

# First 5 Ventura County

Agencywide Strategic Framework and Evaluation Plan

Fiscal Year 2021-22



*Helping People  
Build Better Communities*

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# Introduction

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First 5 Ventura County (F5VC) partnered with an external research and evaluation firm, Applied Survey Research (ASR), to develop a new evaluation plan based upon F5VC’s strategic goals in order to provide effective evaluation strategies that will enable the utilization of results in data-based decision making. Based on the tasks outlined in the scope of work (SOW) and prioritized tasks discussed at the initial planning meeting, the review set out to accomplish several key tasks that are summarized below.

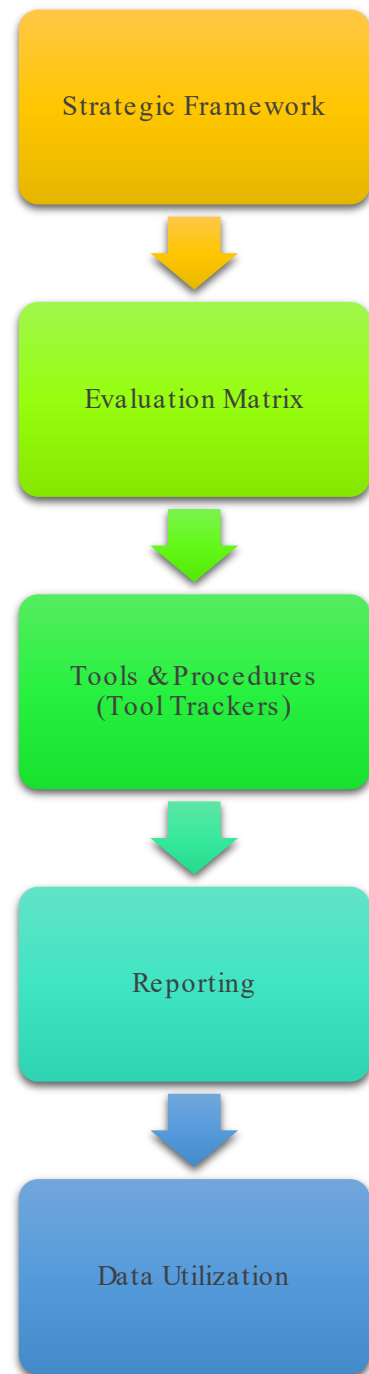
## Background Materials Reviewed

After F5VC’s initial planning meeting with ASR in which project goals, deliverables, and a work plan were finalized, ASR conducted a review of F5VC’s strategic plan, evaluation frameworks, assessments, and reporting. The process entailed a review of over 30 documents shared with ASR by F5VC, as well as content and documents publicly available on the F5VC website, including:

- ▶ Annual accountability reports and Annual evaluation reports
- ▶ Development of PACT’s theory of change and logic model; PACT pilot evaluation process and results; PACT research questions, indicators, and data sources; The 2020 PACT Outcomes Report, and
- ▶ Assessment tools (e.g., SEPTI-TS, PAPF, intake form, PACT Parent Survey, PACT Program Improvement Survey), and assessment implementation guidelines
- ▶ 2020-22 Strategic Plan





As a result of this review and biweekly meetings between January and June 2021, First 5 Ventura’s evaluation plan has been updated to include:

- ▶ Strategic Framework
- ▶ Evaluation Framework
- ▶ Tools& Procedures (Tool Tracker)
- ▶ Reporting templates (Comp report, Attached)
- ▶ Data utilization strategies



# Strategic Framework : Why We Do What We Do

A strategic framework provides the conceptual map of why F5VC does what it does: *What is our core work? What results do we seek?*

Strategic Priorities	Investments / Strategies	Desired Outcomes
 <p><b>Comprehensive Child Health and Development</b></p>	<ul style="list-style-type: none"> <li>• Developmental screenings, and early identification</li> <li>• Community resources and referrals</li> </ul>	<ul style="list-style-type: none"> <li>• Children with developmental or health concerns are connected to services</li> <li>• Children are meeting developmental milestones</li> <li>• Children have health insurance, and are up to date with well child &amp; dental visits</li> </ul>
 <p><b>Strong and Resilient Families</b></p>	<ul style="list-style-type: none"> <li>• Maternal mental health screening</li> <li>• Social Determinants of Health screenings</li> <li>• Community resources and referrals</li> <li>• Parents and Children Together (PACT)</li> <li>• Parent education</li> <li>• Parent leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Mothers at-risk for depression are connected to appropriate services</li> <li>• Parents are connected to essential community services (PF)</li> <li>• Parents have the knowledge, confidence and ability to promote their child's healthy child development (PF)</li> <li>• Parents have positive parent-child relationships with their children</li> <li>• Parents have opportunities for social connections and support (PF)</li> <li>• Parents advocate for positive changes in their families, communities and schools</li> </ul>
 <p><b>Quality Early Learning</b></p>	<ul style="list-style-type: none"> <li>• Quality enhancement of PACT sites</li> <li>• Take 5 and Read! early literacy campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Children have access to high-quality early care and education</li> <li>• Parents promote their child's early learning and literacy</li> </ul>
 <p><b>Program and Systems Integration</b></p>	<ul style="list-style-type: none"> <li>• Help Me Grow</li> <li>• 2-1-1</li> <li>• Community Investment Loans</li> <li>• Cross-cutting:             <ul style="list-style-type: none"> <li>– Capacity building and training</li> <li>– Communication and messaging</li> <li>– Convening and collaboration</li> <li>– Innovation and learning</li> <li>– Financial sustainability</li> <li>– Advocacy and policy development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Early childhood systems are strengthened with increased partner capacity</li> <li>• Early childhood systems are integrated with increased cross systems understanding, resources, sharing, referral and collaboration</li> <li>• Early childhood resources services and supports are sustained with legislation and policy</li> </ul>

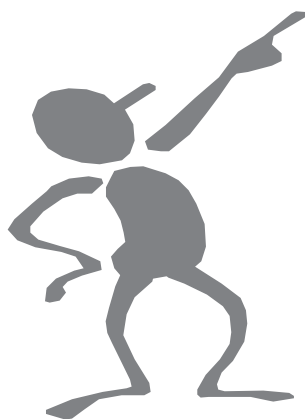
# Evaluation Plan Matrix: What we need to measure

The evaluation plan includes a broad view of what First 5 Ventura needs to measure, and how these areas are measured. Key notes include:

- Following the Results Based Accountability approach to measurement, this matrix uses a “*how much, how well, better off*” structure for F5VC’s priority indicators, such as:

<i>How much did you do?</i>	Measures of quantity, such as number of clients served, or number of services offered .
<i>How well did you do it?</i>	Measures of quality, such as percentage of people referred to a service, or percentage of people satisfied with a service.
<i>Is anybody better off?</i>	Measures of direct outcomes or benefits of the services, such as percentage of people who show increased resiliency.

- Strategic Plan outcomes are highlighted with an **orange font** as **(SP)**. This ensures program measurables are connected to F5VC’s strategic plan.



**Strategic Priority**

**Is anybody better off?**

**How well did we do it?**

**How much did we do?**

# First 5 Ventura County's Evaluation Framework (Evaluation Matrix)

SP= Strategic Plan outcome. PF = Protective Factor

Strategic Priority	Investments/ Strategies	RBA Level	Indicators	Data Source	Monthly/ Quarterly/ Annually
<b>Comprehensive Child Health and Development</b>	<b>Screening and Referral</b>	How much	Number of unique interactions by the Call Line/ Centralized Access Point over the past 12 months (sum of 3 items below) (Data source: Referral form), by referral source (e.g., community partners, ACES Aware, Network of Care)	Q19 on HMG Fidelity Assessment: Call Line records	Q
			<ul style="list-style-type: none"> <li>Number of information only interactions (no referral)</li> </ul>	Q19i: Inquiry form	Q
			<ul style="list-style-type: none"> <li>Number of interactions where referral was provided (and family agreed to/ did follow-up)</li> </ul>	Q19ii: Enrollment form	Q
			<ul style="list-style-type: none"> <li>Number of interactions where referral was provided (and family declined / did not follow-up)</li> </ul>	Q19iii: Enrollment form	Q
			Number of children receiving ASQ-3 developmental screenings, by result: <ul style="list-style-type: none"> <li>Normal, monitoring and flagged</li> </ul>	ASQ-3 in ASQ Online	Q
			Number of children receiving ASQ-SE developmental screenings, by result: <ul style="list-style-type: none"> <li>Normal, flagged</li> </ul>	ASQ-SE in ASQ Online	Q
		How well	Percentage of children with developmental concerns referred for early intervention services	Enrollment Form	Q
		Better off	Percentage of children with developmental concerns connected to early intervention services (SP)	Enrollment Form	A
			Percentage of children meeting developmental milestones (SP)	ASQ-3/ SE in ASQ Online	A
	<b>Health-related Community Resources and Referrals</b>	How much	Number of children with health needs, by type (Medical, dental, etc.)	TBD	Q
		How well	Number of children provided referrals to obtain health insurance	TBD	Q
			Number of children provided referrals to a medical provider	TBD	Q
			Number of children provided referrals to a dental provider	TBD	Q
		Better off	Percentage of children with health insurance (SP)	NfL Intake Form	A
			Percentage of children who had a well child check in the last 12 months (SP)	NfL Intake Form	A
			Percentage of children who had a dental check up in the last 6 months (SP)	NfL Intake Form	A

Strategic Priority	Investments/ Strategies	RBA Level	Indicators	Data Source	Monthly/ Quarterly/ Annually
<b>Strong and Resilient Families</b>	<b>NfL Overall</b>	How much	Number of children, parents and families who are engaged in NfL services overall and by service (e.g., PACT) and demographic	NfL Enrollment Intake Form	Q
	<b>Maternal Mental Health Screenings</b>	How much	Number of mothers receiving perinatal/ postnatal depression screenings	PHQ-9	Q
		How well	Percentage of mothers referred for mental health support	Apricot – Referral log	Q
		Better off	Percentage of mothers at risk for depression who are connected to services <b>(SP)</b>	Apricot – Referral log	A
	<b>SDOH Screenings/ Community Resources and Referrals</b>	How much	Number of families receiving Social Determinants of Health screenings	SDOH Screenings	Q
		How much	Number of families with support needs, by type	SDOH Screenings?	Q
		How well	Percentage of families referred to services, by type	Apricot – Referral log	Q
		Better off	Percentage of families connected to essential community services by type (PF) <b>(SP)</b>	Apricot – Referral log	A
	<b>PACT</b>	How much	Number of families participating in PACT	Apricot	Q
		How well	Percent of families completing the PACT series	Apricot	Q
		How well	Family report on usefulness of program	Method TBD	Q
		Better off	Percentage of parents who have the knowledge, confidence and ability to promote their child’s healthy child development (PF) <b>(SP)</b>	Parenting Ladder	A
		Better off	Percentage of parents who engage in effective parenting practices	Parenting Ladder	A
		Better off	Percentage of parents with positive parent-child relationships with their child(ren) <b>(SP)</b>	Parenting Ladder	A
		Better off	Percentage of parents who have opportunities for social connections and support (PF) <b>(SP)</b>	Parenting Ladder	A
		Better off	Parent report of benefit	<b>TBD: FG with parents</b>	A
	<b>Parent Education</b>	How much	Number of families participating in parent education, by topic	Apricot	Q
		How well	Percent of families completing parent education classes or series, by topic	Apricot	Q
		Better off	Percentage of parents who have the knowledge, confidence and ability to promote their child’s healthy child development (PF) <b>(SP)</b>	SEPTI	A
	<b>Parent Leadership</b>	How much	Number of parents participating in Parent Advisory Committees	Advisory meeting sign-in sheets	A
		How well	How many families participate from NfL, rate of continuation/attrition, number of projects led	Staff narrative	A
		Better off	<b>(TBD)</b>		

Strategic Priority	Investments/ Strategies	RBA Level	Indicators	Data Source	Monthly/ Quarterly/ Annually	
Quality Early Learning	PACT Quality	How much	Number of alternative preschool sites (PACT) with a quality improvement assessment	iPinwheel	Q	
		How much	Number of PACT sites that implement Performance Standards	TBD: Perf. Standard fidelity tool (iPinwheel)	Q	
		How well	Number of PACT teachers who receive coaching	iPinwheel: provider enrollment	Q	
		How well	Number of PACT teachers who are satisfied with coaching	Internal Survey	Q	
		Better off	Percentage of PACT sites with increased quality	iPinwheel: Rubric scores	A	
		Better off	Number of children in PACT sites who have access to high quality early care and education (SP)	iPinwheel: child enrollment	A	
	Take 5 and Read! Early Literacy Campaign	How much	Number of celebrity readings	TBD	Q	
		How much	Number of books distributed	TBD	Q	
		How well	Social media engagement (Facebook likes or other analytics)	Tyla		
Program and Systems Integration	Help Me Grow	How much	Number of providers participating in the Network	HMG Tracker form	Q	
		How much	Number of providers trained on key aspects of developmental screening, and how to make referrals to HMG referrals	HMG Tracker form	Q	
		How well	Number of families referred to HMG by network partners	Call Log (source of referral)	Q	
	2-1-1	How much	Call volume, by type of need for families with children 0-5	TBD	Q	
		How much	Number of web hits, by type of need for families with children 0-5	TBD	Q	
		How well	Number of referrals provided, by type of needs, by need	TBD	Q	
		How well	Number of referrals provided to HMG	TBD	Q	
		Better off	Percentage of callers who accessed services	Mandatory call backs	Q	
	Community Investment Loan Fund	How much	Total funds made available to increase licensed capacity in the County	Agency database	A	
		How much	Number of sites that received funds	Agency database	A	
		How well	Description of how sites use the funds	Agency database	A	
		Better off	Number of early childcare spaces added for children and for infants/toddlers resulting from funding	Agency database	A	
		Better off	Number of children who have access to high quality early care and education (SP)	Agency database	A	
	Capacity building and training	How much		Number of organizations who are given scholarships from First 5 for staff professional development	Agency database	A
				Number of community trainings offered, by topic	Agency database	A
				Number of practitioners trained, by topic	Agency database	A



Strategic Priority	Investments/ Strategies	RBA Level	Indicators	Data Source	Monthly/ Quarterly/ Annually
Program and Systems Integration, cont.			Number of librarians trained in Parents as Teachers (PAT) and other models	Agency database	A
		How well	Percentage of training participants who report they intend to apply what have learned	TBD: Generic Post training survey	A
		Better off	Early childhood systems are strengthened with increased partner capacity (SP) <ul style="list-style-type: none"> <li>Training participant report of how they are applying their learnings on the job and how it has benefited their practice</li> </ul>	Ad-hoc “deep dive” follow-up survey of training participants	A
	Convening and Collaboration	How much	Collaboratives led by F5VC: <ul style="list-style-type: none"> <li>Number of coalitions and collaboratives led by F5VC and description of efforts</li> <li>Number of meetings held</li> </ul>	Narrative  Attendance records	A
			Collaboratives engaged in by F5VC: <ul style="list-style-type: none"> <li>Number of coalitions and collaboratives in which F5VC is a participant, and description of efforts</li> </ul>	Narrative	A
			Communities of Practice: <ul style="list-style-type: none"> <li>TBD</li> </ul>	TBD	A
		How well	Collaboratives led by F5VC: <ul style="list-style-type: none"> <li>Meeting attendance</li> <li>Reported value of the convenings</li> </ul>	Attendance records Member survey	A
			Collaboratives engaged in by F5VC: <ul style="list-style-type: none"> <li>F5VC’s efforts to keep early childhood and other F5VC interests at the forefront of the conversation</li> </ul>	Narrative	A
		Better off	Early childhood systems are integrated with increased cross systems understanding, resources, sharing, referral and collaboration (SP) <ul style="list-style-type: none"> <li>Systemic policy change and/or advocacy wins (e.g., Unite Us)</li> </ul>	Narrative	A
		Communication and messaging	How much	Outreach <ul style="list-style-type: none"> <li>Number of kits for new parents distributed</li> <li>Number of books ordered</li> </ul>	
	Communications: <ul style="list-style-type: none"> <li>Community deliverables distributed (flyers, summaries, brochures)</li> <li>Facebook reach</li> <li>Instagram reach</li> </ul>				Q  Social media: Monthly

Strategic Priority	Investments/ Strategies	RBA Level	Indicators	Data Source	Monthly/ Quarterly/ Annually	
Program and Systems Integration, cont.			<ul style="list-style-type: none"> <li>Twitter posts</li> <li><b>TBD:</b> Storytelling</li> </ul>			
		How well	Outreach: <ul style="list-style-type: none"> <li>Number of families attending events organized by F5VC</li> </ul>		As needed	
		Better off	Outreach: <ul style="list-style-type: none"> <li><b>TBD:</b> Increased public awareness</li> </ul>	(Public awareness surveys; Future project)		
	Innovation and learning	How much	Existence of measurement frameworks for important areas of work		Agency evaluation plan	A
		How well	Number of structured data reviews (“data parties”) occurring each year <ul style="list-style-type: none"> <li>Staff</li> <li>Commission</li> <li>External partners</li> </ul>		Narrative (calendar will show dates)	A
		Better off	Actions taken based on data learnings: <ul style="list-style-type: none"> <li>Taking action for course corrections`</li> <li>Highlighting and celebrating wins (e.g., pilots to policy)</li> <li>Implementation of best practices</li> </ul>		Narrative	A
	Advocacy and policy development	How much	Existence of a Policy Platform		Narrative	A
			Number and type of campaigns taken to pursue specific policy objectives			M
		How well	Efforts taken to pursue specific policy objectives <ul style="list-style-type: none"> <li>Press releases</li> <li>Letters of support</li> <li>Sign-ons</li> </ul>		Legislative tracker (Tyla)	M
		Better off	Early childhood resources services and supports are sustained with legislation and policy ( <b>SP</b> ) <ul style="list-style-type: none"> <li>Policy wins</li> </ul>		Legislative tracker	A
	Financial Sustainability	How much	Number of funding opportunities pursued <ul style="list-style-type: none"> <li>Grants</li> <li>Cost-offsets (leveraged)</li> <li>Matches</li> </ul>		<b>TBD</b>	A
		How well	<b>TBD</b>		<b>TBD</b>	A
		Better off	Number of funding opportunities <ul style="list-style-type: none"> <li>Granted</li> <li>Cost-offsets (leveraged)</li> <li>Matches</li> </ul>		<b>TBD</b>	A

# Tools & Procedures: How we measure what's important

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## Overview

The Evaluation Plan Matrix above links First 5 Ventura's key measurables to methods of measurement. This section will describe these methods in more detail. In a nutshell, client or provider-serving initiatives will be measured with the following methods:

### Help Me Grow

- ▶ Call Line data
- ▶ ASQ-3
- ▶ ASQ-SE

### Neighborhoods for Learning (NfL):

- ▶ NfL Intake Form
- ▶ PHQ-9
- ▶ ASQ-3
- ▶ ASQ-SE
- ▶ Social Needs Screen
- ▶ Referral Log
- ▶ Parenting Skills Ladder
- ▶ Satisfaction Survey

### Quality Early Learning

- ▶ PACT Quality Improvement Matrix

All data are entered into the Apricot 360 database, operated by Social Solutions.



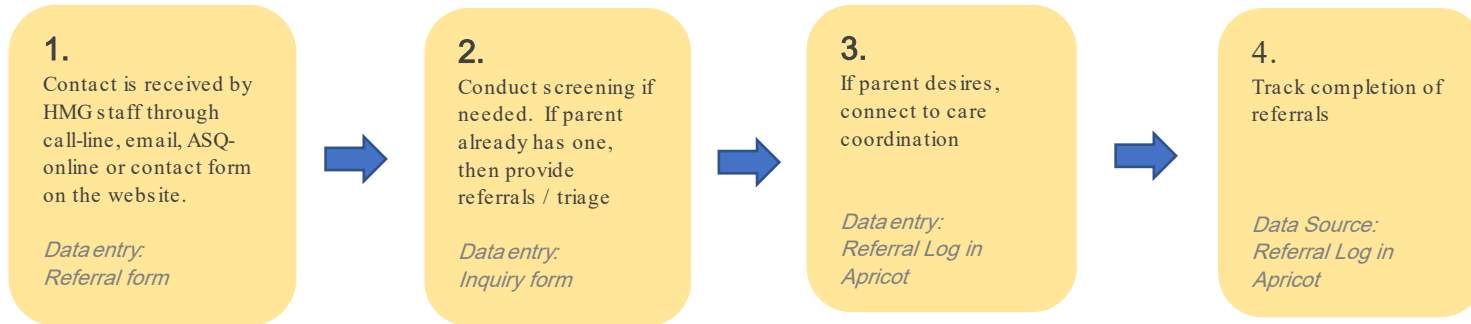
# Tool Tracker

Strategic Priority	Investments/ Strategy	Tool / Method	When	Managed / Administered by:	Data entered into:	Entered by:	F5VC staff responsible	Notes/Action Items
<b>Comprehensive Child Health and Development</b>	Screening and Referral	NfI- ASQ-3	Beginning of PACT Classes (typically 3X year)	PACT teacher	Apricot	PACT Teachers/ Office Assistants		
		NfI- ASQ-SE	Beginning of PACT Classes (typically 3X year)	PACT teacher	Apricot	PACT Teachers/ Office Assistants		
		HMG - ASQ-3	When a family calls	HMG staff send link to parents	ASQ Online	Parent or HMG Coordinator		
		HMG - ASQ-SE	When a family calls	HMG staff send link to parents	ASQ Online	Parent or HMG Coordinator		
	Community resources and referrals	HMG Referral Log	Initial call with parents and during ongoing care coordination	HMG staff	Current: in spreadsheets;	Office Assistant (OA)		<b>TBD:</b> Add to Apricot: the need, referral given, and service accessed
<b>Strong and Resilient Families</b>	NfL Overall	NfL Enrollment Intake Form	At intake	PACT teacher	Apricot	Office Assistant		Potentially use digital portal in Apricot
	Maternal mental health screenings	PHQ-9	At intake	PACT teacher	Apricot	Office Assistant		<b>TBD:</b> Add to Apricot: the need, referral given, and service accessed
	SDOH Screenings/ Community resources and referrals	Health Leads (Social Needs Screen)	At intake (beginning of every PACT Series 3X/year)	PACT teacher	Apricot	Office Assistant		<b>TBD:</b> Add to Apricot: the need, referral given, and service accessed
		NfL Referral Log	After SDOH screening and throughout PACT classes	PACT teacher	Excel spreadsheets	Office Assistant		<b>TBD:</b> move to Apricot
	PACT	Parenting Ladder	Pre-post (in 2021-22)	PACT teacher	Apricot	Office Assistant		Move to retrospective pre- and post tool has demonstrated sensitivity to change
		Satisfaction Survey	End of session	PACT teacher	Apricot	Office Assistant		<b>TBD:</b> Need an easy method like Text survey, zoom survey or other

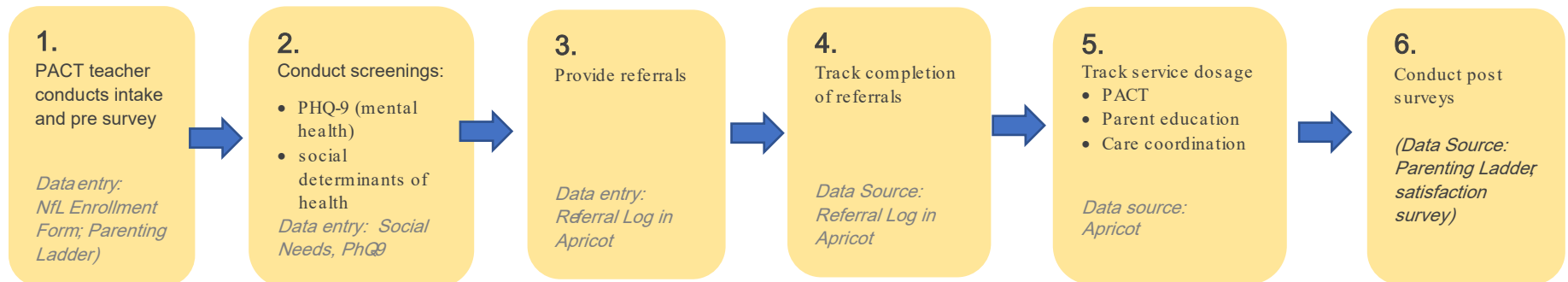
Strategic Priority	Investments/ Strategy	Tool / Method	When	Managed / Administered by:	Data entered into:	Entered by:	F5VC staff responsible	Notes/Action Items
	Parent Education	<i>No outcome tool other than the service is captured in Apricot</i>			Apricot	OA		Analysis: look at SEPTI for those parents who had PACT only or PACT + Parent Education
	Parent Leadership	<i>No outcome tool, participation captured in sign in sheets</i>			Spreadsheet (move to Apricot)	OA		Add this to Apricot as a service.
<b>Quality Early Learning</b>	PACT Quality	PACT Quality Improvement Matrix	Ongoing		Paper (iPinwheel)	Coach/manager		<b>TBD:</b> Need to re-evaluate this tool/ alignment with VCOE iPinwheel (probably quarterly)
	Take 5 and Read! Early Literacy Campaign	Social media analytics						
<b>Program and Systems Integration</b>	Help Me Grow	Call Line data						
	2-1-1-	Aggregate service data captured	Semi-Annual		Apricot	Interface		
	Community Investment Loan Fund	Service and narrative captured in Apricot	Semi-Annual		Apricot			

## Data Collection Flow Charts

### HELP ME GROW



### NfL



# Data Management

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## Process for overseeing data collection and completeness

- Tool tracker has an “assigned” column, so staff know what they are responsible for.
- F5VC will conduct data review meetings with staff on a quarterly basis. Use the Tool Tracker as a basis for discussion about the completeness of data gathering, and to trouble shoot if data are missing. A count of assessments can be a query created in Apricot.

## Data Storage

- Paper data (intake and assessment process) will end up at each of F5VC’s three community hubs, where it will be entered into Apricot. Hard copies will be stored one of the hubs.



# Reporting

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F5VC has a variety of audiences for evaluation information (see following page). To meet the needs of these audiences, the following evaluation products have been identified.

<p><b>COMPREHENSIVE EVALUATION REPORT</b></p>	<ul style="list-style-type: none"> <li>- Internally-facing</li> <li>- Structured around Initiatives</li> <li>- 30-40 page technical report</li> <li>- <b>TBD:</b> Potentially produced as separate Initiative-level briefs.</li> <li>- Used to assess performance and make program improvements</li> <li>- Templated so it is easy to update each year</li> </ul>
<p><b>PPT</b></p>	<ul style="list-style-type: none"> <li>- Externally-facing (the Commission, the public)</li> <li>- Structured around Initiatives</li> <li>- 10-15 slides</li> <li>- Has quotes from families and providers</li> <li>- Shared on website</li> </ul>
<p><b>STRATEGIC PLAN SNAPSHOT</b></p>	<ul style="list-style-type: none"> <li>- Externally-focused (the Commission)</li> <li>- Structured around Strategic Priorities</li> <li>- 2 pages</li> <li>- Embedded in the Comp report</li> <li>- Can be separate piece if needed</li> </ul>
<p><b>ANNUAL ONLINE SUMMARY REPORT</b></p>	<ul style="list-style-type: none"> <li>- Externally focused</li> <li>- Structured around Initiatives</li> <li>- Posted on F5VC website</li> <li>- Contained URL Links to Comp report (or Initiative Reports)</li> </ul>



# Data Dissemination and Utilization

What are the strategies for sharing, interpreting and acting on evaluation data?

Audience	Purpose	Products	Frequency	Format
<b>Staff</b>	Program monitoring	Apricot dashboard "Bulletin" per Initiative (based on eval plan)	Quarterly meetings	Discussion
<b>F5VC Leadership</b>	High level accountability	Apricot dashboard "Bulletin" per Initiative (based on eval plan)	Quarterly meetings	Discussion
<b>Commission</b>	High level accountability: did we meet our targets and why, discuss outcome measures	Annual Online Report Links to Initiative Briefs	Annual	Presentation
	Strategic planning cycle every 5 years	Strategic Plan Snapshot	Every 5 years Annual	Presentation, discussion
<b>Commission Eval Committee</b>	Review / vet/ interpret data before it goes public	Topical briefs; final drafts of reports	As needed	Presentation, discussion
<b>Partners</b>	Share-out with partners before year end data are shared with Commission in order to ensure accuracy of information and to aid in interpretation of findings; <b>TBD</b> which partners can be tapped (service team vs. leadership team)	Topical briefs; final drafts of reports	Annual	"Data party" discussion
<b>Families</b>	Solicit the voice of families regarding their interpretation of findings, what they'd like to see improved	PowerPoint; family stories		Listening sessions with families
<b>The Public</b>	Share key data factoids that build knowledge around key messages	Key data points	From on-line annual report	Social media (e.g., e-news)

# Appendix 1:

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## Tool Protocol Template

	TOOL
Respondents	
Purpose	
When administered	
By whom	
Instructions	
Where entered	
Analysis	
Notes	