

# Kinds of Data

Guiding Questions for Analysis

# Agency Service Data

What services did we deliver? What strategies did we use?

## Data

Number served per program

Number on waiting lists  
and/or unserved

Number of particular service  
provided

Number of referrals made

## Analysis

- Did we provide the services we projected? (The number and types of services?)
- Were we able to serve everyone who requested a service we had to offer?
- Does the data identify any systems/policy issues related to eligibility?
- Did people request services that we could not address? What were they? For what population?
- Do we know which customers received multiple services?

# Agency Outcome Data

What happened because of our services and strategies?

## Data

Number of NPIs reported

Documentation of how outcomes are verified

Profiles of customers who achieved outcomes

Profiles of customers who did not achieve outcomes

Customer feedback

## Analysis

- Did we achieve the outcomes we projected? (The number and types of NPIs reported?)
- Did people receive services that did not lead to a change in status, but met an immediate need?
- Did the service resolve or avoid a crisis? How do we know?
- Can you connect services and outcomes for each customer?
- Which services or set of services produced the most outcomes.
- Do qualitative data support quantitative data?

# Demographic Data

What are the needs by population?  
Who are our primary customers?

## Data

Age

Gender

Race/ethnicity

Income

Employment

Family status

## Analysis

- Compare the population in need to those we have served.
- Are we serving our target population?
- Are there populations not achieving outcomes?

# Geographic Data

How are needs geographically distributed?

Are there issues with access and availability in certain areas?

## Data

Census tract/zip code

Available housing?

Service area

Where clients live

Transportation routes

## Analysis

- Where are the geographic intersections of needs?
- Where are the customers and needs located?
- Are there issues with access to services in any area?
- Do services lie along transportation routes?

# Fiscal Data

How are dollars spent? Expenses vs. Allocations?

## Data

Total Budget

Total Expenditures

Budget vs Actual

Cashflow

Assets and Liabilities

## Analysis

- What does it cost per service? Per outcome? Compared cost by program?
- Are the services we invest in producing outcomes?
- Are we investing in the greatest area of need?
- Are resources allocated equitably across populations?

# Human Resources Data

What is our capacity to achieve results?

## Data

Staffing by program

Staff expertise and credentials

Staff satisfaction

Staff turnover

## Analysis

- Do certain levels of experience or credentials result in better outcomes?
- What level of staffing correlates with performance?
- What is the “sweet spot” for compensation to retain satisfied and high performing staff?
- Do different departments retain staff at a higher rate than others?

# Community Resources

Existing? Emerging? Threatened?

## Data

Employers/industries

Education (K-12, community colleges, four year colleges)

Healthcare (hospital systems, mental health)

Service providers (public, nonprofit, private)

Community based organizations

Philanthropy

## Analysis

- Possible partners for specific areas of need:
  - Workforce development opportunities
  - Adult education supports
  - Affordable housing units
  - Other
- Referral networks and processes
- Funders
- Community engagement opportunities for our customers

# Identify Trends

Has the profile remained stable over the past several years?  
Is there more or less of something?

## Data

Comparison with last year

Comparison with last three years

Comparison with other providers

## Analysis

- Increases and decreases in specific areas (population, requests, services, etc.)
- Changes in priority of needs
- Consider if you can predict potential changes in future needs
- Are the trends you are seeing similar to other providers in the community?