

# Community Mobilization Scorecard

Excerpted From

*Effective Community Mobilization*  
*Lessons from Experience*, CSAP 1997

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The scorecard format serves three functions. First, it forces qualitative decisions to be made regarding how well a particular criterion is being addressed. Second, the score itself acts as a psychological stimulus. People want to score high and see improvements in their performance over time. Third, the scoring process can be turned into a community-building exercise. Rating and discussing these indicators—one by one—encourages open and critical dialog, stimulates reflection and creative ideas, and catalyzes joint action to improve conditions, relationships, procedures, and activities.

The scorecard is intended to assist community groups, program staff, and evaluators in assessing the extent to which the community of interest is mobilized for action. It is the mobilization effort that is scored, not the community as a whole. Thus, when the scorecard refers to "community," it is referring to the active community members (individuals, agencies, and organizations) that are involved in the effort to create change.

Whether used to plan a future effort or evaluate one that is already under way, the scorecard can be completed by individuals or through an interactive group process. Members of the community may complete the scorecard separately, and then meet to discuss similarities and differences in ratings and implications of the ratings for future action. Or, community members may complete the scorecard as a group exercise in which they discuss their effort and assign a score to each item through consensus.

Each of the 17 indicators has been translated into a single item with an accompanying 5-point scale with endpoints at 0 and 4. Descriptors are provided to assist in scoring the indicator. For example, item 3 addresses shared values among the active community members. A score of 0 would be assigned to suggest that individual aspirations, rather than shared values, dominate the group. A score of 2 would be used by raters to indicate the presence of some common aspirations among participating group members. A maximum score of 4 would suggest that common aspirations dominate the workings of the group. Scores of 1 or 3 would indicate ratings midway between the other descriptors provided.

Assigning scores to each indicator involves a subjective assessment of the extent to which the indicator is present in the effort being evaluated. Thus, the scorecard is not a precise measurement technique, but is a useful tool for gauging whether a community is mobilized for action and identifying specific areas in which improvement is needed.

The scorecard yields three sets of scores: (1) 17 for the individual indicators; (2) totals for the three subscales (summing across items 1 through 5 for Sense of Community, 6 through 11 for Mobilization Capacity, and 12 through 17 for Readiness for Focused Action); and (3) a grand total (sum of all items). A perfect total score of 68 (20 for Community Spirit, 24 for Mobilization Capacity, and 24 for Readiness for Focused Action) suggests a community effort that is maximally mobilized for action.

For indicators not scoring the maximum 4 points, those involved in the effort are encouraged to develop some suggested action to increase the score. The specific action to take will be dictated by local factors. Community members engaging in this activity may want to review chapters of this report or the references cited that apply to the criterion of interest. If the initial score is 0 or 1, the suggested action might move the community mobilization effort to a score of 2 or 3. The intention is to keep pushing the scores upward toward the ideal.

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## Directions for Using the Community Mobilization Scorecard

Following are 17 items corresponding to the 17 indicators of community mobilization. Either individually or as a group, assign a score from 0 to 4 to indicate the extent to which each indicator is present in the effort being planned or evaluated. The ratings are subjective, and differences between raters are expected. As such, the scorecard ratings should be used as a general index of whether a community is mobilized for action and identifying specific areas for improvement. For indicators not scoring the maximum 4 points, use the blank box to suggest a course of action that can help improve the score. A total score is found by summing across all 17 items and for the three subscales by summing across items 1-5 (Sense of Community), items 6-11 (Mobilization Capacity), and items 12-17 (Readiness for Focused Action).

**Please circle the number of the rating that is closest to how you view these issues in your community by pointing and clicking it with your mouse**

<input type="text"/>	<input type="text"/>
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Coalition ID:

<input type="text"/>	<input type="text"/>
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Site ID:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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Member ID:

Baseline      Post test  
(Check one)

## Sense of Community

### 1. Active members of the community share a sense of connectedness or belonging.

- 0 Not at all (individuals do not identify with the community)
- 1 Rarely
- 2 Somewhat (individuals sense some degree of connectedness)
- 3 Frequently
- 4 Almost always (individuals feel fully connected to the community)

### 2. Active members acknowledge their mutual importance to, and concern for each other.

- 0 Not at all (members do not recognize their interdependence)
- 1 Rarely
- 2 To some degree (members exhibit occasional reliance on one another)
- 3 Frequently
- 4 Almost always (members depend heavily on each other for mutual success)

### 3. Active members profess common beliefs, shared values, and shared emotional ties.

- 0 Not at all (individual aspirations predominate)
- 1 Rarely
- 2 To some degree (members share some common aspirations)
- 3 Frequently
- 4 Almost always (common aspirations dictate the activities of the community)

### 4. Active members come together to bond and network.

- 0 Not at all (Members of the community never congregate)
- 1 Rarely
- 2 To some degree (Members of the community occasionally congregate)
- 3 Frequently
- 4 Almost always (Members of the community frequently congregate)

### 5. Active members accept mutual responsibility for sustaining or enhancing the quality of their relationships.

- 0 Not at all (The long term survival of the group effort is not of concern.)
- 1 Rarely
- 2 To some degree (A small subgroup accepts responsibility for long term survival.)
- 3 Frequently
- 4 Almost always (All members show continued concern for the success and growth of the group)

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## Mobilization Capacity

### 6. The mobilization effort is guided by sustained leadership.

- 0 Not at all (Leaders have not emerged to endorse, support, and guide the effort.)
- 1 Rarely
- 2 To some degree (Leaders come in and out of the process.)
- 3 Frequently
- 4 Almost always (Strong and constant individual/distributive leadership is evident.)

### 7. The mobilization effort is formalized.

- 0 Not at all (There are no written rules, or procedures to guide the effort.)
- 1 Rarely
- 2 To some degree (There are some written rules, or procedures to guide the effort.)
- 3 Frequently
- 4 Almost always (There are many written rules, or procedures to guide the effort.)

### 8. Community members have incentives to participate in the mobilization effort.

- 0 Not at all (Active members perceive that the costs of participating outweigh the benefits.)
- 1 Rarely
- 2 To some degree (Members perceive benefits as somewhat outweighing the costs of participating.)
- 3 Frequently
- 4 Almost always (Members perceive benefits as greatly outweighing the costs of participating)

### 9. Active members communicate with each other and the media to share information.

- 0 Not at all (Active members rarely communicate with each other or the media.)
- 1 Rarely
- 2 To some degree (Members occasionally communicate with each other or the media.)
- 3 Frequently
- 4 Almost always (Members frequently communicate with each other or the media.)

### 10. Participants have the organizational know how to mobilize the community.

- 0 Not at all (None of the participants have any experience pulling together a community.)
- 1 Rarely
- 2 To some degree (At least one of the participants has some experience pulling together a community.)
- 3 Frequently
- 4 Almost always (At least one of the participants has much experience pulling together a community.)

### 11. The mobilization effort has behind the scenes support.

- 0 Not at all (There are no paid staff or volunteers who provide logistical/technical support.)
- 1 Rarely
- 2 To some degree (Paid staff or volunteers who provide some logistical/technical support)
- 3 Frequently
- 4 Almost always (Paid staff or volunteers who provide Much logistical/technical support)

## Readiness for Focused Action

**12. This community mobilization effort has a specific set of goals and associated timeline.**

- 0 Not at all (No goals are articulated.)
- 1 Rarely
- 2 To some degree (Some of the goals are clearly articulated and tied to dates.)
- 3 Frequently
- 4 Almost always (All the goals are clearly articulated and tied to dates.)

**13. This mobilization effort has a feasible plan of action.**

- 0 Not at all (Members are muddling through with no plan of action.)
- 1 Rarely
- 2 To some degree (Some components of a plan exist but the plan lacks integrity and completeness.)
- 3 Frequently
- 4 Almost always (A strategic plan exists that systematically builds toward goal attainment.)

**14. Active members have the capabilities and access to the needed resources to implement the plan.**

- 0 Not at all (Members have no access to the necessary skills and resources.)
- 1 Rarely
- 2 To some degree (Members possess some access to the needed skills and resources.)
- 3 Frequently
- 4 Almost always (Members use a strategic plan that systematically builds toward goal attainment.)

**15. There is broad-based citizen participation in the effort, including those most affected by the proposed changes.**

- 0 Not at all (Only a few individuals with a specific agenda are involved.)
- 1 Rarely
- 2 To some degree (Several segments of the population, including those affected are involved.)
- 3 Frequently
- 4 Almost always (There is broad participation from all segments of the population.)

**16. Participants have passion for immediate action.**

- 0 Not at all (Participants devote all their energies to developing long term plans.)
- 1 Rarely
- 2 To some degree (Participants are aiming for some immediate successes.)
- 3 Frequently
- 4 Almost always (The mobilization strategy focuses on short-term wins.)

**17. Active members are oriented toward high performance team functioning.**

- 0 Not at all (Members prefer to work alone to get things done.)
- 1 Rarely
- 2 To some degree (Members occasionally pull together when necessary.)
- 3 Frequently
- 4 Almost always (Members regularly work together to get tasks done.)

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**Community Mobilization Scorecard**

**Sense of Community score (Items 1 through 5)**

**Score:**

**Mobilization Capacity score (Items 6 through 11)**

**Score:**

**Readiness for Focused Action score (Items 12 through 17)**

**Score:**



**Total Score:**