National Association for State Community Services Programs

NASCSP 2023

WINTER TRAINING CONFERENCE
April 3 – 7 | Arlington, VA

MISSION POSSIBLE
Restoring Hope

Performance Management Framework

www.nascsp.org


WELCOME

Workshop Presenters

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Workshop Objectives

- Introduce the concept of a framework and its usefulness
  - Identify the elements of the OCS Performance Management Framework
- Explore the CSBG Annual Report
- Practice with a tool to identify the status of ROMA Implementation
- Hear from ME re their response to identifying something that could be done better

Using a Framework

- What is it
  - A structured approach to identifying performance
  - Presents a standard language so everyone understands the concepts in the same way
- How is it useful
  - Clearly identifies goals and expectations
  - Provides a standard set of definitions of success
  - Allows measurement and reporting of success to be consistent
  - Makes it easy to identify what can be improved or strengthened

Elements of the CSBG Performance Management Framework

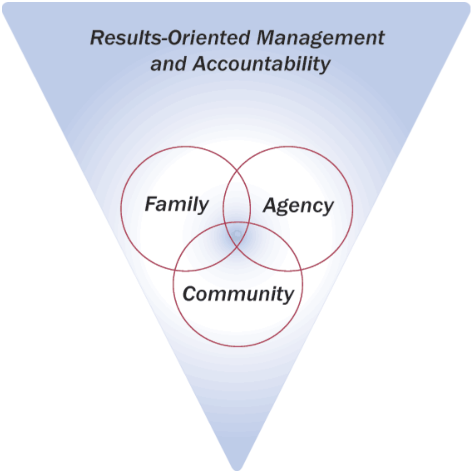
- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability (ROMA)
- CSBG State Plan
- CSBG Annual Report
- ACSI Survey

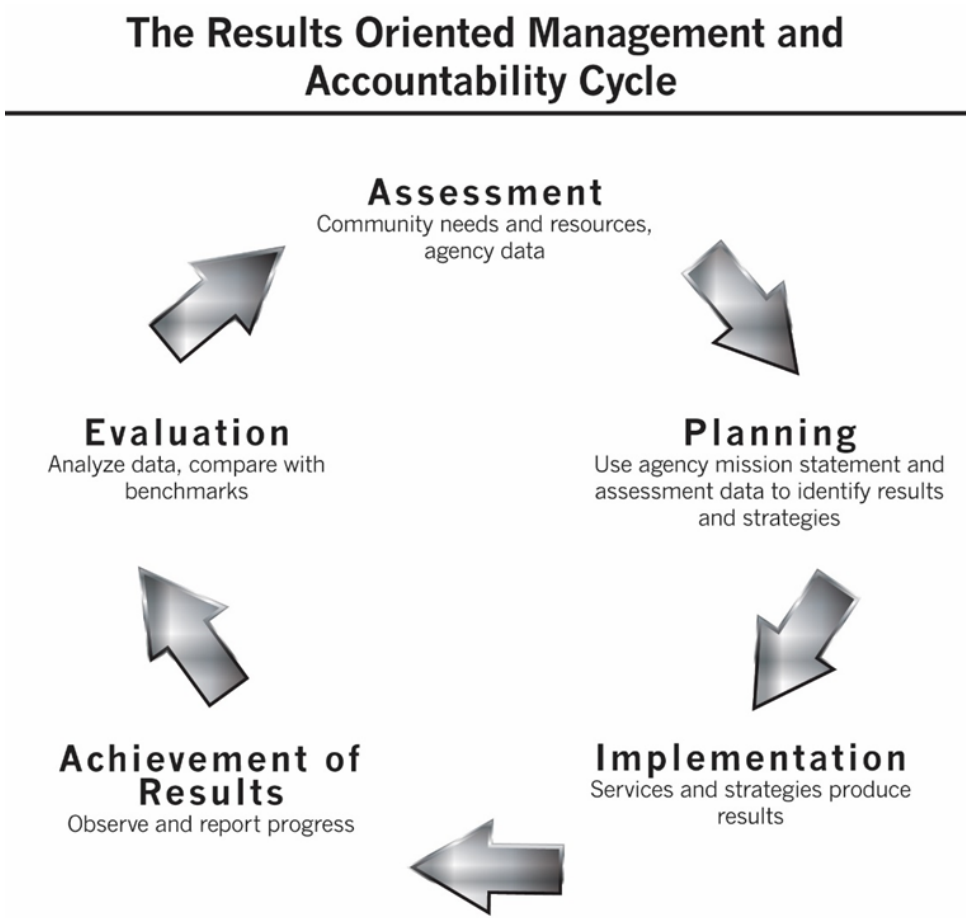
PEAK

Performance	Evaluation	Accountability	Accessibility	Knowledge
• Community Needs Assessment • ACSI • Organizational Standards • Accountability Measures • ROMA Next Gen	• Organizational Standards • Accountability Measures • ROMA Next Gen • Monitoring • Oversight	• Monitoring • Oversight • CSBG State Plan • CSBG Annual Report	• Making the CSBG Story available ✓ OCS Annual Report ✓ Congressional Report ✓ CSBG Performance Management website	• How well do you know your CSBG Story? ✓ CSBG State Plan ✓ CSBG Annual Report ✓ CSBG Performance Management website

Using ROMA

principles and practices
Core Activities

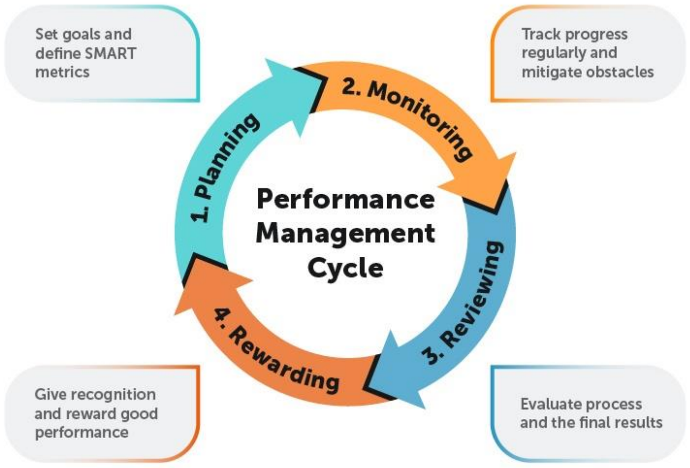




ROMA Next Generation Added:

- National Theory of Change (TOC)
- Local Theories of Change
- CSBG Annual Plan and Report
- Increased focus on community level work
- Increased focus on analysis and use of data
- Emphasis on the integration of all phases of the ROMA cycle

- A Quick Aside about Performance Management Systems



Elements

- Indicators
- Metrics

Identified Problem, Need or Situation	Service or Activity	Outcome *General statement of results expected*	Projected Indicator *# to achieve/# to be served; %; time frame*	Actual Indicator *# achieved/# served; %; time frame*	Measurement Tool	Data Procedures	Frequency *Data Collection and Reporting*
					Output Tool: Outcome Tool:	Who does it? What is the process? Where is data stored?	
Mission:							

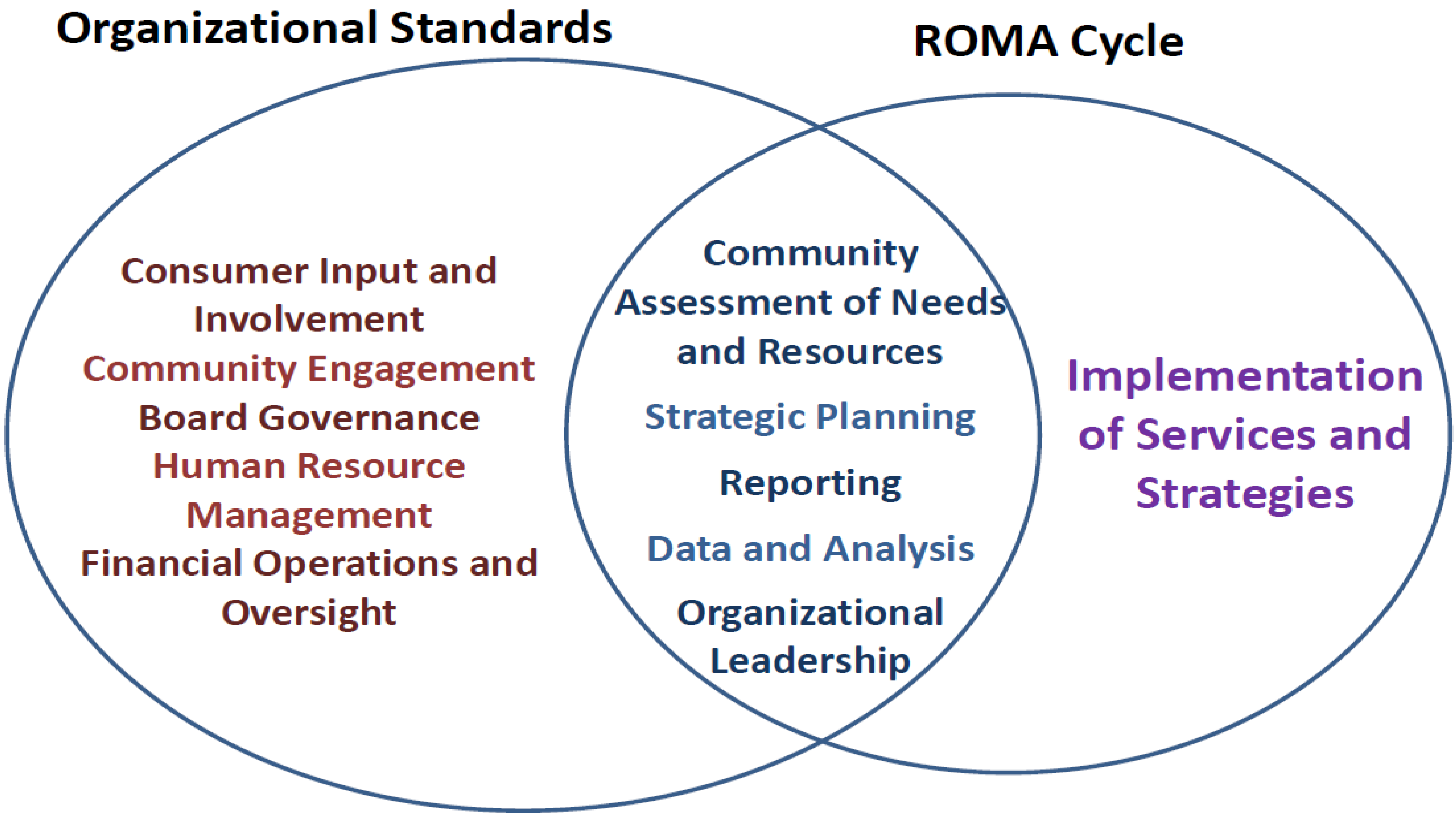
Organizational Standards

Standards for Agency Capacity

IM138

Organizational Standards

1. Maximum Feasible Participation
    - Consumer Input and Involvement
    - Community Engagement
    - Community Assessment
2. Vision and Direction
    - Organizational Leadership
    - Board Governance
    - Strategic Planning
3. Operations and Accountability
    - Human Resource Management
    - Financial Operations and Oversight
    - Data and Analysis


Organizational Standards
ROMA Cycle
Consumer Input and Involvement
Community Engagement
Board Governance
Human Resource Management
Financial Operations and Oversight
Community Assessment of Needs and Resources
Strategic Planning
Reporting
Data and Analysis
Organizational Leadership
Implementation of Services and Strategies

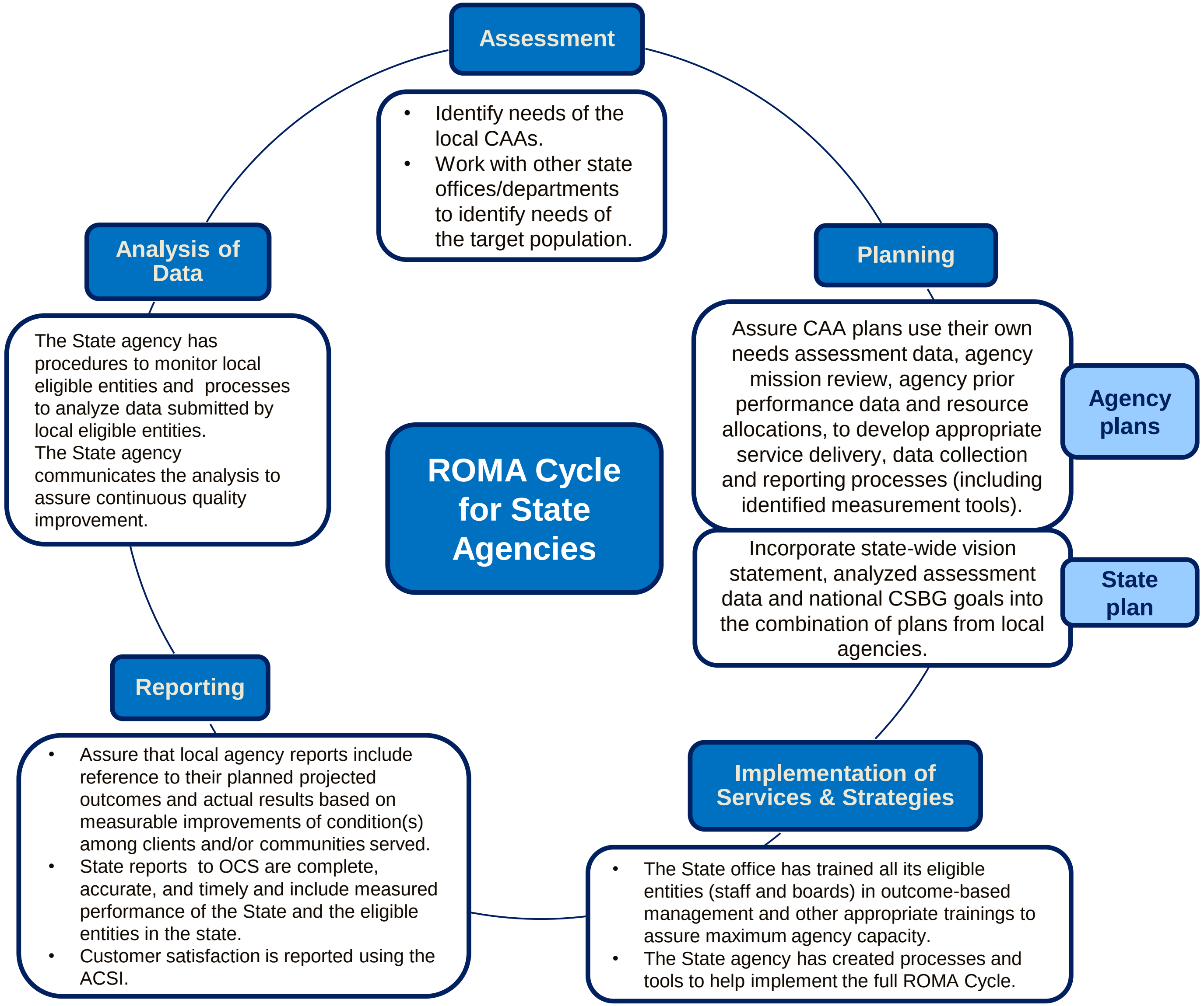
State Accountability Measures

IM 144

State Accountability Measures

- **Development of the State Plan**
- **Implementation of the State Plan**
  - Distribution of Funds
  - Grantee Monitoring and Corrective Action
  - Data Collection, Analysis, and Reporting
  - Organizational Standards for Eligible Entities
  - State Linkages and Communication

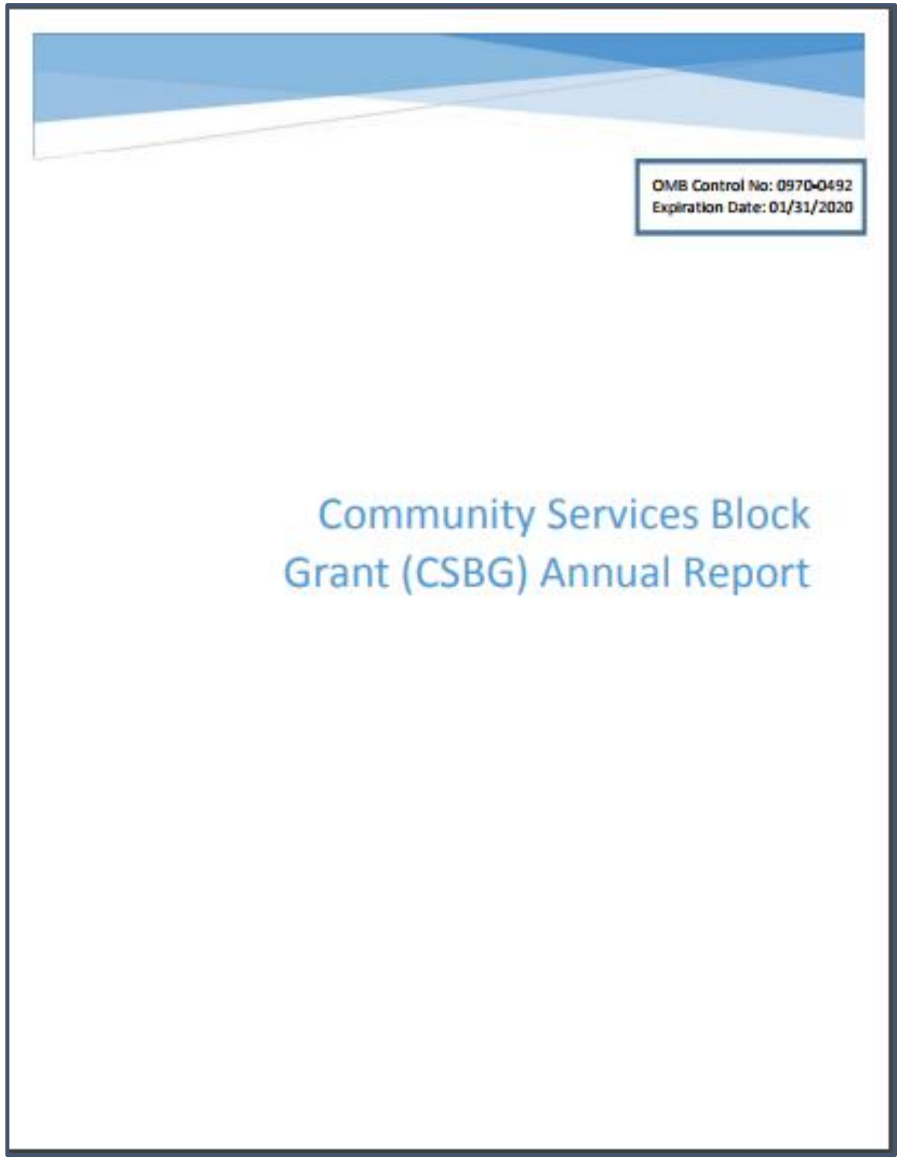
ROMA Core Activities for States



CSBG Annual Report

CSBG Annual Report

Actualizes the Performance Management Framework as the vehicle that moves the framework forward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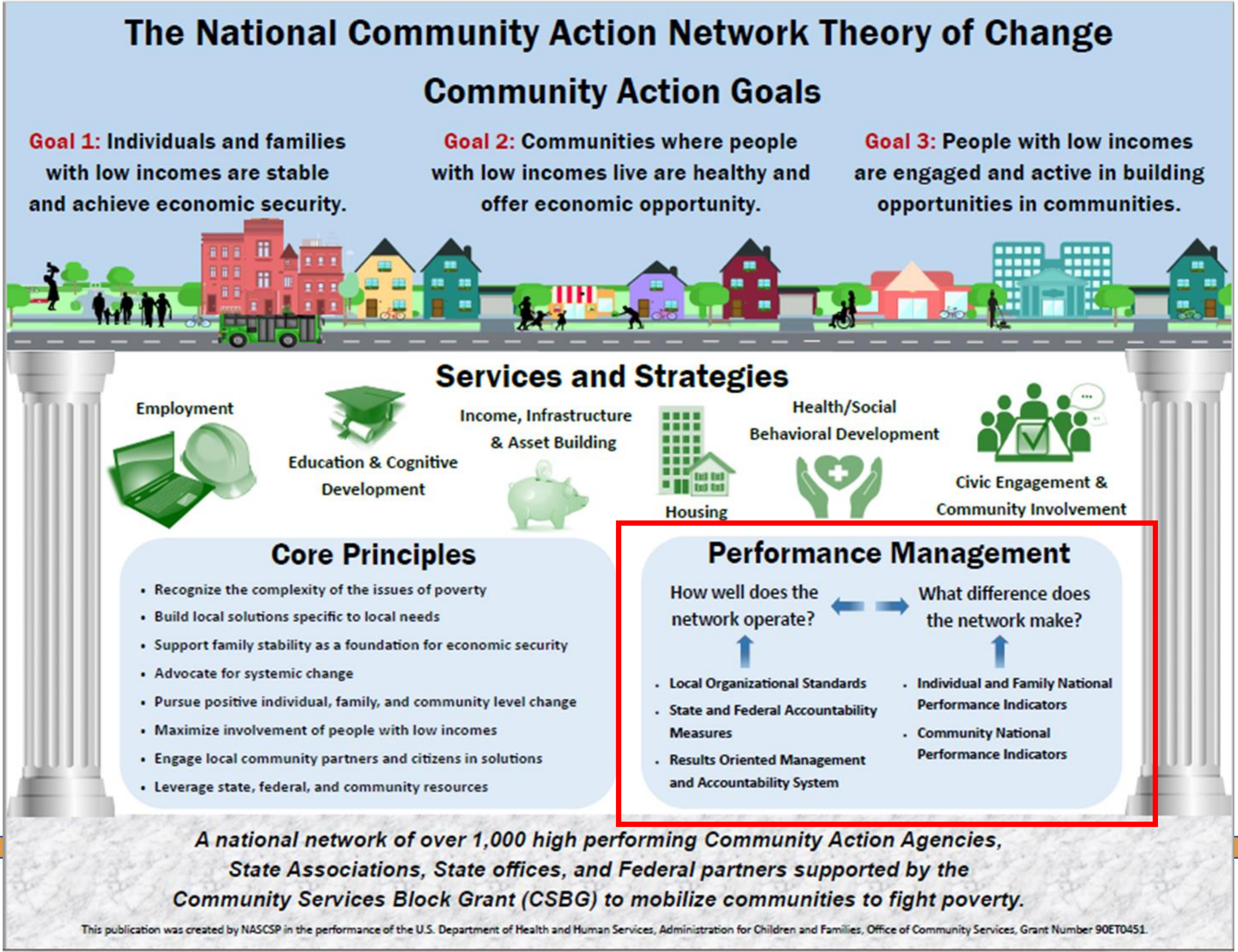
Community Services Block Grant (CSBG) Annual Report



The National Community Action Network Theory of Change
Community Action Goals
Goal 1: Individuals and families with low incomes are stable and achieve economic security.
Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.
Goal 3: People with low incomes are engaged and active in building opportunities in communities.
Services and Strategies
Employment
Education & Cognitive Development
Income, Infrastructure & Asset Building
Housing
Health/Social Behavioral Development
Civic Engagement & Community Involvement
Core Principles
• Recognize the complexity of the issues of poverty
• Build local solutions specific to local needs
• Support family stability as a foundation for economic security
• Advocate for systemic change
• Pursue positive individual, family, and community level change
• Maximize involvement of people with low incomes
• Engage local community partners and citizens in solutions
• Leverage state, federal, and community resources
Performance Management
How well does the network operate?
What difference does the network make?
• Local Organizational Standards
• State and Federal Accountability Measures
• Results Oriented Management and Accountability System
• Individual and Family National Performance Indicators
• Community National Performance Indicators
A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.
This publication was created by NASCSP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number 90ET0451.

CSBG Annual Reporting

- Provides a tool for monitoring the entire performance management framework.
- Collects information on ***actual*** performance that compares with ***planned*** performance.
- Initiates questions to ***guide data analysis*** practices and discussions about strategies for improving performance.
- Provides information for OCS, States and local CAAs **to use** to manage and improve results.

HOW DOES THIS ALL FIT TOGETHER?

REPORTING

- ## Why?

CSBG is one of the key federal programs focused on reducing poverty in the United States.

The reporting provided through CSBG serves a variety of critical purposes; data demonstrates CSBG's national effectiveness and is essential to support the alignment of national program goals that reduce poverty, promote self-sufficiency, and revitalize low-income communities.

- ## When?

The due date of the CSBG Annual Report for local agencies can be determined by the CSBG State Office. For example:

CSBG Annual Report due date is designated by OCS (March 31, 2023), however the reporting year timeframe is determined by each state CSBG office (federal fiscal year, calendar year, state fiscal year.)

REPORTING

- **Who?**

Important to know who to contact at each agency and who is responsible for the CSBG Annual Report. It is often challenging to organize and coordinate messaging to eligible entities regarding CSBG reporting.

- **What are the required CSBG Reports?**

For Eligible Entities:

1. Module 2
2. Module 3 (if doing community level work)
3. Module 4

For State CSBG Offices:

1. Module 1

CSBG Annual Report

Module 1	• State Administration
Module 2	• CSBG Eligible Entity Expenditures, Capacity, and Resources
Module 3	• Community Level
Module 4	• Individual and Family Level

CSBG State Plan
Annual Report – Module 1

CSBG State Plan	CSBG Annual Report – Module 1
Automated application in OLDC	Automated application in OLDC
Manual entry of responses	Auto-populated responses from the CSBG State Plan and manual entry of responses
Collects information on planned performance in these critical areas: ❖ Goals ❖ Organizational Standards ❖ Use of Funds ❖ ACSI ❖ Training and technical assistance	Collects information on actual performance in these critical areas: ❖ Goals ❖ Organizational Standards ❖ Use of Funds ❖ ACSI ❖ Training and technical assistance

Module 2: Agency Expenditures, Capacity, and Resources

Funds spent by eligible entities on the direct delivery of local services and strategies

Capacity development

Information on funding devoted to administrative costs by the eligible entities

RAW DATA COLLECTION: General Ledgers, Expenditure Tracking, Program Tracking, Certification Tracking, Community Partner List

Module 3: Community Level

- Implementation for community-level strategies (Community Level indicators for each domain)
  - Baseline
  - Target
  - Actual Results

- Results achieved for community-level strategies

RAW DATA COLLECTION: Community Initiative Tracking

Module 4: Individual and Family Level

- Each Domain's indicators contain data elements by:
  - Targets
  - Results
  - Percent Achieving Outcomes
  - Performance Target Accuracy
- Services provided to individuals and families
- Demographic characteristics of people served by eligible entities

RAW DATA COLLECTION: People and Households served Tracking System

Explanation of process

- Agencies collect data on the services/outcomes etc
- Agencies can input data into the SmartForms or their state system
  - For states using SmartForms, you will receive those forms each year from NASCSP.
- SmartForms have logic to help agencies see common data flags, errors, warnings.
- States should review data for those warnings, review for completeness and accuracy and ask CAAs questions where necessary on their data.
- Also use the Module 2, 3, and 4 review checklists for data considerations.
- States submit the Annual Report in OLDC

Process Considerations

- Quarterly or semiannual submission of reports can help you quality check data throughout the year
- Agencies need time to fully compile, review, and ensure quality of their data before reporting (leave enough time for agencies to do this process!)
- The state needs time to review the data and get clarifications from the agencies **prior** to submitting in OLDC

REPORTING TIPS:

- Include schedule of required reports in CSBG contracts.
- Create easy to read timelines and schedules for CAAs.
- Share review checklists and make sure agencies understand the process leading up to submission and post submission.
- Work with your state association to help review report, provide training and technical assistance, and to conduct outreach to agencies.
- Look at previous review memos to identify where targeted training and guidance may be needed.

General Timeline

Nov

Distribute SmartForms / reporting instructions to agencies

Jan

Module 2-4 Due to State Office

Feb

- Review Modules 2-4
- Send Feedback to Agencies

Mar

Finalize Modules 2-4 with agencies and submit in OLDC, along with Module 1

Post-Submission Process

OCS reviews the Annual Report and provides review memos to states.

States work with agencies to address items in the review memo.

Agencies update data as needed.

State resubmits updated data and data is finalized.

Supporting Analysis

- Help agencies understand what is expected from them regarding “analysis of data.”
- Frame what kind of analysis should be done at the state level

ROMA Implementation Checklist

Identify what is happening now

Activity

ROMA Cycle	ROMA Action Item	de Prir
Mission Local TOC	Documentation that current Mission statement has been reviewed within the past 3 years.	
	Evidence that the mission statement is used in guiding the agency's decisions and actions.	
	If the agency has a Local Theory of Change, evidence of how is it used in decision making, communications, etc.	
Assessment	Identifies the community being assessed (could be service area or other designation)	
	The Community Needs Assessment includes a variety of data from reliable sources:	Th kir dat incl
	Quantitative Data	
	Qualitative Data (including input from customers about their needs and the needs of the community)	
	Customer Satisfaction Data	
	Resources (in the community)	
	Agency Report Data	
	Identifies the population in need	
	The needs are identified as *family, agency, and community levels*	
	The needs are prioritized using ___________ technique	
	Identifies the involvement of the Board of Directors	
Planning	There are several agency plans that can be considered as a part of ROMA Implementation.	Ag w Stra P
	The needs (at least the top 3 to 5) identified in the CNA are addressed in the plan and are connected to an outcome expected to be achieved. *The levels of need and outcome match.*	
	The needs and their related outcomes are connected to appropriate services for individuals and families and/or strategies at the community and agency level.	
	Outcome indicators are identified for each outcome. *They may be connected to the NPIs.*	
	Measurement tools and processes are identified.	
	Identifies the involvement of the Board of Directors	
	There is some documentation regarding how the plans work together to produce an agency wide "results orientation."	
	MOUs in place for community level work	
	information about how the agency's facilities and program operations support high quality implementation of services and strategies	

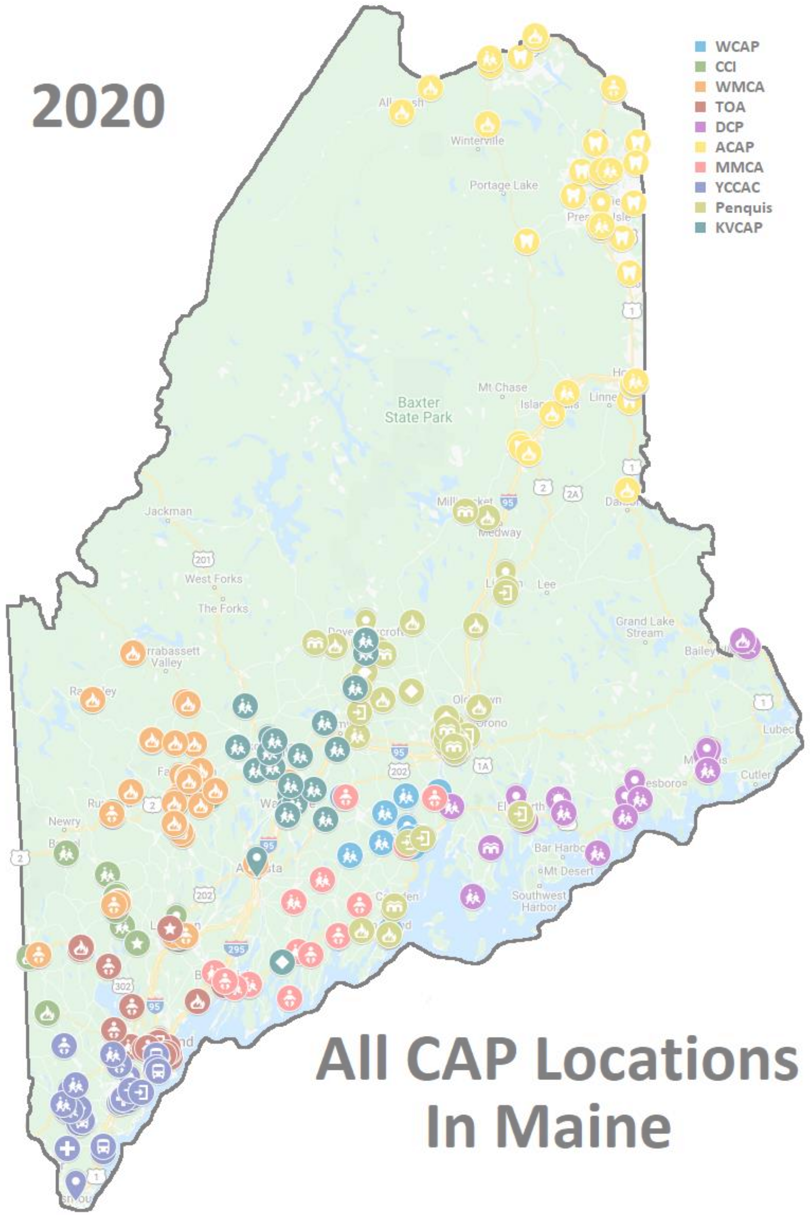
In each phase of the ROMA Cycle, consider:

- Who is involved and what do they do? Is their work done at program or agency level?
- What is expected to be achieved in each phase for the agency? For the specific program? What (if anything) is required by other funding sources?
- How does the agency collect, aggregate and analyze the data in each phase? Is it different in different departments? How does it come together for the agency?
- How will you know if the activities and processes are being done well? Are they successful? What makes the process useful?
- How is the data/information from each phase used at the program or agency level? What would happen if this part of the cycle was left out? What if it was improved?

When you find something can be improved

An example from the ME

Statewide Needs Assessment



Assessment	A1	The agency has a comprehensive Community Needs Assessment (CNA) document that was created within the past 3 years
	A2	The C N A document identifies the community being assessed. (This could be a service area or other designation)
	A3	The C N A identifies the population in need. (Clear demographic profile, not just "low income.")
	A4	The Community Needs Assessment includes a variety of data from reliable sources, including:
	A4a	Quantitative Data (from a variety of sources)
	A4b	Qualitative data from a variety of socurces, including customers, about their needs and the needs of t
	A4c	Customer Satisfact
	A4d	Resources (in the c
	A4e	Agency Report Data
	A5	The needs are identified
	A6	The C N A Identifies the ... ties for the agency and the comm
	A7	There is documenation ... e assessment process

National Association for State Community Services Programs

NASCSP

A Community Action Guide to Comprehensive Community Needs Assessments

www.nascsp.org

CHECKLIST FOR MONITORING COMMUNITY NEEDS ASSESSMENTS FOR STATE CSBG OFFICES

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NASCSP

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Statewide Community Needs Assessment

1. Evaluate
    - When are your agencies due? How many will be conducting early? On time? late? How do you handle those conversations?

2. Discuss the pros/cons
    - Maximizing resources (time and energy, cost, etc)
    - Being on the same cycle
    - Potential comparisons/differences highlighted
        - (Apples to Apples when we are Apples to Oranges
    - Brought the network together to discuss their own needs and how we were going to meet them all
    - One report for the State Office to review
    - Statewide data to share to legislatures, no need to worry about what district they reside

3. Take Action – Just say YES!

Summary

- Questions?

- Other opportunities for training and other resources

Next Steps

What do you need to move forward?

THANK YOU!

Scan here to complete the evaluation for this session!