

Scattered Sites HOPE VI Evaluation Workplan

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<b>Main Project Activities</b>					
1. Project Administration					
A. Finalize Research Design	■ ■ ■ ■				
B. Quarterly Meetings with HACM Administration	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
2. Access/Integrate HACM Databases					
A. MTCS & HACM Tracking Systems	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
B. Resident Employment Programs	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
C. Public Safety	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
D. Tenants Accounts Receivable	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
E. Revitalization	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
3. Access/Integrate Other SecondaryData Sources					
A. MPD Crime Statistics	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
C. Milw Co CARES Food Stamps Records	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
D. UI Quarterly Earnings Records	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
E. MPS/CLC Participation/Achievement levels	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
F. Legacy Bank Transaction Accounts, EITC Filings	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
G. City Assessor's Office Property Valuations	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
4. Primary data collection					
A. Design data collection instruments and protocols	■ ■ ■ ■				
B. Resident Surveys	■ ■ ■ ■	■ ■ ■ ■		■ ■ ■ ■	■ ■ ■ ■
C. Schedule A of resident interviews	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■		■ ■ ■ ■
D. Schedule B of resident interviews (CM focus)	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■		■ ■ ■ ■
5. Data analysis					
- CSS Program description		■ ■ ■ ■		■ ■ ■ ■	■ ■ ■ ■
- Resident characteristics	■ ■ ■ ■	■ ■ ■ ■		■ ■ ■ ■	
- Employment & earnings levels	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
- Educational outcomes		■ ■ ■ ■		■ ■ ■ ■	■ ■ ■ ■
- Crime/public safety	■ ■ ■ ■	■ ■ ■ ■		■ ■ ■ ■	
- Rents billed/paid	■ ■ ■ ■		■ ■ ■ ■		■ ■ ■ ■
- Assets Building (transaction accounts, EITC filings)		■ ■ ■ ■		■ ■ ■ ■	■ ■ ■ ■
- Economic development/revitalization spillovers			■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
6. Reports					
A. Draft reports	Baseline		Mid-Point		Final Summary
- Summarize current findings	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
- Disseminate for Review	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
- Final edits	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
B. Summary / Final Reports	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■

HOPE VI evaluation workplan

SCATTERED SITES HOPE VI BUDGET

Evaluation Activities	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	5 Yr Total
<i>Project Administration</i>						
Communications/Research Design	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$5,000</b>
Logistics/Participant Tracking	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$10,000 (2)</b>
<i>Primary Data Collection</i>						
Instruments	\$3,333	\$0	\$0	\$0	\$0	\$3,333
Set up Survey and Interview frames	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Conduct Surveys and Interviews	\$8,300	\$8,000	\$8,000	\$8,000	\$8,000	\$40,300
Code and entry of data	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Tabulate results	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$20,000</b>
subtotals	<b>\$18,633</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$78,633</b>
<i>Secondary Data Analysis</i>						
Construct / enhance existing databases	\$3,000	\$0	\$3,000	\$0	\$3,000	\$9,000
Tabulate secondary data	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
Statistical analysis	<b>\$3,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$7,000</b>
subtotals	<b>\$9,000</b>	<b>\$4,000</b>	<b>\$7,000</b>	<b>\$4,000</b>	<b>\$7,000</b>	<b>\$31,000</b>
<i>Reports</i>						
Draft reports	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$17,000
Final reports	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$35,000</b>
Ad hoc reports	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$2,000 (2)</b>	<b>\$10,000 (2)</b>
subtotals	<b>\$10,400</b>	<b>\$10,400</b>	<b>\$10,400</b>	<b>\$10,400</b>	<b>\$10,400</b>	<b>\$52,000</b>
<b>Amount to be billed to HACM (1)</b>	<b>\$39,033</b>	<b>\$30,400</b>	<b>\$33,400</b>	<b>\$30,400</b>	<b>\$33,400</b>	<b>\$166,633</b>
Add contributed hours	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$20,000</b>
Total Annual Budget	<b>\$43,033</b>	<b>\$34,400</b>	<b>\$37,400</b>	<b>\$34,400</b>	<b>\$37,400</b>	<b>\$186,633</b>

Budget Notes: (1) Planning Council costs include project staff time, materials, indirects costs and administrative overhead.

(2) Planning Council contributed hours to the project

HOPE VI budget