Final Evaluation Plan for Community Shelter Board:
Stable Families Program

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Background / Overview

The Stable Families Pilot Program

Franklin County’s Family Emergency Shelter System’s primary focus is to help families who have lost their homes make their way back to permanent housing. Of course, not all of the Family Emergency Shelter System’s attention is focused reactively. As an organization leading efforts to prevent and someday eliminate homelessness in Central Ohio, the Community Shelter Board (CSB) sees great value in helping families who are at imminent risk of homelessness gain access to community resources and services so their residential situation may stabilize.

In Franklin County, the YWCA Family Center refers families at imminent risk of homelessness to a variety of community programs and social service agencies with the hope these programs and agencies can help families to remain in the housing they are in or to find a better alternative to shelter. This approach, however, is largely a stop-gap one, with at-risk families receiving short-term assistance.

To meet this need in Central Ohio, CSB and its partners, Communities in Schools (CIS), Gladden Community House and Central Community House, are implementing the Stable Families Pilot Program (Stable Families) in Franklin County over the next three years. The primary mission of Stable Families is to help families who are at imminent risk of becoming homeless to remain in their housing or to find stable housing and not enter the family emergency shelter system. This project is funded by The Ohio Department of Development as part of the Family Homelessness Prevention Project (Pilot), the United Way of Central Ohio (UWCO) and the Franklin County Board of Commissioners.

As part of this pilot program, CSB has contracted with The Strategy Team, Ltd. to provide a comprehensive evaluation of Stable Families in Central Ohio. Working in partnership with CSB, its local partners, and ODOD’s statewide evaluator (Community Research Partners, or CRP), TST will deliver a comprehensive evaluation that considers a full range of program effects. This range of effects is shown in Figure 1 and is elaborated upon in the following pages.
Figure 1: Stable Families’ Evaluation Model

- **Educational Outcomes**: School mobility and other educational data, compiled from Columbus City Schools by ISI.
- **Staff and Family Member Feedback**: Focus groups and in-depth interviews with staff and family members, conducted by TST.
- **Program Outputs**: Basic and advanced program descriptors and progress indicators, compiled from CSP by CRP.
- **Outcomes affecting the Family Emergency Shelter System**: Diversion shelter reentry rates, implementation cost, etc., compiled from CSB, YWCA, and CSP by ISI.

Comprehensive Evaluation of Stable Families
Initial conversations with Community Shelter Board and a review of the final statewide evaluation plan for the Family Homelessness Prevention Program Pilot have provided a context for the evaluation of Stable Families in Central Ohio. As TST understands it, the overall goal of this comprehensive evaluation is to document the full range of effects and impacts of Stable Families on both the families who participated in it, as well as on Franklin County’s Family Emergency Shelter System. A special emphasis of TST’s evaluative work will be to measure the program’s effect on a variety of educational outcomes for children in participating families.

TST believes the following evaluation questions and strategies for answering them are central to CSB’s efforts:

- How has Stable Families been implemented by CSB and its partners in Franklin County? Relying largely on the CRP evaluation, TST will distill the most critical findings with regard to program organization and function (such as site administration, number of families referred and served, and the number and type of services received by families enrolled in the program) and report them as part of the Interim and Final Assessment Reports.
- How has Stable Families worked from the perspective of the families who were enrolled in it? How might it work better? Using focus groups and telephone interviews with respondents who are or have been enrolled in the program, TST will gather qualitative data to determine what participants felt were the program’s strengths and weaknesses, as well as what might be done to strengthen the pilot in the future.
- How successful was Stable Families at reducing unplanned school mobility due to imminent homelessness? Using data from Columbus City Schools (CCS), we will track school mobility by comparing children’s historical mobility before the intervention to mobility during and after the intervention.
- What effect has Stable Families had on other variables related to school mobility such as school achievement, school attendance, and behavioral issues? In a similar manner, we will determine what if any indirect effects on education are present – comparing pre-intervention data to to post-intervention data, at the level of the child.
- How successful was Stable Families at preventing family homelessness in Franklin County? Critical outcomes such as stable housing and access to additional sources of assistance in the community will be tracked relying largely on CRP’s report as part of the overall statewide evaluation.
- What impact did Stable Families have on Franklin County’s Emergency Shelter System? The Diversion study will shed light on which families return to Franklin County’s Emergency Shelter System, comparing those respondents screened at the YWCA and enrolled in Stable Families to those who entered the shelter.
- What interventions and program elements were most effective at preventing homelessness? Because the Stable Families program consists of multiple interventions, families will receive

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different services depending on their specific needs. Interviews with staff will reveal, in their opinion, what interventions and strategies were most useful to prevent family homelessness, as well as yield important suggestions for program improvement. Data on types of assistance / interventions offered to families, combined with success outcomes, primarily stable housing, will allow us to find out which program elements were most strongly associated with success.

- How efficient is Stable Families at curbing family homelessness in Central Ohio? Using cost data from CSB, as well as family outcomes, we can provide an estimate of the average cost per family. Additionally, we can determine which services and interventions provide the largest return on investment by looking at the cost per service / intervention, compared to the success rate for families who received it.

Table 1 provides an overview of the types of data that will be collected and analyzed to answer each of these questions.

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### Table 1: Research Elements

<table>
<thead>
<tr>
<th>Research Question</th>
<th>Data Elements</th>
<th>Data Collection Method</th>
<th>Data Source</th>
<th>TST Data Analysis Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>How has Stable Families been implemented by CSB and its partners in Franklin County?</td>
<td>• Details on program organization &lt;br&gt;• # of families referred &lt;br&gt;• # of families served &lt;br&gt;• # and type of interventions performed</td>
<td>• Site visits (CRP) &lt;br&gt;&lt;br&gt; • Review of case files (CRP) &lt;br&gt;&lt;br&gt; • CSP¹</td>
<td>CRP’s Dashboard, Interim and Final reports</td>
<td>Review of report</td>
</tr>
<tr>
<td>How has Stable Families worked from the perspective of the families who were enrolled in it? How might it work better?</td>
<td>• Strengths of the program from participants’ perspectives &lt;br&gt;• Weaknesses of program &lt;br&gt;• Potential program improvements &lt;br&gt;• Additional impacts not already considered</td>
<td>Focus groups (TST)</td>
<td>Focus groups with respondents who are currently enrolled in the program or who were enrolled in the past</td>
<td>Content analysis, coding of qualitative data, review of transcripts</td>
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<tr>
<td>How successful was Stable Families at reducing unplanned school mobility due to imminent homelessness?</td>
<td>• School mobility - proportion of children in a different school at the post intervention, compared to pre-intervention</td>
<td>Report from database of student data (Obtained by TST from CCS)</td>
<td>Columbus City Schools and / or Ohio Dept of Education</td>
<td>Trend analysis, logistic regression, Cox Regression / hazards ratios</td>
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<tr>
<td>What effect has Stable Families had on other variables related to school mobility such as school achievement, school attendance, and behavioral issues?</td>
<td>• School achievement &lt;br&gt;• School attendance &lt;br&gt;• Behavioral incidents</td>
<td>Report from database of student data (Obtained by TST from CCS)</td>
<td>Columbus City Schools and / or Ohio Dept of Education</td>
<td>Trend analysis, logistic regression, Cox Regression / hazards ratios</td>
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¹ CSP stands for Columbus ServicePoint/HMIS/Excel Tool

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</tr>
</thead>
</table>
| How successful was Stable Families at preventing family homelessness in Franklin County? | • # of families stabilizing housing, to as defined by CRP as part of the statewide evaluation  
• # of families with access to specific resources | Primary data collection with program participants (CRP obtains from CSP)               | CRP’s Dashboard, Interim and Final reports                                  | Review of report, request for data from CRP, if necessary |
| What impact did Stable Families have on Franklin County’s Family Emergency Shelter System? | • Recidivism, defined as the number of families who enter the emergency shelter system in a 3, 6, 9 or 12 month period following contact with the YWCA  
• YWCA Family Center admissions prior to Stable Families and during / after the program | • Primary data collection with program participants and diverted families as part of the Diversion Study (TST obtains from CSB / YWCA)  
• TST obtains YWCA occupancy / admission rates from CSB. | YWCA Family Center Triage forms, data entered by YWCA  
• CSP data, as appropriate | Logistic regression, Chi Square |
| What interventions and program elements were most effective at preventing homelessness? | • Staff experience with program  
• Outcomes of program participants  
• Interventions administered | • Focus groups (TST)  
• Primary data collection with program participants (CRP)  
• Review of case files (CRP) | Focus groups with staff conducted by TST  
• CSP file request to CSB | Content analysis, coding of qualitative data, review of transcripts  
Multiple linear regression, Logistic regression |
| How efficient is Stable Families at curbing family homelessness in Central Ohio? | • Program cost per family served for Stable Families  
• Cost of services provided to families as part of the program, and success rate associated with that service  
• Comparison of system wide family shelter admissions pre-pilot and throughout pilot-period | TST obtains data from CSB to track interventions used and cost of intervention method, along with family outcome. Can include cost offsets, if available. | Community Shelter Board | Descriptive statistics  
Multiple linear regression |
## Evaluation Plan

TST has designed a hybrid research method for this evaluation, in which some research questions will be answered by reviewing data from other sources and collecting data via a treatment only design (i.e. involving only families enrolled in the Stable Families Project). To assess the effect of Stable Families on Franklin County’s Family Emergency Shelter System, a quasi-experimental design (i.e., Year 2 of the diversion study, designed later in the process), will compare families who were enrolled in the Stable Families Program with families who entered the YWCA Family Shelter or were diverted to other community resources. We now present a description of the phases of the evaluation used to answer the critical research questions, ending with a Gannt chart that presents the proposed timeline for full evaluation.

### Phase 1: 0 – 6 months from program inception

The first 6 months of program implementation will allow us to establish baseline data regarding the program and begin tracking program performance and outcomes over time. The following major milestones will occur during this period. This phase will allow us to test and refine data collection methods and work with evaluation partners to ensure that all proposed milestones and reporting mechanisms are reasonable. Interim Assessment Report 1 is the major deliverable for this phase and will be completed 6 months into program implementation. This report will include:

- An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s dashboard reports from the first 5 months of program implementation and the draft of their First Interim Report to report the results specific to CSB’s Stable Families Program.
- Review of school data and preliminary analysis, if possible.
- Review of pre-pilot shelter admission data obtained from CSB.

Data elements to be included in Interim Assessment Report 1 include:

- Summary of program organization (based on results of CRP’s site visits to CSB’s Stable Families program).
- Summary of program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
- Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and HMIS/Columbus ServicePoint (CSP) data).
- Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).
- School mobility and attendance for school-aged children in families served by the pilot for the first 5 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).

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• School achievement and behavioral profile for school-aged children in families served by the pilot for the first 5 months of program implementation (based on data retrieved from Columbus City Schools and/or Ohio Department of Education).

**Phase 2: 6 – 12 months from program inception**

In phase two of the program evaluation, TST will collect primary data from program participants in order to begin to answer the second research question in Table 1 (How has the Stable Families Program worked for participants and how might it work better?). This phase will lay the groundwork for the remaining waves of qualitative data collection, by creating a sampling/segmentation plan for selecting qualitative research participants and a discussion guide for both the focus groups and the in-depth interviews.

TST will assist CSB to recruit a focus group with Stable Families program participants who have school-age children who are actively enrolled in the program or who have recently completed it. We will also complete 10–15 interviews with respondents from families without school-aged children or from families who completed the program more than 3 months ago.

There are two major deliverables for this phase: Interim Assessment Report 2 and Supplemental Report 1. Supplemental Report 1 will be issued 8 months from program inception and will be based on data regarding all referrals made by the YWCA, along with the rate of re-entry to the emergency shelter system following referral.

Interim Assessment Report 2 will be issued 12 months into program inception and will include:

• An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s dashboard reports for the relevant period and the draft of their Second Interim Report to report the results specific to CSB’s Stable Families Program.
• Analysis of school data, using techniques such as logistic regression, and Cox regression/hazard ratios.
• A report of the results of TST’s qualitative data collection efforts.

Data elements to be included in Interim Assessment Report 2 include:

• Summary of program organization (based on results of CRP’s site visits to CSB’s Stable Families program).
• Summary of program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
• Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and CSP data).
• Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).

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• School mobility and attendance for school-aged children in families served by the pilot for the first 10.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• School achievement and behavioral profile for school-aged children in families served by the pilot for the first 10.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• A description of participants’ overall experience with the program (based on data collected in the focus groups and in-depth interviews).
• A description of the strengths and weaknesses of the Stables Families Program, from the perspective of those who participated in it (based on data collected in the focus groups and in-depth interviews).

**Phase 3: 12 – 18 months from program inception**

Months 12 – 18 will present the first opportunity to compare data across time to look for trends. There are two major deliverables for this phase: Interim Assessment Report 3 and Supplemental Report 2.

Supplemental Report 2 will be issued 14 months from program inception and will be based on data regarding all referrals made by the YWCA, along with the rate of re-entry to the emergency shelter system following referral.

Interim Assessment Report 3 will be issued 18 months from program inception and will include:
• An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s dashboard reports from the relevant time periods and the draft of their Third Interim Report to report the results specific to CSB’s Stable Families Program.
• Analysis of school data, using techniques such as trend analysis, logistic regression, and Cox regression / hazard ratios.
• Comparison of findings across time from the program’s inception to the present.

Data elements to be included in Interim Report 3 include:
• Summary of ongoing program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
• Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and CSP data).
• Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).
• School mobility and attendance for school-aged children in families served by the pilot for the first 16.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).

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• School achievement and behavioral profile for school-aged children in families served by the pilot for the first 16.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).

Phase 4: 18-24 months from program inception
Phase 4 will allow the first comparison of qualitative data across time, although only two datapoints will be available (essentially, year 1 and year 2). TST and CSB will cooperate to ensure that the focus groups and in-depth interviews occur in the same manner as is listed in Phase 2.

Data elements to be included in Supplemental Report 3 include:
• All referrals made by the YWCA on sampled dates
• Dates of re-entry into the emergency shelter system, for respondents who were referred on those sampled dates.

Interim Assessment Report 4 will be issued 24 months from program inception and will include:
• An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s relevant dashboard reports for the time period and the draft of their Fourth Interim Report to report the results specific to CSB’s Stable Families Program.
• Analysis of school data, using techniques such as trend analysis, logistic regression, and Cox regression / hazard ratios.
• Comparison of findings across time from program inception to the present.
• A report of the results of TST’s qualitative data collection efforts, with a comparison to the first wave of qualitative data collection.

Data elements to be included in Interim Assessment Report 4 include:
• Summary of ongoing program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
• Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and CSP data).
• Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).
• School mobility and attendance for school-aged children in families served by the pilot for the first 22.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• School achievement and behavioral profile for school-aged children in families served by the pilot for the first 22.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• A description of participants’ overall experience with the program, and a comparison to year 1 results in this regard (based on data collected in the focus groups and in-depth interviews).

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• A description of the strengths and weaknesses of the Stables Families Program, from the perspective of those who participated in it, along with a comparison to year 1 results in this regard (based on data collected in the focus groups and in-depth interviews).

**Phase 5: 24-30 months from program inception**
Throughout the first half of year 3, we will continue to compare data across time to look for trends. There are two major deliverables for this phase: Interim Assessment Report 5 and the Final Diversion Study Report.

The Final Diversion Study Report will be issued 27 months from program inception and will include
• A report of the entire Diversion study, comparing Stables Families outcomes over time, relative to other programs.
• Lessons learned and strategic recommendations that come from the Diversion Study.

Data elements to be included in the Final Diversion Study Report include:
• All referrals made by the YWCA on sampled dates
• Dates of re-entry into the emergency shelter system, for respondents who were referred on those sampled dates.

Interim Assessment Report 5 will be issued 30 months from program inception and will include:
• An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s most recent dashboard reports as well as their most recent draft Interim Report to report the results specific to CSB’s Stable Families Program.
• Analysis of school data, using techniques such as trend analysis, logistic regression, and Cox regression / hazard ratios.
• Comparison of findings across time from the program’s inception to the present.

Data elements to be included in Interim Assessment Report 5 include:
• Summary of ongoing program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
• Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and CSP data).
• Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).
• School mobility and attendance for school-aged children in families served by the pilot for the first 28.75 months of program implementation (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).

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• School achievement and behavioral profile for school-aged children in families served by the pilot for the first 28.75 months of program implementation (based on data retrieved from Columbus City Schools and/or Ohio Department of Education).

**Phase 6: 30-36 months from program inception**

Phase 6 will conclude the evaluation of the three-year pilot project and will also introduce a final qualitative element – in-depth interviews with 5 – 6 program staff who worked directly on the implementation of the Stable Families program, in addition to a final focus group with program participants, identical to those conducted at the end of year 1 and year 2. TST and CSB will cooperate to ensure that the focus groups and in-depth interviews occur, as they have during the first two years of the evaluation.

The purpose of conducting staff interviews is to obtain the organization’s perspective about what interventions and strategies worked best during the pilot period. The staff selected to participate in the in-depth interviews will be jointly selected by TST and CSB. Preliminary suggestions for interviewees include two staff members from CIS who worked directly with families from each of the two settlement houses, as well as one internal CSB staffer. An alternative selection could include one CIS staff member from each of the four school districts served by the program (if case managers are assigned to specific schools) along with 1 internal CSB staff member.

The Final Evaluation Report is the major deliverable for this project. This report will include:

• An overall summary of the results of CRP’s evaluation of the Stable Families Program. We will use CRP’s relevant dashboard reports for the time period and the draft of their Final Evaluation Report to report the results specific to CSB’s Stable Families Program.
• Analysis of school data, using techniques such as trend analysis, logistic regression, and Cox regression / hazard ratios.
• Comparison of findings across all three years of the pilot program.
• A report of the results of TST’s qualitative data collection efforts, with a comparison to the first and second wave of qualitative data collection, and a focus on the staff qualitative data.
• A discussion of the efficiency of various interventions used during the pilot.
• A set of “lessons learned” extracted from the three-year pilot.
• A set of strategic recommendations generated from the overall evaluation.

Data elements to be included in this final assessment report include:

• Summary of full program success in partnering with neighborhood and community resources (based on results of CRP’s site visits, case file review, and key stakeholder interviews).
• Summary of number of families referred to the program and number of families served, along with which interventions they received. These data will be displayed by important segments as identified by CSB and CRP (based on results of CRP’s review of case files and CSP data).

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• Summary of family outcomes achieved, such as the number in stable housing, the number and percentage of increases in family income, and the number of families with access to emergency resources, such as cash assistance (based on CRP’s review of case files and CSP data).
• School mobility and attendance for school-aged children in families served by the pilot (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• School achievement and behavioral profile for school-aged children in families served by the pilot (based on data retrieved from Columbus City Schools and / or Ohio Department of Education).
• Cost summaries for the program as a whole, as well as separately for the various interventions that case managers may ask families to complete.
• A description of participants’ overall experience with the program, and a comparison of results across all three years in this regard (based on data collected in the focus groups and in-depth interviews).
• A description of the strengths and weaknesses of the Stables Families Program, from the perspective of those who participated in it, along with a comparison of results across all three years in this regard (based on data collected in the focus groups and in-depth interviews).
• A description of the strengths and weaknesses of the program and its interventions from the staff perspective (based on data collected in in-depth interviews).
The evaluation plan now turns to a proposed timeline for all activities, presented by phase of the research project\(^2\). Phase 1 of the plan runs from April - September, 2008 and encompasses baseline data collection for the core outcome measures of the Stable Families Program.

\(^2\) Our ability to meet this timeline is dependent on timely provision of reports by Community Research Partners and our ability to obtain data from Columbus City Schools.

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Phase 2 of the plan covers October, 2008 through March, 2009. During Phase 2, the first set of reports for both the core outcomes and the diversion study is released, and the first wave of qualitative data collection occurs.

Phase 2: October 2008 - March 2009

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Phase 3 takes place between April and September, 2009 and will include core evaluation activities reported in Interim Assessment Report 3. The report for Year 1 of the Diversion Study will be released and finalization of the plan for Year 2 will also be completed.

**Phase 3: April - September, 2009**

![Gantt chart showing the timeline of tasks for Phase 3]

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Phase 4 of the plan occurs from October, 2009 – March, 2010. The second wave of qualitative data collection will take place during this time period and will allow for the first look at client experience with the program over time. Additionally, core program evaluation will continue, including Interim Assessment Report 4, as well as data collection for the Diversion Study.

### Phase 4: October, 2009 - March, 2010

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9/27</td>
<td>Writing: Interim Assessment Report 3 (TST)</td>
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<tr>
<td>10/11</td>
<td>CRP releases Dashboard Report 7</td>
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<tr>
<td>10/25</td>
<td>Draft: Interim Assessment Report 3 to CSB</td>
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<td>11/8</td>
<td>Review: Interim Assessment Report 3 (CSB)</td>
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<td>12/6</td>
<td>Data generation: Diversion Study data (YWCA)</td>
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<td>12/20</td>
<td>CRP releases Final Report (draft)</td>
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<td>1/3</td>
<td>Revise: Interim Assessment Report 3 (TST)</td>
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<td>Sampling: Interviewees for focus groups (TST)</td>
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<td>Sampling: Interviewees for focus groups (TST)</td>
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<td>Set focus group date, select interviewees</td>
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<td>Recruiting: For FGs and IDIs (CSB)</td>
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<td>Indepth interviews conducted</td>
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<td>Data file: Universe of respondents from CSB</td>
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<td>Data generation: Student data (CCS)</td>
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<td>TST conducts focus groups</td>
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<td>Data analysis Interim Assessment Report 3...</td>
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<td>Writing: Interim Assessment Report 4 (TST)</td>
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Phase 5 of the plan covers the period from April – September, 2010. During this phase of the evaluation, the final evaluation of the Diversion study will conclude, and the final report for this portion of the evaluation will be issued.
Phase 6 concludes the full evaluation plan, covering the period from October, 2010 – June, 2011. Note the final phase is slightly longer than previous phases to allow for analysis of all data collected during the evaluation. The final evaluation report will include overall results, as well as lessons learned and strategic recommendations, when possible and appropriate.

Phase 6: October 2010 - June 2011

The Strategy Team, Ltd.