



A Closer Look at Module 1



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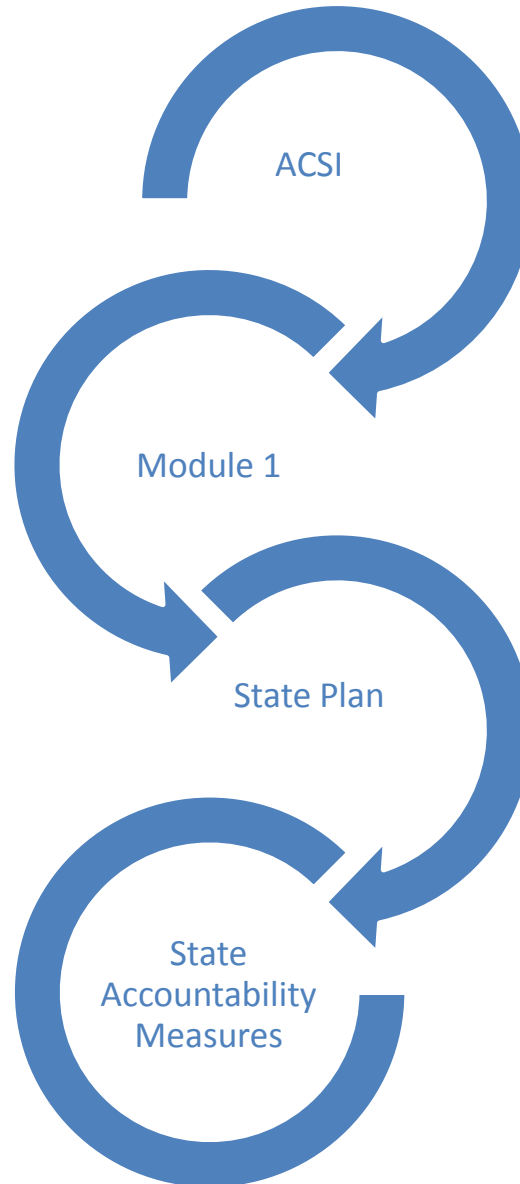
Panelists

- ❖ **Jackie Orr**, CSBG State Assistance Director, NASCSP
- ❖ **Katy Kujawski**, Research Director, NASCSP

Agenda

- Discuss Module 1 and Continuous Improvement
- Share approaches/examples used by states for a few items in Module 1
 - Some approaches that are used frequently and are more common
 - Others that are used less frequently and less common
- The intent is to provide some examples/approaches that you can use in your state office.
- Show examples of agencies that are using data and making changes.
- This is just the beginning of the conversation and process.

Continuous Improvement



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B.4. State Management Accomplishment:

Describe what you consider to be the **top management accomplishment achieved by your State CSBG office** during the reporting year (FFY). Provide examples of how administrative or leadership **actions led to improvements in efficiency, accountability, or quality of services and strategies.**

“Common” Responses

- Plan, develop and implement Organizational Standards, including:
 - Developed a process for uploading documentation and tracking progress in an electronic format such as a database.
- Increased communication/collaboration with State Association and CAAs. Took many forms:
 - Coordinated T/TA (in relation to the Standards)
 - Discretionary funding to Association
 - Addressed ACSI results



“Common Responses”

- Increased number of ROMA Trainers and/or ROMA Implementers in the state
- Updated or developed new data systems

Less Common

- Efforts states made in Community Needs Assessment processes to assist eligible entities:
 - Designed and conducted a client needs assessment and a client satisfaction survey and reports.
 - Standardized community needs assessment survey and report format.
 - Enhanced the design and implementation of the statewide Community Needs Assessment tool.



Less Common

- State Office reorganization/changes/partnerships:
 - Assigned trainers/point of contact for each CAA
 - Combine WX, LIHEAP, CSBG
 - Merger
 - Quarterly risk assessment meetings with LIHEAP and WAP to share information on program performance and to coordinate resources and strategy

Less Common

- Combined monitoring process (program and fiscal) and revamped monitoring report
- Changed the State funding formula





Less Common

- Launched/involved in new state-wide programs
 - Reduce rates of recidivism
 - Energy efficient affordable housing and transportation
 - Development of Two-Generation approach

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I.2. State ROMA Support:

How did the **State support the CSBG Eligible Entities in using the ROMA system** or alternative performance measurement system in promoting continuous improvement? For example, describe any data systems improvements, support for community needs assessment, support for strategic planning, data analysis etc.

Common

- Increased NCRT and NCRI in the states
 - Work with Association to support trainings in the state
 - Encourage/support eligibility entities to have an NCRT/NCRI
 - State NCRT/NCRI
- ROMA Alliance or Data Task Force formed or reconvened
- Strategic Plan/Community Needs Assessment Trainings
- Revised Community Action Plan to reflect the ROMA Cycle and provide guidance
- Updated/upgraded state-wide data systems
- Provided ROMA Trainings for Board Members

Less Common

- Work done around Community Needs Assessments:
 - Revised written guidance/requirements for community assessment
 - Community assessment executive summary outline
 - Developed and provided CNA Guidelines
 - Standardized CNA Tool and Report
 - Focused on state staff reviewing/evaluating
 - Provided quality samples of needs assessments

Less Common

- Conducted surveys with agencies to ascertain their data needs and data collection issues.
- Provided discretionary funding for CAA staff to attend CAP MLTC
- Annual retreat for ROMA Trainers





Less Common

- Templates for strategic planning and risk assessments were made available.
- A poverty population tool was developed to assist agencies in analyzing their service delivery.

I.3. State Review of CSBG Eligible Entity Data:

Describe the procedures and activities the State used to *review the ROMA data (i.e. all data from elements of the ROMA cycle)* from CSBG Eligible Entities for completion and accuracy (e.g. methodology used for validating the data submitted annually by the local agencies).

Common

- Reviewed and provided feedback on the Community Action Plan.
 - Some contain logic models
- State staff reviewed agency reports.
 - Quarterly/monthly/semi-annually
 - Review of targets
- Utilized the CSBG IS Database Tool
- Reviewed/validated various data points at both desk reviews and onsite monitoring visits.

Less common

- Conducted state regional training for all Executive Directors, and other staff, in reviewing the materials submitted for the IS and what additional analysis could/should be done.
- State Office realigned staffing assignments in FFY 2017 to have a staff person with data analysis expertise.
- Convened Data Users Meetings comprised of each CAA
- Plan in place to start using prior year data to determine program changes and better targeting.

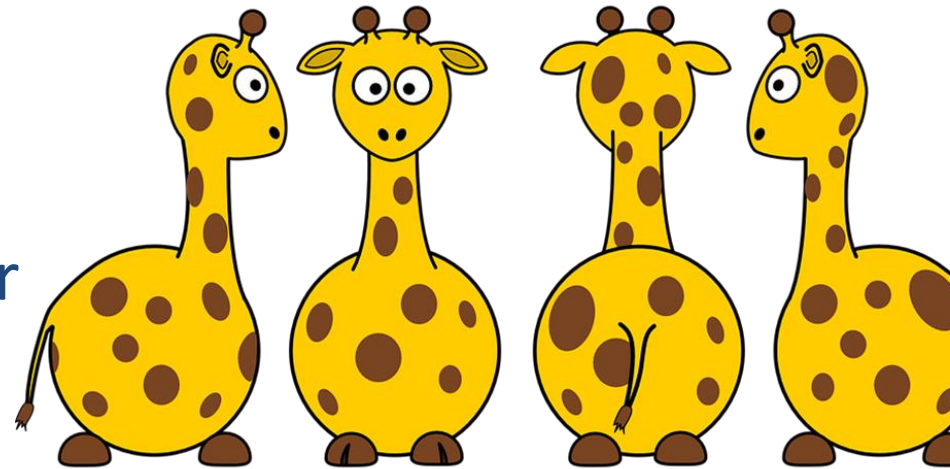
Less common

- Compared data from the current fiscal year to previous year reports.
- State staff conducted a crosswalk between the needs assessment, CAP, and proposed services, including reviewing previous years data.
- Connecting identified needs with CAPs and/or logic models.



Less common

The State CSBG Office assigns each eligible entity a goal for the number of persons to transition out of poverty each program year. At the end of the program year, the CSBG Administrator reviews their performance and sub recipients that did not meet their assigned goals are asked to provide a plan of action to improve performance.



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I.4. State Feedback on Data Collection, Analysis, and Reporting

State Accountability Measure 5S(ii) requires states to *submit written feedback to each CSBG Eligible Entity regarding the entity's performance in meeting ROMA goals, as measured through National Performance Indicator (NPI) data, within 60 calendar days of submitting the State's Annual Report*. Has the state provided each CSBG Eligible Entity written, timely (at a minimum within 60 days of the submission) feedback regarding the entity's performance in meeting ROMA goals as measured through national performance data?

Many State Offices are in the process of developing procedures to inform CAAs of their performance within 60 days.

Examples

- Used NASCSP Cleaning Memo as communication
- Regular feedback occurs throughout the year, during IS submission and review process
- Provided written feedback on prior year vs current year performance and targets
- Provided TTA on new performance management systems

I.5. State and CSBG Eligible Entity Continuous Improvement:

Provide 2-3 examples of changes made by CSBG Eligible Entities to improve service delivery and enhance impact for individuals, families, and communities with low-incomes based on their in-depth analysis of performance data.

Examples

- Upon review of data, one agency noted that many clients were returning annually for utility and other assistance as soon as they became eligible. The agency began piloting a program to steer returning program participants into financial education and income management programs.
- An agency serving a densely populated service area identified a need to increase its capacity to serve more clients more efficiently. They added increased automation for data sharing, record processing and record retention, and for signature gathering across its service locations. Based upon analysis of its costs, capacity and client needs in its service area, the agency indicates its pilot location is serving clients in less time and saving approximately \$30,000 in paper file management costs.

Changes Based on CNA Data Review

- An agency discontinued emergency services and began to focus on early intervention/education, an unmet need identified in the community. As a result of this change, they shifted CSBG administration from Human Services to Public Health to better align with local department goals.
- An agency identified there were many low-income residents living near community centers without a GED or high school diploma. Through a partnership with the public school, which supplied teachers and materials, along with tuition paid through CSBG, onsite programs now exist at two community centers. Offering these programs in these local community centers eliminated barriers to transportation, while the partnership with school district eliminated the need to duplicate educational services.

Changes Based on CNA Data

- The need for services to assist a growing immigrant population was identified. As a result, the agency identified establishing a regional immigration resource center as a goal in its strategic plan. The agency worked to develop the center, secured Bureau of Immigration Appeals accreditation, put staff in place, and opened for services.
- Outcomes are expected to be reported for FY17.

Example

An analysis of performance data identified the need for credit repair for families and individuals. This program helps families increase their credit score through financial literacy and connecting families to financial organizations.



Review of Data Example

- Two agencies made a decision to discontinue acting as an Eligible Recipient Agency for The Emergency Food Assistance Program.
- Each agency had a discussion with their Board of Directors, which included a review of emergency food outcomes, existing community resources and future organizational goals. Each Board of Directors voted to discontinue serving as the Eligible Recipient Agency for their service area.
- Ultimately, this decision provided the opportunity to enhance impact for individuals, families and communities within each service territory by redirecting the investment of CSBG funding from those activities to investment in higher impact programs and service delivery.

More examples

- An agency found that the budgeted funds for their Employment program was consistently out of funds before the end of the year. Other funds were reallocated to that program.
- An evaluation was done and contacts made to determine if these services were effective in assisting people to not only secure, but maintain, employment.
- Participants reported that it had assisted them in finding employment and being able to be hired. In addition, the community needs assessment showed employment services were an unmet need.
- Additional funds were allocated to this program with a plan for increased number of persons served.

State Plan:

9.10 Feedback to Eligible Entities and State Community Action Association: *Describe how the State will provide feedback* to local entities and State Community Action Associations regarding performance on State Accountability Measures.

Note: This information is associated with State Accountability Measure 5S(iii). *The State submitted to the eligible entities and State Community Action association information about performance on the State accountability measures, within 60 calendar days of getting feedback from OCS.*

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G6. *Describe how the State provided feedback* to local entities and the State Community Action Association *regarding its performance on State Accountability Measures.*

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- To assist with data analysis, OCS will provide each State with State-specific feedback on accountability measures after States have completed their annual reports.
- OCS expects States to analyze the data, identify performance strengths and weaknesses, use the data to make management decisions, communicate their performance data to their eligible entities, and to use the data as part of their ongoing strategic planning.
- We encourage States to do additional analysis to supplement the State-specific feedback.
- OCS and NASCSP will create web-based tools that will make it easy for States and other CSBG Network partners to produce reports that compare the State's performance over time with national averages and with selected groups of similar States. OCS will engage States in discussions of data configurations and reporting that will guide decisions about State program performance.

Appendix 1
CSBG State Accountability Measure Crosswalk/ACSI Measure Highlighted

Note: This table is provided to assist in cross-referencing the State Accountability Measures (as published in CSBG IM-144 on October 2, 2015) with related questions in the CSBG Model State Plan (OMB No: 0970-0382), and the proposed Annual Report, Module 1, State Administration (60-day comment version as published June 17, 2016). Accountability Measures and Questions that are directly relevant to the American Customer Satisfaction Index (ACSI) are highlighted in yellow. If no question related to a specific Accountability Measure is included in either the State Plan or the Annual Report, the related cell in the table is left blank.

Accountability Measure	Related Question in Model State Plan	Related Question in Proposed Annual Report	State Actions
15a (i) - The State's Community Services Block Grant (CSBG) State Plan included CSBG-specific goals and strategies for State administration of CSBG.	3.2 - Describe the State's CSBG-specific goals for State administration of CSBG under this State Plan.	B1 - Describe progress in meeting the State's CSBG-specific goals for State administration of CSBG under this State Plan.	
15a (ii) - The State's Community Services Block Grant (CSBG) State Plan explained specific steps the State took in developing the State plan to involve the eligible entities.	3.4a - Describe the specific steps the State took in developing the State Plan to involve the eligible entities.		
15b (i) - Using data from a nationally administered survey of eligible entities, and feedback from OCS and other sources, the State adjusted its plan (in the next State plan submission), as appropriate, to improve performance regarding the extent of eligible entity participation in developing the State plan.	3.4b - How has the State <u>adjusted</u> State Plan development procedures under this State Plan, as compared to past plans, in order 1) to encourage eligible entity participation and 2) to ensure the State Plan reflects input from eligible entities? Any adjustment should be based on the State's analysis of past performance in these areas, and should consider feedback from eligible entities, OCS, and other sources, such as the public hearing. If the State is not making any adjustments, provide further detail.	B3 - How has the State considered feedback from eligible entities, OCS, and other sources, such as the public hearing and/or customer satisfaction surveys such as the American Customer Satisfaction Index (ACSI)? What actions have been taken as a result of this feedback?	
15b (ii) - Using data from a nationally administered survey of eligible entities, and feedback from OCS and other sources, the State adjusted its plan (in the next State plan submission), as appropriate, to improve performance regarding how well the State plan reflects the input of the eligible entities.	3.4b - How has the State <u>adjusted</u> State Plan development procedures under this State Plan, as compared to past plans, in order 1) to encourage eligible entity participation and 2) to ensure the State Plan reflects input from eligible entities? Any adjustment should be based on the State's analysis of past performance in these areas, and should consider feedback from eligible entities, OCS, and other sources, such as the public hearing. If the State is not making any adjustments, provide further detail.	B3 - How has the State considered feedback from eligible entities, OCS, and other sources, such as the public hearing and/or customer satisfaction surveys such as the American Customer Satisfaction Index (ACSI)? What actions have been taken as a result of this feedback?	

Observations of Responses

- Several states referred to results of the ACSI, Organizational Standards, and Monitoring visits when responding to this question.
- Many states referred to their feedback to eligible entities on the IS Report.
- States noted continuous feedback to CAAs and Associations.

Examples

- Written and/or verbal feedback was shared through:
 - Memorandum and presentation; feedback incorporated into strategies (part of communication plan)
 - Quarterly CSBG eligible entity executive director meetings
 - Association Board meetings or membership meetings
 - CSBG Annual Workshop
 - the State issued a report to the local entities and limited purpose agency
 - The State also engaged in strategic planning and utilized the data received to improve the policies, procedures, and administration of CSBG.

The background of the slide is a vibrant, abstract composition. It features numerous overlapping circles in a variety of colors including red, orange, yellow, green, blue, and purple. Some circles are solid, while others are semi-transparent, creating a layered effect. Wavy, ribbon-like lines in bright colors like magenta, yellow, and green curve across the scene, weaving between the circles. The overall aesthetic is modern and energetic.

DISCUSSION