



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Targeting

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Presenters

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ABOUT NASCSP | WHAT WE DO

NASCSP members are state administrators of the U.S. Department of Health and Human Services Community Services Block Grant (CSBG) and the U.S. Department of Energy's Weatherization Assistance Program (DOE/WAP). NASCSP provides research, analysis, and training and technical assistance to State CSBG and WAP offices, Community Action Agencies, and State Associations in order to increase their capacity to prevent and reduce poverty and build economic and energy security.



U.S. DEPARTMENT OF
ENERGY






Agenda

- Planning
 - Targeting
 - Measurement Tools
- Evaluation

An illustration on a teal background with horizontal white lines. A large, light-skinned hand with a grey sleeve cuff is shown from the left, holding a small, dark grey rock. A black silhouette of a person in a suit is walking across the rock. The rock is surrounded by concentric white circles representing ripples in water. The text 'What is your agency's mission?' is overlaid in white, with 'mission?' on a new line.

What is your agency's mission?

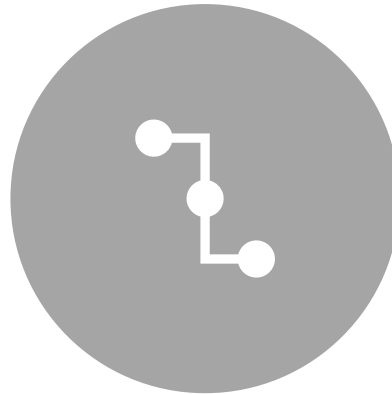


How do you know if
you are fulfilling your
mission?

Collectively, as a Network, we must...



**UNDERSTAND OUR
MISSION**



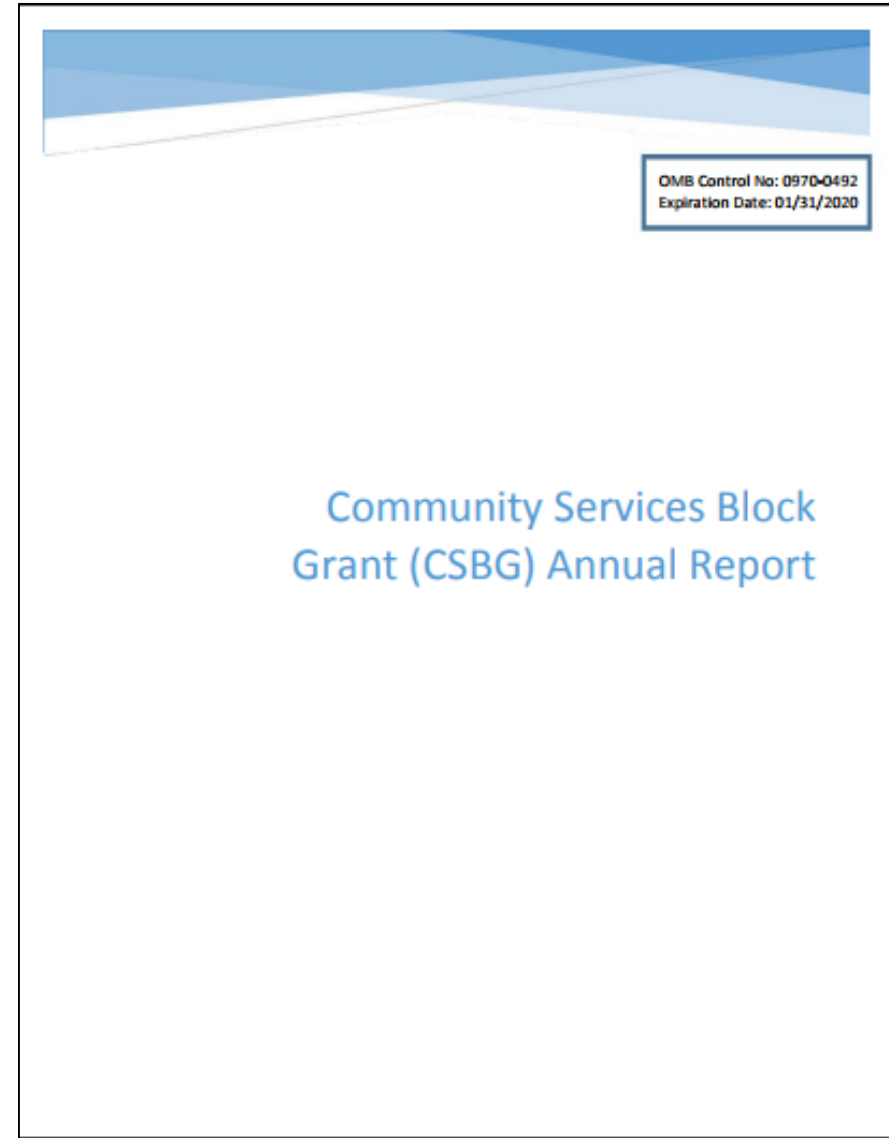
**MEASURE THE
CHANGE WE CREATE**

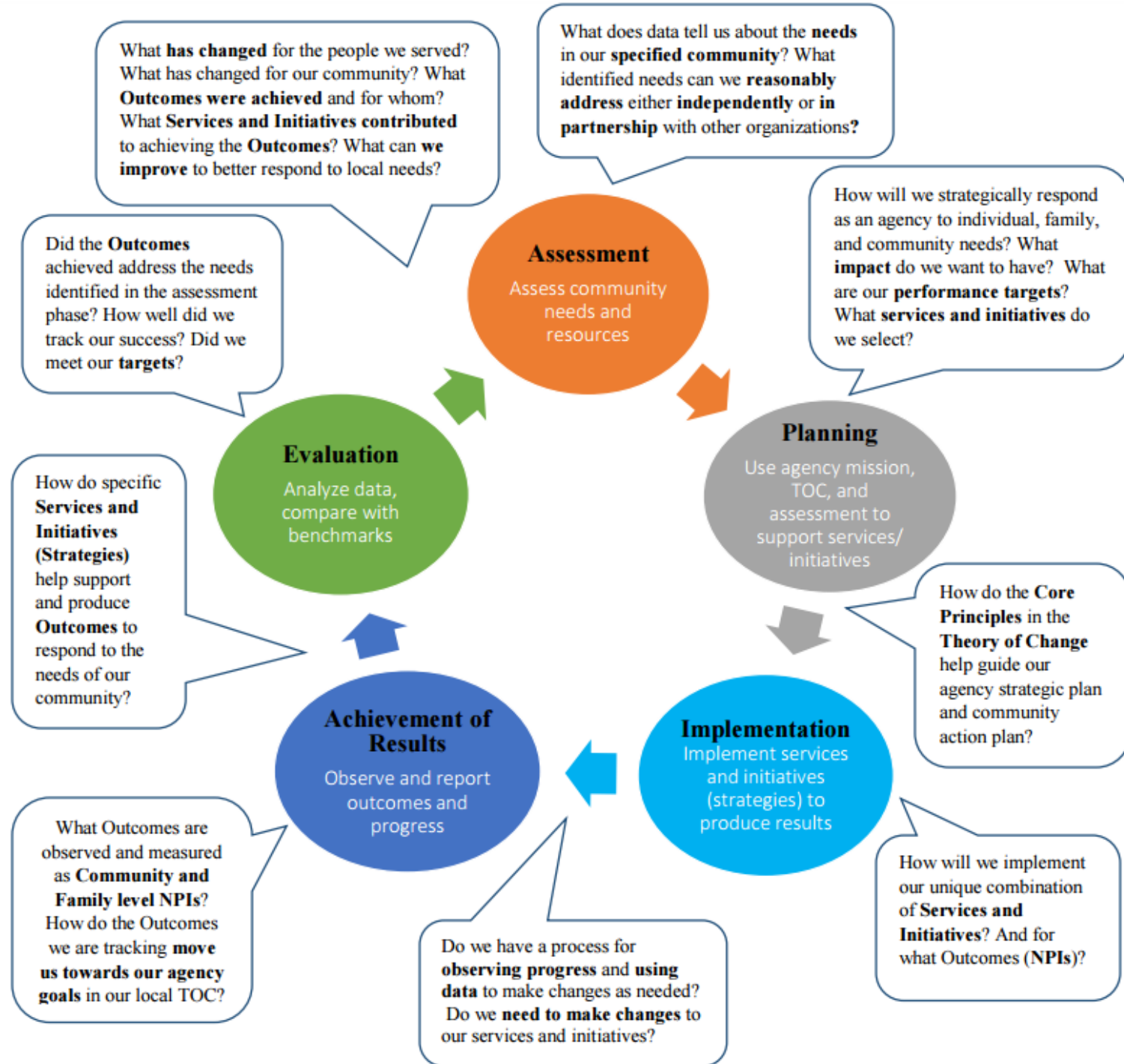


**TELL THE STORY OF
COMMUNITY ACTION**

New CSBG Annual Report

Actualizes the Performance Management Framework as the vehicle that moves the framework forward





Planning



Outcomes and Indicators

- An **outcome** represents a specific result a program is intended to achieve
- An **indicator** is a specific, observable and measurable change that can be used to show changes or progress a program (service, strategy) is making toward achieving a specific **outcome**.
 - There should be at least one indicator for each outcome but there may be several different indicators that all work together to demonstrate the outcome.
 - An indicator helps you follow change over time. It is a way to detect progress or lack of progress toward an outcome.

Services/Outputs

- A service is what the agency does to achieve the outcome.
- The agency must consider how their services will be connected to a specific indicator, so it can be clearly connected to identified needs and outcomes.
- The identification of services are included in the planning process and are implemented by the agency.
- Not all services will lead to an outcome.

Services and Outcomes

SRV 4i: LIHEAP



SRV 2w:
Parenting
Supports



SRV 7d:
Transportation



FNPI 3a: met
basic needs for
90 days.

Planning for Outcomes: Targeting

- The GPRA legislation (Government Performance and Results Act of 1993/ Modernization Act of 2010) refers to “**performance plans**” and “**performance goals**,” which both relate to the concept of planning for specific results.
- Every NPI now has a target.
 - Previously, only some NPI’s in the IS required a target.
- A target demonstrates the agency’s expectation about your capacity to deliver results.

Planning for Outcomes: Targeting

COMMON ISSUE

Module 4, Section A: Individual and Family National Performance Indicators (FNPIs) - Data Entry Form

Goal 1: Individuals and Families with low incomes are stable and achieve economic security.

Employment Indicators

Name of CSBG Eligible Entity Reporting:

Employment (FNPI 1)	I.) Number of Participants Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I = IV] (% auto calculated)	V.) Performance Target Accuracy (III/II = V) (% auto calculated)
FNPI 1a The number of unemployed youth who obtained employment to gain skills or income.	65	59	59	91%	100%

Establish Targets



A target is the number **established before services** are provided that say what the agency expects to happen.



You can have more than one target.



It is very helpful to have several interim indicators to show progress in the middle of the program.

Planning for Outcomes: Targeting

COMMON ISSUE

Module 4, Section A: Individual and Family National Performance Indicators (FNPIs) - Data Entry Form
Goal 1: Individuals and Families with low incomes are stable and achieve economic security.
Health and Social/Behavioral Development Indicators

Name of CSBG Eligible Entity Reporting: _____

Health and Social/Behavioral Development (FNPI 5)	I.) Number of Participants Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/ I = IV] (% auto calculated)	V.) Performance Target Accuracy (III/II = V) (% auto calculated)
FNPI 5a The number of individuals who demonstrated increased nutrition skills (e.g. cooking, shopping, and growing food).	100	100	96	96%	96%

Planning for Outcomes: Targeting

- The process for establishing targets also tests your ability to be realistic about what you expect to achieve.
- Realistic targets are based on benchmarks, sub goals, and interim indicators.



What is targeted?

- How many will be served? This is the first target number.
- Of those served, how many will achieve the outcome (will experience the change that is expected from the service)? This is the second target number.
- The relationship between these numbers produces a percent that shows the expectation of success of those receiving service.
- This is the foundation of data that will be used to identify what works and for whom.

Goal 1: Individuals and Families with low incomes are stable and achieve economic security.

Employment Indicators

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Employment (FNPI 1)	I.) Number of Participants Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I = IV] (% auto calculated)	V.) Performance Target Accuracy (III/II = V) (% auto calculated)
FNPI 1a The number of unemployed youth who obtained employment to gain skills or income.				#DIV/0!	#DIV/0!
FNPI 1b The number of unemployed adults who obtained employment (up to a living wage) .				#DIV/0!	#DIV/0!
FNPI 1c The number of unemployed adults who obtained and maintained employment for at least 90 days (up to a living wage) .				#DIV/0!	#DIV/0!
FNPI 1d The number of unemployed adults who obtained and maintained employment for at least 180 days (up to a living wage) .				#DIV/0!	#DIV/0!
FNPI 1e The number of unemployed adults who obtained employment (with a living wage or higher) .				#DIV/0!	#DIV/0!
FNPI 1f The number of unemployed adults who obtained and maintained employment for at least 90 days (with a living wage or higher) .				#DIV/0!	#DIV/0!
FNPI 1g The number of unemployed adults who obtained and maintained employment for at least 180 days (with a living wage or higher) .				#DIV/0!	#DIV/0!

Targets Identify the Scope of the Expected Results

Example of Results (Outcomes):

- Program participants pass the GED test
- Parents demonstrate increased knowledge of good parenting skills

Example of Targets (Projected indicators):

- 30 of 50 participants (60%) achieve a score of 85% or above on the GED exam within the program year
- 25 out of 50 parents (50%) achieve a passing score on a post test of knowledge related to parenting following the training program.

Service	# Unduplicated Clients Receiving the Service	NPIs (Outcome)	Family, Agency, or Community Level Goal	# Unduplicated Clients Achieving Outcome (Target)	Indicator (Measurement Tool, Evidence of Achievement)	Timeframe for NPI Achievement
Case Management	51	3A Achieve and maintain capacity to meet basic needs for 90 days	Family	41	Self-Sufficiency Martix, Employment, housing, food	90 Days
Case Management	10	3B Achieve and maintain capacity to meet basic needs for 180 days	Family	8	Self-Sufficiency Martix, Employment, housing, food	180 Days
Case Management	10	3C Opened a savings account or IDA	Family	8	Savings Account balance ledger	60 Days
Case Management	10	3D Increased savings	Family	8	Increased Account balance Ledger	90 Days
Case Management	51	4B Obtain safe and affordable housing	Family	41	Lease	60 Days
Case Management	51	4C Maintain safe and affordable housing for 90 days	Family	41	Self-Sufficiency Martix, Employment, housing, food	90 Days
Case Management	10	4D Maintain safe and affordable housing for 180 days	Family	8	Self-Sufficiency Martix, Employment, housing, food	180 Days
Case Management	10	4E Avoid Eviction	Family	8	Confirmation with Landlord	30 Days
	203			163		

Planning for Outcomes: Targeting

- You must define very precisely what it means to ‘achieve the outcome.’
 - Just being a part of the nutrition skills class does not mean that every participant will automatically demonstrate increased nutrition skills.



ROMA Logic Model – One Dimension

National ROMA Peer-To-Peer Training Program

Organization:

Program:

Family

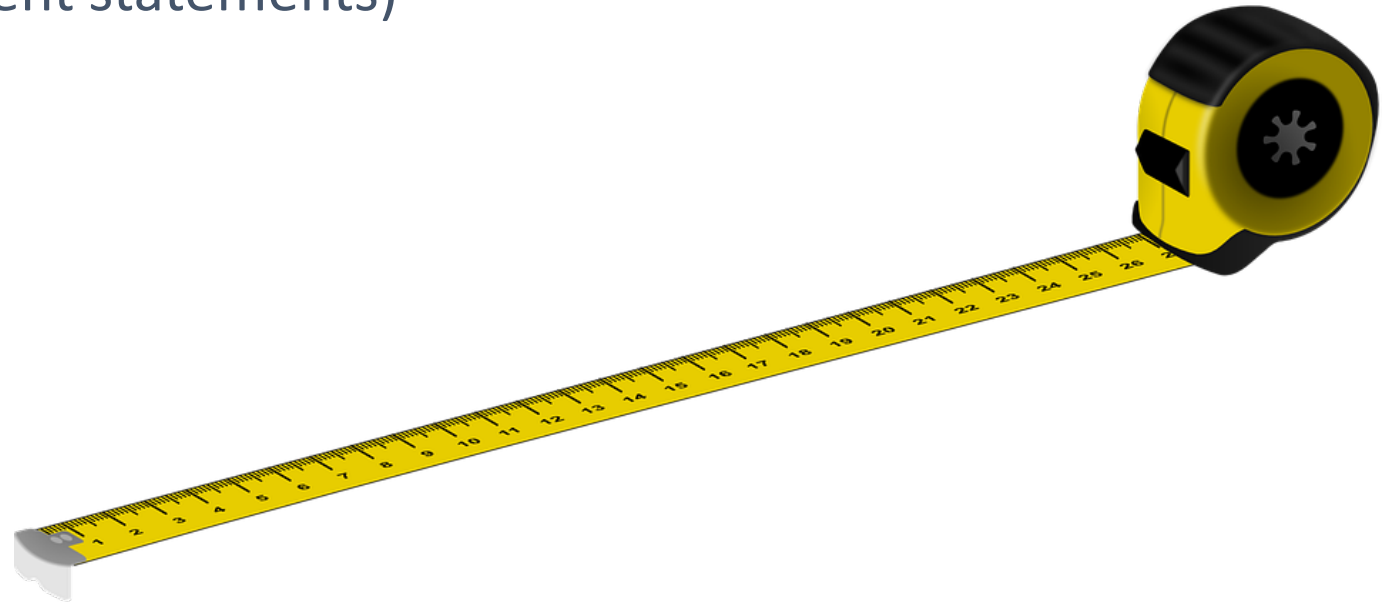
Agency

Community

Identified Problem, Need, Situation	Service or Activity (Output) Identify the timeframe. Identify the # of clients served or the # of units offered.	Outcome (General statement of results expected)	Outcome Indicator <u>Projected</u> # and % of clients who <u>will</u> achieve each outcome.	Actual Results <u>Actual</u> # and % of clients who <u>achieve</u> each outcome.	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
(1) Planning	(2) Intervention	(3) Benefit	(4) Benefit	(5) Benefit	(6) Accountability	(7) Accountability	(8) Accountability
Mission:						Proxy Outcome: Yes or No	

How will you know that something has changed?

- Measurement tools are the **documents** that will **prove** your outputs and outcomes.
 - Pre- and post-tests
 - Proof from documents (pay check stubs, bank accounts, report cards, etc.)
 - Personal Reports (client statements)
 - Questionnaire
 - Scales and matrices



You have to PLAN to Measure



The measurement tool used should be identified in the planning process.



It should also be identified in planning, who is collecting this information, where it's stored, and the frequency of use.



The measurement tool should be appropriate for the indicator. For example, attendance records for a class would not be a good tool for “getting a job”.

Timing and Use of Measurement Tools

- Timing and when to use the measurement tool needs to be determined in the planning stage and should be appropriate for the outcome being obtained.
- End result or Point in Time?
 - The housing progress indicators need periodic assessment.

Housing (FNPI 4)	I.) Number of Participants Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I = IV] (% auto calculated)	V.) Performance Target Accuracy (III/II = V) (% auto calculated)
FNPI 4a The number of households experiencing homelessness who obtained safe temporary shelter .				#DIV/0!	#DIV/0!
FNPI 4b The number of households who obtained safe and affordable housing .				#DIV/0!	#DIV/0!
FNPI 4c The number of households who maintained safe and affordable housing for 90 days .				#DIV/0!	#DIV/0!
FNPI 4d The number of households who maintained safe and affordable housing for 180 days .				#DIV/0!	#DIV/0!

Planning



Using Data for Decision Making

Decision Support



Good Decision Making considers both data and intuition.

- Reporting shows you **what is happening**, while analysis focuses on explaining **why it is happening** and **what you can do about it**.
- Data Analysis's **recommendations** provides specific guidance on what actions to take based on the key insights found in the data. Once a recommendation has been made, **follow-up** on a decisions is next (go/no go/explore further). Decision will be used in the next round of **ROMA Planning and Implementation**

Annual Report Data Analysis Can Inform Decisions In...



DEVELOPMENT/REVISION OF
THEORY OF CHANGE



STRATEGIC PLANNING



PROGRAM
STRUCTURE/IMPLEMENTATION
PLANS



RESOURCE PLANNING

Theory of Change

- What does our data tell us about poverty in our community?
 - Does the data support your assumptions?
- Is the information consistent with your plans?
- What services and strategies lead to desired outcomes?
 - Do we need to update our Theory of Change to reflect different strategies or outcomes?
- Did you reach the goals you established?
 - Were they the right goals?



Strategic Plan



- What are the strategic goals of the agency as a whole?
- Is our program performance data reflecting those goals?
 - Do we need to update large strategic goals based on performance?
 - Do we need to adjust programs to meet our strategic goals?

Community Action Plan/Implementation



- Changes to programs
 - Strengthen/abandon
 - Strategies
- Changes to fund allocation
- Who operates programs?
 - Staff credentials, expertise
- Partnerships

Resource Planning

- Based on prior performance, do we have the right resources to reach program or strategic goals?
 - Human Resources
 - Funding Resources
- Do existing resources need to be realigned?
 - Move resources from underperforming programs or those with less strategic value to the organization to those that maximize investment



Results

Health and Social/Behavioral Development (FNPI 5)	I.) Number of Participants Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/ I = IV] (%) auto calculated)	V.) Performance Target Accuracy (III/II = V] (%) auto calculated)
FNPI 5i The number of individuals with <u>no recidivating event</u> for six months.	120	86	16	13%	19%
FNPI 5i.1 Youth (ages 14-17)	7	6	7	100%	117%
FNPI 5i.2 Adults (ages 18+)	113	80	9	8%	11%

THINGS

WILL

CHANGE

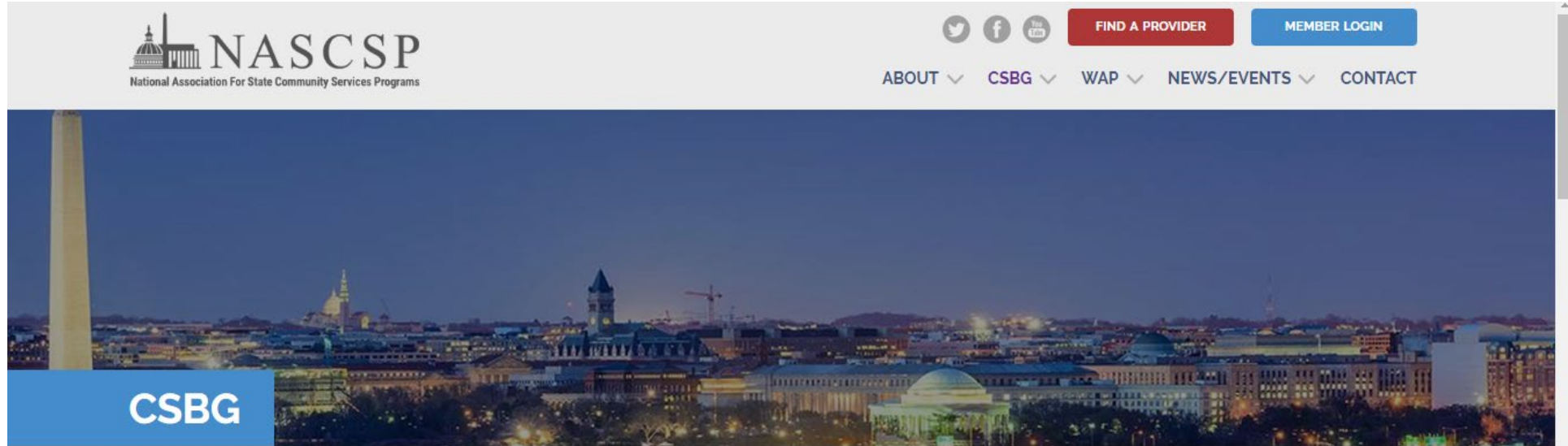
Rapidly Changing Times

- We know there is more funding coming out for agencies across the nation to support families during the national COVID-19 emergency
- In the short-run, you may have to make programmatic decisions and shift things around quickly
- The situation is uncertain and will change from one month to the next
- How do you target in such a climate?
 - Analyze shorter periods of time
 - Anticipate as best as you can how changes to program delivery will impact program performance
 - At the end of the day, a target is a target



Tools and Resources

www.nascsp.org



The Community Services Block Grant (CSBG), administered by the states, provides core funding to local agencies to reduce poverty, revitalize low-income communities, and to empower low-income families to

- > CSBG
- Services and Technical Assistance
- CSBG Resources
- Data Collection and Reporting
- Advocacy



Data Collection and Reporting

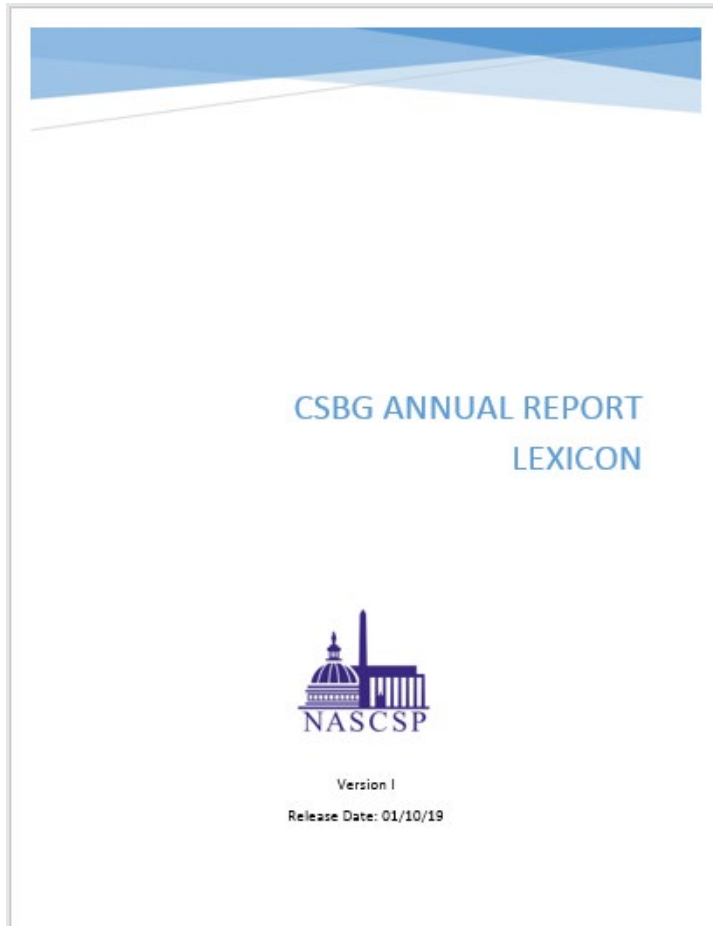


- CSBG
- Services and Technical Assistance
- CSBG Resources
 - > **Data Collection and Reporting**
 - Annual Report
 - DATA Task Force
 - CSBG IS Survey
 - National Report and State Fact Sheets
- Advocacy



NASCSPP Data keeps its

CSBG Annual Report Lexicon



Financial Well-Being

A state of being wherein you: have control over day-to-day and month-to-month finances; have the capacity to absorb a financial shock; are on track to meet your financial goals; and have the financial freedom to make the choices that allow you to enjoy life²⁰ (Source: *Consumer Financial Protection Bureau*).

Related Modules: Module 4

Also See: Income and Asset Building Services (SRV 3)

Head Start

Head Start promotes school readiness of children under 5 from low-income families through education, health, social and other services²¹ (Source: *Office of Head Start*). Head Start is funded by the U.S. HHS.

Related Modules: Module 2, Module 3, Module 4

Also See: Early Head Start

¹⁹ https://www.senate.gov/reference/glossary_term/fiscal_year.htm

²⁰ https://files.consumerfinance.gov/f/201501_cfpb_report_financial-well-being.pdf

²¹ <https://www.acf.hhs.gov/ohs>

Collecting, Storing, Analyzing, and Using Data FAQ's

Key Points-

- 🔑 Elements of necessary data collection are found **throughout the ROMA cycle**.
- 🔑 Data and information can be translated into knowledge to **increase capacity** and improve **an agency's success** at reaching its intended results.
- 🔑 Data analysis can be both proactive and retroactive. It is used in predicting future trends and explaining past trends.

What is "data"?

- Data is facts that are observed, measured, collected, and aggregated.

How can data be used?

- Data can be examined to become information. This helps inform decision making in any sector of work. For instance, it is important to identify the population we serve, study trends, find patterns, predict future trends, and understand underlying factors of causal relationships.
- Analyzing data helps us go beyond just what is obvious, to fully understand what is not necessarily noticed right away.

What does it mean to have quality data collection?

- It is complete. There is no information missing from the data.
- It is accurate. There are no typos in the reporting of the data and all of the information is correct.
- It is timely. The data was collected on time, on a regular basis, and/or is recent enough to be pertinent.
- It is reliable. The data collected is meaningful to the topic, it is collected in the same way every time, and the people involved in collecting data understand what they are responsible for collecting.

Where should I store my data?

- Data needs to be stored in a safe and accessible environment. It should be backed up regularly and have adequate security measures in place to protect the information.
- People need to be trained on accessing the data and internal policies should govern storage procedures.

What do I do before I analyze my data?

- Before analyzing data, it needs to be organized.
- Identify what it is you are looking for. Having a goal in mind before analyzing data will help the process of finding the information that is useful in your decision making. Goal setting narrows down where to look to find the data.
- Organize the data to depict relationships among different components or show pathways of information, materials, money, personnel, etc.
 - They may include geographical representations or other kinds of graphing or using tools such as maps to help visualize relationships between data points.

Questions?



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