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Achieving Community Change Through a New Framework: An Evaluation to Measure
Engagement and Understanding of Strategy Maps

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Abstract

A large collaborative effort to do a community assessment in Monterey County, California, identified goals and priorities in the areas of health, safety, education, and economic self-sufficiency (Impact Monterey, 2015). There were several initiatives and *collaboratives* working towards improving outcomes in the four areas, but there was recognition that there was a need to coordinate efforts both within and across the goals. In order to integrate their work and improve consistency across initiatives to drive *collective impact* and *community change*, the Network participants in Monterey County created four strategy maps which support a *collective impact* approach where participants develop mutually reinforcing activities with a common agenda and have a shared measurement system, continuous communication, and backbone support (Hanleybrown, Kania & Kramer, 2012). The strategy maps are an information management framework for Monterey County organizations to use which has a shared system enabling evidence-based, data and results-driven actions to drive *community changes*. A process evaluation project to identify participants' *engagement* in the countywide strategy map development process was conducted. This project provides feedback on participants' *engagement* levels and *understanding* of the strategy maps. The results will be used to improve the *engagement* process for Network participants with the goal of increasing the likelihood of achieving the community goals through *collective impact*.

Keywords: collective impact, engagement, understanding, community change, collaborative

Agency and Communities Served

The Monterey County Health Department (MCHD) is a public agency with a mission for optimal health outcomes for the community of Monterey. This agency provides support and resources to further enhance, protect, and improve the health of people in Monterey County (MCHD About, 2014). The MCHD has an overall vision of “creating a legacy of health together (MCHD About, 2014).” Services are provided through the health department to implement their mission which include public health, behavioral health, environmental health and clinic services (MCHD, 2014). The core values that guide the health department's services include integrity, respect, innovation, health equity, and excellence (MCHD About, 2014). The planning, evaluation and policy (PEP) unit is involved with getting grants for the community, data and epidemiology, communications for the city including social media, and health equity and community planning. The PEP department is primarily responsible for implementing the Health Department Strategic Plan, national accreditation for the department, and addressing policies that contribute to equitable health outcomes (MCHD PEP, 2014). The MCHD serves the entire county consisting of over 415,000 residents (MCHD Community Assessment, 2014). Of these residents 57% are Hispanic, 31% are white, 7% Asian/ Pacific Islander, 3% African American, and multi/other amounts to 3% (MCHD Community Assessment, 2014). The different cities of Monterey county include Carmel, Del Rey Oaks, Gonzales, Greenfield, King City, Marina, Monterey, Pacific Grove, Salinas, Sand City, Seaside, and Soledad (MCHD, 2011).

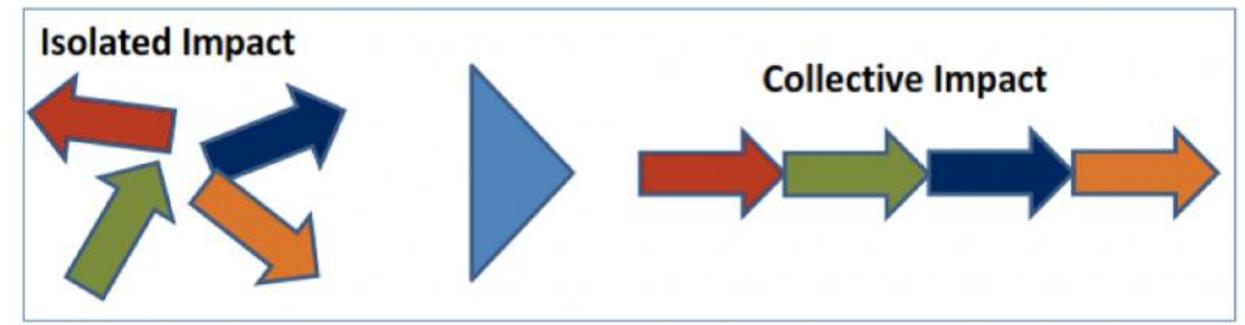
Issue to Address

A community needs assessment in Monterey County, California, in 2015 identified four goals across the areas of health, safety, education, and economic self-sufficiency. Moving forward, educational attainment will be addressed for the issue identification. Educational attainment is an important factor of concern for the community because limited education is one of the root causes of poor health (MCHD Community Assessment, 2014). Furthermore, education can affect an individual's lifetime income as well as their health behaviors (MCHD Community Assessment, 2014). Individuals with lower educational attainment and income levels have a higher prevalence of smoking, obesity, and are less likely to be physically active (MCHD, 2011). Throughout the county, only 70.7% of persons' age 25 and older have graduated from high school or higher compared to 81.8% of persons in the entire state of California (Census, 2015). Additional data from early child education shows that 25% of children are entering kindergarten when they are not socially or emotionally ready, and 42% of children are unable to read and write at grade level in third grade (Bright Beginnings, 2017). Data from the Impact Monterey Survey which received results from over 4,000 participants in the county show that $\frac{2}{3}$ participants would like to attain a higher level of education (Impact Monterey, 2015). The listed data from the Monterey County shows there is a need for greater efforts to be made to reach standards of education such as children reading at grade level by third grade and greater opportunities for adults to obtain opportunities for higher education, leading to greater health outcomes for the community.

To be able to address the issues, the advisory board for the assessment recognized that supports were needed to improve collaboration across the organizations working on tackling issues in these four areas. Many organizations working on their own were recognized as being

successful in their project areas, but a general fragmentation of strategies across many organizations trying to complete these complex goals of Monterey County was potentially undermining larger scale improvements in outcomes. Lack of collaboration and teamwork among organizations and collaborations can lead to wasteful redundancy if programs are not sharing their information, ideas and or resources (Bill Barberg, Personal Communication, April 6, 2017). Other issues with lack of collaboration or isolated impact includes time spent searching for and competing for funding. Isolated impact is defined as a type of approach that tries to find a solution and fund this solution through a single organization (Tania & Kramer, 2011). This organization usually has the hope that their solution will be able to be scaled up through growth or replication to widely extend their impact. Isolated impact attracts funders that select individual grantees that are offering solutions that sound the most promising which causes nearly 1.4 million nonprofits trying to invent solutions to the complex issues our world faces (Tania & Kramer, 2011). Despite the dominant use of isolated impact, there is little evidence that this is an effective method. “No single organization is responsible for any major social problem, nor can any single organization cure it (Tania & Kramer, 2011).” Isolated impact can lead to frustration of groups feeling like there are roadblocks (Barberg Keynote, 2014). Other consequences of isolated impact are corporate and government sectors lack of connectivity from the efforts put out by nonprofits and foundation (Barberg Keynote, 2014). Instead of a new organization being added to a large list of organizations trying to create change, working together effectively will drive the change to reach community health goals. The issues within Monterey County that the community has identified and data has shown related to education, health, safety, and economic self sufficiency are deeply complex issues that will require time and collaboration to reach solutions and gain measurable improvements. The following graphic shows a visual of the issue

of isolated impact versus collective impact with isolated impact in isolation has plans of actions going in different direction with disorder and collective impact being organized and working in alignment toward the goal (Learning Auckland, 2013).



Capstone Project Description

A countywide transition from isolated impact to collective impact is a more effective method to take on the complex issues and priorities related to education, health, safety, and economic self-sufficiency that the community identified. Since early 2016, Impact Monterey moved forward to become a Network to align local collective impact efforts towards measurable changes on the identified community’s priorities. The Network is a place for “convening leaders and practitioners, connecting cross-sector and cross initiative partners around opportunities for alignment and coordination, measuring our impacts, sharing resources and trainings, and building awareness and support for policies and practices that support the objectives of the four priority areas identified through the assessment (Krista Hanni, Personal Communication, April 2017).”

Monterey County was given the opportunity to participate in a strategy map training and launch. Strategy maps are a framework designed to act as a tool to create shared strategies for

better teamwork, shared measurements, and alignment for the county (Bill Barberg, Professional Communication, April 6, 2017). The strategy map framework is a tool leading to collective, instead of isolated impact. Collective impact “requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives (Tania & Kramer, 2011).” Collective impact is mutually reinforcing and has mutually beneficial activities. The collective impact approach is made up of a common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone support (Hanleybrown, Kania & Kramer, 2012). One of the first collaborative efforts of the Impact Monterey County Network was the online Strategy Maps e-learning and Strategy Map sessions launch in 2017.

The goal of developing this community driven framework is alignment of strategies and improved outcomes for each of the goals. “Once the Community Strategic Framework is in place, different organizations can align their organizational strategies and pick the few things they will do with their limited resources (Barberg Keynote, 2014).” The purpose of the strategy map tool is to organize the efforts of many different groups through a structure for intentional change (Bill Barberg, Personal Communication, April 6, 2017). The maps are made up of three layers which include the outcomes also known as the “ends”, the strategic objectives also known as the “means”, and the community assets which are all needed to drive change. These 3 layers create a logical visual explanation to understand “why” certain objectives are on the map and “how” the outcomes will be met (Bill Barberg, Personal Communication, April 6, 2017).

The software for the strategy maps allows the unique ability to create “zoomability.” The “zoomability” allows people to zoom in to highlight specific issues and zoom out to understand the bigger picture of complex community issues, similar to the google maps structure (Bill

Barberg, Personal Communication, April 6, 2017). An organization will be able to focus in on their area of concentration to bring their best resources and efforts forward without being overwhelmed by the complex issues of the county (Barberg Keynote, 2014).

Without community strategy measures, alignment challenges and a lack of major shifts will continue in the areas of educational attainment, safety, health and economic self-sufficiency. The strategy map framework will organize efforts and tame the complexity of large multifaceted issues in the county over many years (Barberg Keynote, 2012). By laying out the strategy map framework, it will be a catalyst for addressing issues together instead of groups relying on their own efforts (Bill Barber, professional communication, April 26, 2017).

Capstone

It is vital for the organizations and individuals involved in the strategy maps to understand the importance and be engaged in the process for the strategy map trainings and software to be a worthwhile and effective investment for the county. The need for understanding if members are engaged in the strategy map process led to the creation of a student-led senior capstone evaluation, with the help of the Monterey County Health Department Planning Evaluation and Policy unit. The project title was “Achieving Community Change Through a New Framework: An Evaluation to Measure Engagement and Understanding of Strategy Maps.” The focus of the project was to create a measurement to help understand if participants of the Impact Monterey County (IMC) Network and the strategy maps’ partners felt connected to the IMC Network and its vision, their overall level of engagement and their understanding of collective impact/ the strategy map process.

Project Implementation

The project was an evaluation based on two surveys given to participants involved in a strategy map training and launch for Monterey County. In April 2017, 55 individuals participated in a series of live strategy map sessions to build a baseline framework of a countywide map focused on IMC Networks' four priority areas of health, safety, economic self-sufficiency, and education. Following these sessions, data was collected through two surveys distributed in April 2017 and in October 2017, respectively, to track any progress of participant's engagement and understanding levels in the strategy map sessions. In October 2017, another live strategy maps session showed participants the 0.8 version of the strategy maps. An additional survey was distributed in October 2017, however, data were not collected in time to be added to the results for the report. The first survey was released on April 13th, after the first strategy maps sessions, and ended closed on April 21, 2017. The second survey was created in September 2017, released on October 9th and data were collected until October 20th, 2017. Select questions from the April survey were repeated while some questions were updated and new questions were added to track the progress for Impact Monterey County Network and the strategy maps. Comparisons were made on select April and October (pre/post) questions found in Appendix A, Table 1. To analyze results, charts and graphs were created using MS Excel. Refer to Appendix E, Table 9 to review the scope of work timeline for the report.

Obstacles

Obstacles that occurred included lower completion rates. Only a small percentage of participants chose to complete the surveys which could have skewed results. Completion rates were 60% (33 / 55) and 31% (22 / 70) for survey one and two, respectively. When sending out the surveys, it was found that some of the emails given to us were incorrect so certain participants did not receive an invitation to complete the surveys. Additional obstacles relate to a

third survey that was to be included in the evaluation process after a second strategy map training. However, due to delays in conducting the session, the survey results could not be included in the capstone project. These results potentially would have impacted the overall results and expected outcomes. I expect that there would have been improvements in participant's engagement levels and understanding, as well as important feedback, used that would help with further improvements.

Evaluation Results

The two surveys collected helped provide data on the level of engagement and understanding participants have in the IMC strategy map. The April survey had 33 participants out of 55 total participants who came to the strategy map meetings. The participants had the ability to go to one or more of the sessions if their work related to multiple domains.

The chart in Appendix D, table 8 shows the four domain areas that participants identified as aligning with their work. The domain areas were evenly distributed for both surveys. There is not an overrepresentation of any of the domains with 55 - 65% of survey respondents identifying their work as aligning with each of the domains.

Participants had different levels of involvement and previous knowledge of strategy maps and/or IMC Network. The variety of previous involvement in the strategy maps could explain why there is a varying degree of engagement within the participants. Some very important materials to go over before the workshop included the articles on collective impact in the Google drive however only 22% reported reading it. The survey results showed that 6% (2) said that they did not know about the materials which could be an issue with communication on IMC Network's part. It could be expected that the people who were not able to go over the pre-

workshop materials will report less of an understanding than those who did go over the materials. The chart in Appendix E, table 7 shows the involvement participants had with the IMC network, IMC meetings, and summer webinars. The results showed that 54% (17) from the April Survey and 57% (12) from the October Survey had been attending IMC Network Meetings longer than six months. Participants past involvement is a way to gauge how engaged participants already are in IMC. Of those taking the survey at least half (50%) had good involvement. One weakness of the approach is that results don't show who took the survey and there is some indication of different people taking the April and October surveys because only 12 people report attending IMC Network Meetings in October and 17 reported attending IMC Network meetings in April.

Strategy Map Framework and Sessions

Results from survey questions relating to the framework and sessions found that the majority (over 50%) of participants understand, find the strategy map framework useful, and can find connections between their work/IMC Network priority areas and the strategy maps. Participants responded to their level of agreement when asked if the strategy map framework provides a common language that allows partners to collectively target community improvements. In the pre-survey, 72% of participants agreed or strongly agreed compared to 64% agreeing to the statement in the post survey (Table 2 B). These results provides information that it is likely that the majority (over 50%) find the maps useful by being able to find a common language

Participants responded to their level of agreement when asked if the strategy map framework will be a useful tool to help align strategies between their collaborative/initiative for organization and the IMC Network priority areas. In the pre-survey, 72% of participants agreed

or strongly agreed compared to 63% in the post survey (Table 3 B). This result provides information that it is likely that the majority (over 50%) find connections between their work/IMC Network priority areas and the Strategy Maps

However, there was a decrease in understanding from the pre to post survey of the strategy maps in relation to questions about their confidence in: explaining strategy maps (7% decrease; Table 4 C), showing what collaboratives/initiatives or organizations are doing in relation to IMC Network (11% decrease; Table 5 C), and using strategy maps to show how their collaborative/initiative or organization connects with Impact Monterey County Network vision and their priority areas (19% decrease; Table 6 C). Personal identifiers were not used on the surveys, limiting the ability to pair results pre to post. Thus, the differences noted pre to post maybe because there were different people that answered the survey questions from survey one to survey two and those who answered survey two had less familiarity with the strategy maps and IMC Network. New respondents were added to the email list of surveys being sent out for survey two, so people that were not involved in the first sessions were responding to the October survey. Other possible reasons for evaluation results declining in levels of understanding could come from a lack of communication materials provided by IMC Network backbone staff over the intervening months and too much time in between sessions. These reasons are potentially supported by the fact that while 68% of the participants answering survey 2 had attended IMC Network meetings, only 36% had attended the summer sessions.

There is still a percentage of participants that show a lack of understanding and engagement in the strategy map framework. It is important that more participants show a deeper understanding of this process for the strategy maps to be a useful tool to help partners improve

issues in Monterey County. As this is the beginning stage of this long-term process, it could be predicted that as meetings continue and improvements based on evaluations and participant input are made, there will be an increased level of engagement and understanding for participants. Participants were asked to provide input on how the October workshop could be more of a learning process. This indicates that partners are ready to be engaged and want their time to be usefully spent in the Network and the strategy maps. An area to improve with participants includes communication. Email was a common complaint with suggestions made for improved clarity, more frequent check ins, and making email titles stand out so participants will be urged to open it.

Limitations/Challenges

Limitations to this report include an absence of specific targets measurements for each question. This would have been ideal to measure engagement and understanding levels. These targets were not prepared before receiving survey results. Moving forward, it is recommended for target goals to be created to more accurately identify expected measurable results.

Additional challenges that occurred included lower completion rates. Only a small percentage of participants chose to complete the surveys which could have skewed results. Completion rates were 60% (33/55) and 31% (22/70) for survey one and two, respectively. When sending out the surveys, it was found that some of the emails given to us were incorrect so certain participants did not receive an invitation to complete the surveys.

Successes

SurveyMonkey was a relatively easy method for collecting survey data from many people who are spread across a large county. Changing the phrasing in survey solicitation emails for the

first survey greatly increased the response rate. The second survey's response rate increased when the manager of the Planning, Evaluation, and Policy Unit sent out a follow-up email after an initial low response rate. This increased response rate may have been due to her highly-recognized name and email.

Conclusion

The surveys measuring engagement and understanding levels of participants in IMC Network and strategy maps show that there is still more to be completed to move the strategy maps forward to achieve their full potential as an effective tool to support collective impact efforts to conquer complex goals in Monterey County. As the April strategy map session was the first strategy map meeting, it was expected that there would be many areas to improve on as well as target goals not being met at these beginning stages.

Evaluations are an important learning tool and should be continued for the IMC Network strategy maps. This survey should continue to be adjusted to identify specific areas of concern. It is recommend that the suggestions from participants should be implemented and tracked to see if participants have seen improvements. It is important to continue to have evaluations with the Insightformation program to improve the programs effectiveness and to understand how to increase or maintain participation.

In the future, I would also have some type of incentive for completing the surveys or have printouts of questions given to participants to complete and hand in the end of the sessions so that they are more motivated to complete them. While it is easier to send out an email online, it is more likely that handing out the surveys to a captive audience will result in more respondents to the survey. Once people are out of the session, they have limited time to complete

other tasks so we should take advantage of the time they are giving us while at the meetings to ask them to complete a printed survey.

Future surveys could be handed out a few times a year at IMC meetings to track participants feedback. It will also be essential to implement participants' suggested changes as motivation for completing future evaluation surveys. Moving forward, respondent feedback should be considered with a focus on improving communication and survey collection methods. As the strategy map is brought together and participant feedback is implemented for an increase in understanding and engagement, it is expected that the improvements within the areas of safety, economic self sufficiency, health, and education will decrease through the collaborative efforts of collective impact within the county.

Professional Growth

As a future professional in the field of public health, I believe that learning about collective impact and the strategy map framework in the beginning of my career will help me be able to better address issues in a group setting. I understand now that there is power in collectively working with others based on their strengths, evidence based data, and being able to organize goals to conquer complex issues. I learned in depth information about collective impact and the limitations isolated impact has on organizations. This information will lead me to be a more aware employee in the field of public health and seek collaborative opportunities and connections with other organizations. I know that in the future, Monterey County will be able to more effectively conquer the issues of health, safety, economic self-sufficiency and education through the organizational and collective solutions that will be led from the strategic framework. After seeing results, it shows that people are interested and have a desire to be involved and will

continue to be more engaged as communication improves and more strategy map sessions happen.

My specific work doing surveys and evaluation work gave me many areas to improve in. As my first survey that was used for a professional setting, I learned a lot about the complicated process of creating surveys to collect valid and consistent data. Many learning opportunities were created that will help me in the future while working on setting up survey questions, collection methods, survey consistency, and collective contact information from participants. For example, I learned the importance of creating survey questions and receiving peer feedback. I also learned that it is essential to create target goals as it would greatly help when evaluating the final results. And another area that I learned was the importance of incentives or finding an appropriate time to give participants' a survey such as after an in person meeting.

The advice that I would give to future capstone students is to do a project that is interesting to them and helpful for their organization. I think it is important to discuss and agree on capstone project ideas with the student's mentor by the first semester to be able to create a good plan. I would want them to know that it is part of the process to make mistakes and that they just need to keep moving forward and actively try to create new solutions if something isn't working out instead of getting frustrated. Overall, I am proud of my capstone and the Strategy Maps that Monterey County has created up to this point. It is something many people are working hard on and I know the results will show up as everything comes together and is officially launched in the near future and in the years to come.

Appendix A

Table 1:

Involvement Questions	April Survey	October Survey
Which of the pre-workshop materials or webinars did you read or watch?	x	
Which of the Strategy Map Sessions did you attend of April 5th & 6th?	x	
Did you attend any of the April Strategy Map sessions?		x
Did you attend any of the summer 2017 strategy map/Insightformation webinars		x
Which of the priority areas align with your work?	x	x
Have you attended past IMC Network meetings?	x	x
How long have you been attending IMC Network meetings?	x	x
Were you involved in the Assessment planning for Impact Monterey County?	x	x

Appendix B

Table 2:

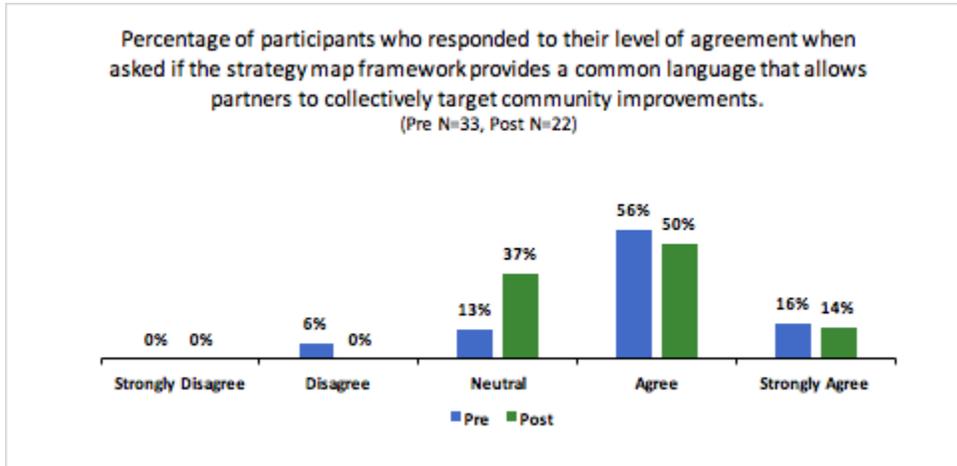
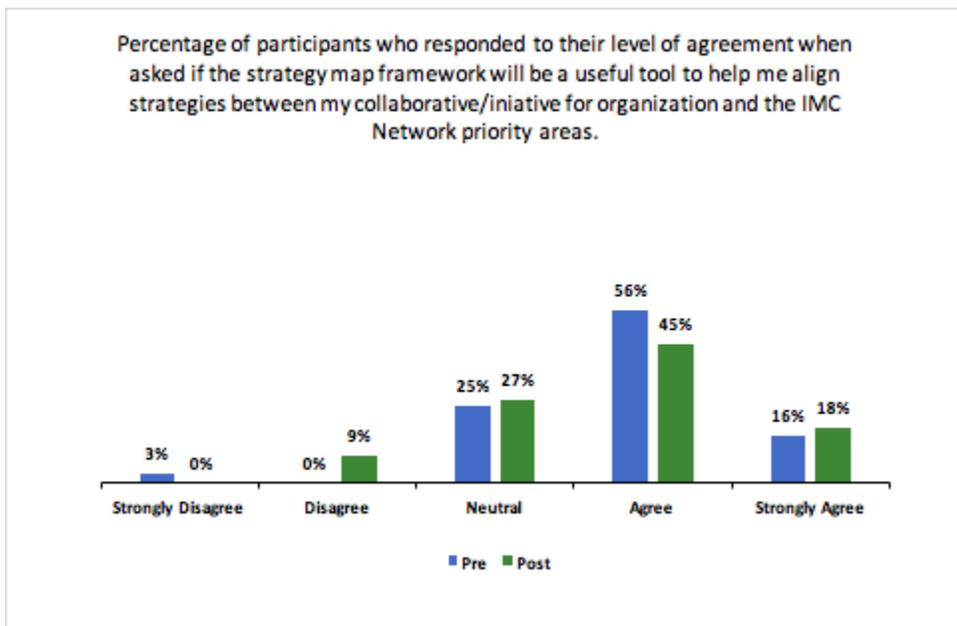


Table 3:



Appendix C

Table 4:

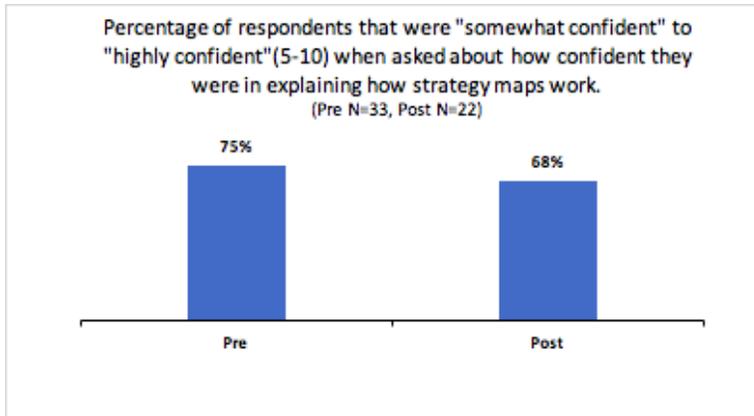


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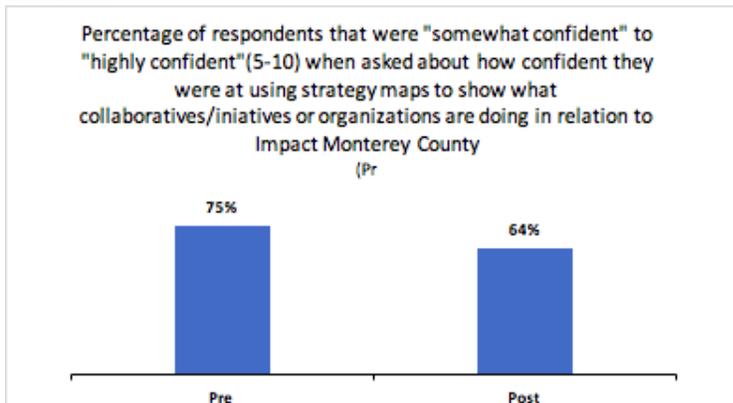
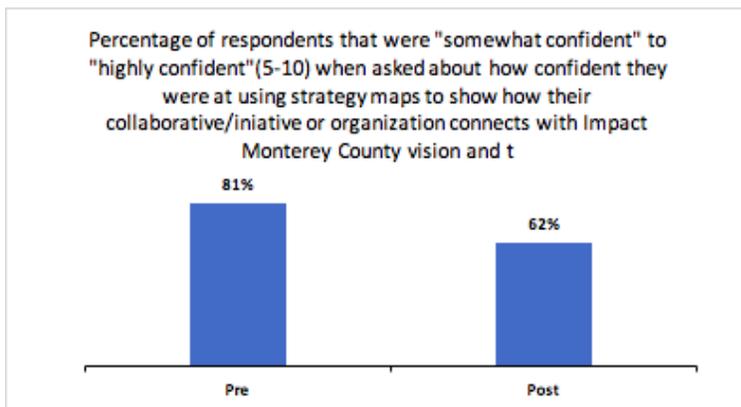


Table 6:



Appendix D

Table 7:

Involvement	April 2017 % (n)	October 2017 % (n)
Attended Past IMC Network Meetings	53% (17)	68% (15)
Attending IMC Network Meetings longer than 6 months	54% (17)	57% (12)
Involved in Assessment planning for IMC	44% (14)	42% (8)
Attend summer 2017 webinars	N/A	36% (8)

Table 8:

Domain	April 2017 % (n)	October 2017 % (n)
Economic Self-Sufficiency	50% (16)	64% (14)
Education	59% (19)	55% (12)
Health	66% (21)	64% (14)
Safety	50% (16)	64% (14)

Appendix E

Table 9: Scope of Work

Activities	Deliverables	Timeline/Deadlines
Online Strategy Map Training	Complete all Lessons	Spring 2017
Survey Rough Draft	Microsoft Word	March 2017
Survey Revisions	Email and meetings	Early April 2017
Live Strategy Map Sessions	education for participants	April 5 & 6, 2017
Pre Surveys released, reminder sent, responses collected	SurveyMonkey	April 13-21, 2017
Sent out results from Survey #1 to insightformation team and review results	SurveyMonkey, Email	April 2017
Post Surveys released, reminders, responses collected	SurveyMonkey	October 9-20, 2017
Draft evaluation and review with Krista	meeting, laptop	November 2017
Complete final evaluation	Google docs	November 2017
Send brief summary of result recommendations to participants and backbone team	Email	December 2017

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Running head: ACHIEVING COMMUNITY CHANGE THROUGH A NEW FRAMEWORK: AN EVALUATION TO
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