### **National Association for State Community Services Programs**



WINTER TRAINING CONFERENCE April 3 – 7 | Arlington, VA

## MISSION POSSIBLE Restoring Hope

Restoring Hope

**Annual Report: Beyond Submission** 

www.nascsp.org

### Presenters

Muska Kamran

Research Director

mkamran@nascsp.org

Tiffany Jarvis

Senior Analyst

tjarvis@nascsp.org

### The National Community Action Network Theory of Change **Community Action Goals**

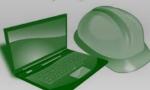
Goal 1: Individuals and families with low incomes are stable and achieve economic security.

**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.



**Employment** 



**Services and Strategies** r & me Ir 🙉 s' 🗥 :tui

**Education & Cognitive** 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?

Housing



- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

What difference does the network make?



- . Individual and Family National **Performance Indicators**
- Community National Performance Indicators

# MISSION STATEMENT

## NEEDS ASSESSMENT





### Collectively, as a Network, we must...



UNDERSTAND OUR MISSION



UNDERSTAND THE
NEEDS OF THE
COMMUNITY SERVED



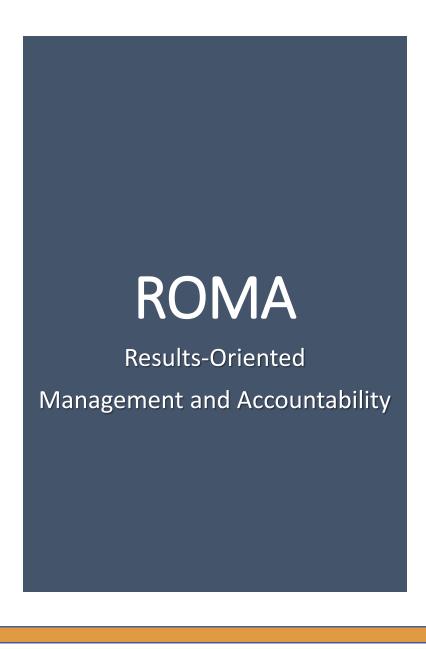
IMPLEMENT STRATEGIES
THAT TIE TO THE
MISSION & NEEDS

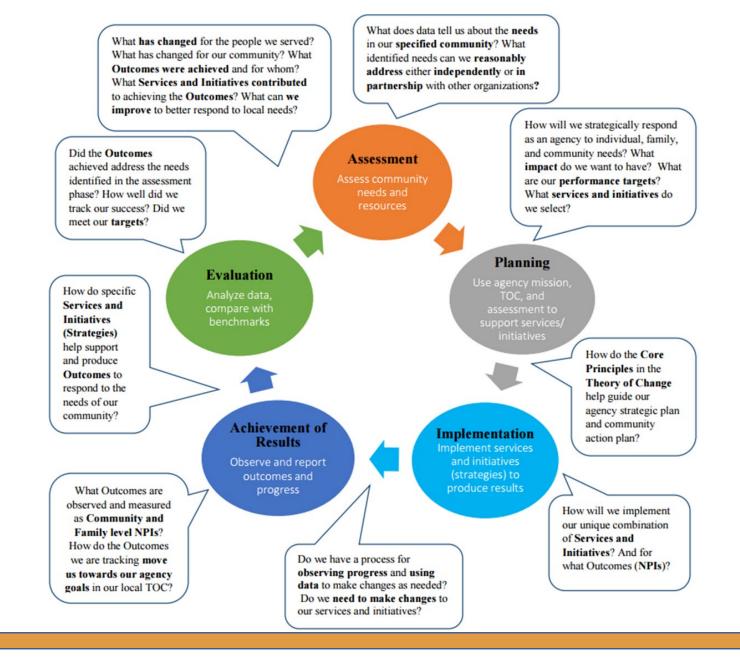


MEASURE THE CHANGE WE CREATE



TELL THE STORY OF COMMUNITY ACTION







## Preparing to Answer the Right?s

- Did we do what we thought we would do?
- Did we serve the population we thought we would serve?
- Did we make an impact on the identified needs?
- Can we tell what services (or set of services) produced the best opportunity for results?
- Are some populations achieving outcomes at different rates than others?
- Did we recruit and enroll sufficient numbers to allow us to achieve our target outcomes?
- Did we have right &/or sufficient resources (\$, staff, location, etc.) to achieve the results?
- Was there something unexpected that influenced the outcomes?



It is important to change the mindset from

"we collect data for reporting purposes" to

"we collect data to help manage and support the agency's programs and services and determine if we make a difference in our client's lives and in their communities."



It is important to change the mindset from

"we collect data for reporting purposes"



"we collect data to help manage and support the agency's programs and services and determine if we make a difference in our client's lives and in their communities."



It is important to change the mindset from

"we collect data for reporting purposes"

1

to

2

"we collect data to help manage and support the agency's programs and services and determine if we make a difference in our client's lives and in their communities."



It is important to change the mindset from

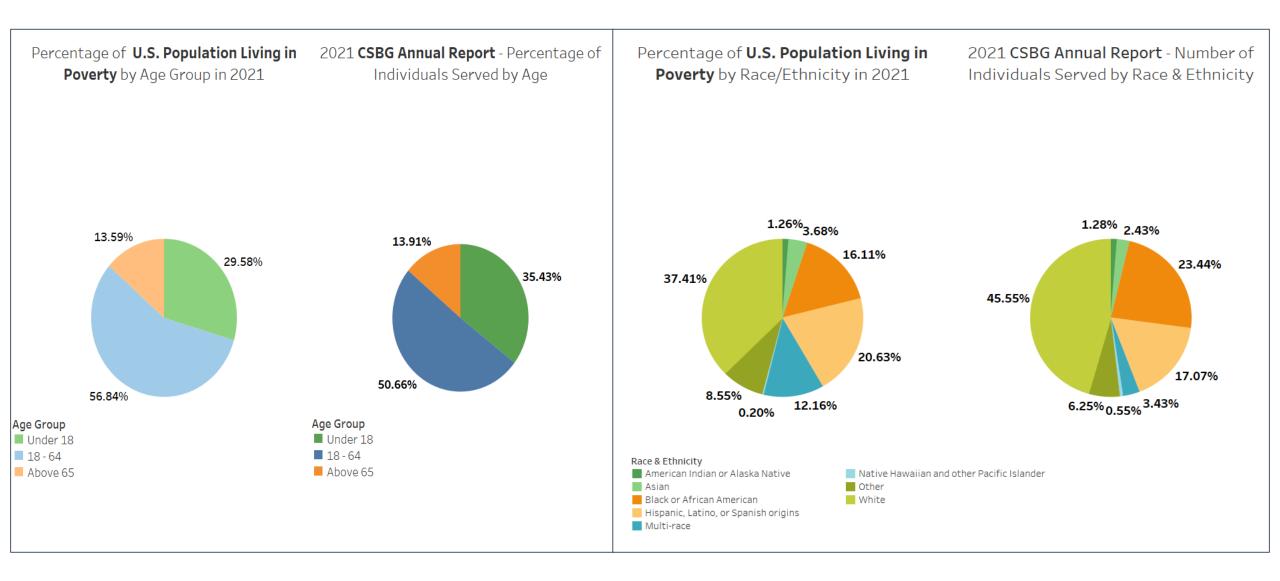
"we collect data for reporting purposes"

2

"we collect data to help manage and support the agency's programs and services and determine if we make a difference in our client's lives and in

their communities."

Let's take a look at our impact



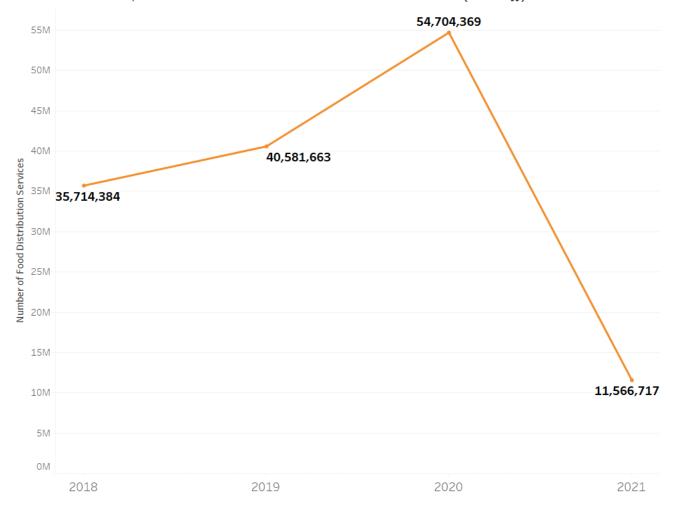
#### Top 5 FNPIs with Highest Number of Outcomes in 2021

	Data Point	FNPI	Number of Outcomes
	FNPI 5b	The number of individuals who demonstrated improved physical health and well-being	1,343,413
	FNPI 4h	The number of individuals with improved energy efficiency and/or energy burden reduction in their homes	1,294,901
	FNPI 5a	The number of individuals who demonstrated increased nutrition skills (e.g. cooking, shopping, and growing food)	900,380
	FNPI 5f	The number of seniors (65+) who maintained an independent living situation	693,194
	FNPI 4e	The number of individuals who avoided eviction	431,026

Top 5 Services with Highest Unduplicated Number of Individuals Served

Data point	Service	Number of Individuals Served
SRV 5ii	Prepared Meals	16,127,057
SRV 5jj	Food Distribution (Food Bags/Boxes, Food Share Program, Bags of Groceries)	11,566,717
SRV 4i	Utility Payments (LIHEAP-includes Emergency Utility Payments)	3,509,041
SRV 7c	Referrals	3,222,668
SRV 7b	Eligibility Determinations	3,039,528

#### CSBG Annual Report - Number of Food Distribution Services (SRV 5jj) Over Time



### Data Quality is Important

You need to have the right data and that data needs to be trusted.

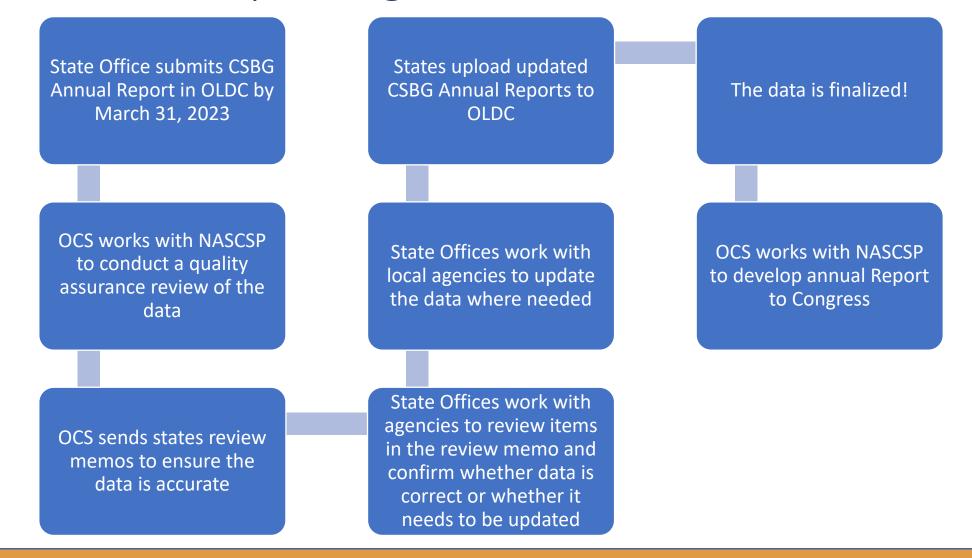




 Using data that does not meet quality standards affects reporting, analysis and decision making.

## Federal Quality Assurance Review

### **CSBG** Reporting Flow and Process



## Considerations during follow-up review process

- Pay close attention to which year the information is being requested for.
- Keep track of version control with SmartForms to know which was the final version you submitted.
- If you are a state office:
  - Review the comments in the review memo first yourself
  - Provide technical assistance to agencies that need it
  - Review agency's responses and determine whether they address the flag or not
  - Follow-up with agencies as necessary

## Considerations during follow-up review process

- If you are an agency:
  - Have a plan in place for addressing items in the review memo
    - Establish clear timelines and process for reviewing flags
      - Who needs to be involved?
      - What are expected turn-around times?
      - Who reviews for quality assurance again?
    - Identify different points of contact for the different pieces of information to follow up with
      - Fiscal staff
      - Program staff
    - The central person responsible for the Module should review staff responses and determine if they address the flag or not

## Considerations during follow-up review process

- Identify common flags over the years
- Put a T/TA plan in place to mitigate those flags for future submissions
  - Reporting Period
  - A.2i agency capacity building expenditures/A.4 agency capacity building activities connection
  - Year to year flags process to ensure accurate data
    - Process to prevent mistakes from getting overlooked
    - Method for communicating to state office that you have reviewed and double-checked all entries
  - Completion of all data entries
  - NPIs and demographics connection
  - Services and demographics connection

### Considerations post finalization of data

- Identify common flags over the years
- Put a T/TA plan in place to mitigate those flags for future submissions
  - Webinars
  - How-to guides
- Identify process improvements for
  - Checking the data on a regular basis
    - Schedule meetings in the beginning of the year for reviewing and finalizing the data
  - Enhanced communication tools between state and agencies
  - Updates to state systems to incorporate recurring flags that are not currently in the system
  - Getting unduplicated counts
  - Better data integration

### Communicate Results!

### Make the Data Easy to Understand

- Improve communication and you will improve performance!
- When stakeholders understand the common agenda and mutually reinforcing activities, the agency can produce greater results.

Does your board want to have greater understanding of what the agency is doing? What the agency is accomplishing?

Are there questions about simplifying program and fiscal reports so that they can be quickly and easily understood?

### WHERE'S THE VALUE?

### Performance Reporting allows you to:

- Understand the work that has been done (identify the outputs).
- Compare the work with achievement of agency goals (outcomes).
- Determine if the agency is on track with its Plan.
- Consider if the direction of the agency continues to be appropriate to accomplish its mission.
  - Performance reporting allows the agency to quickly identify when the activities offered do not meet the organization's objectives, or may not have the desired impact on the community it serves.
- Evaluate the use of resources (efficient and effective?).
- Become aware of the patterns and trends at family and community levels.

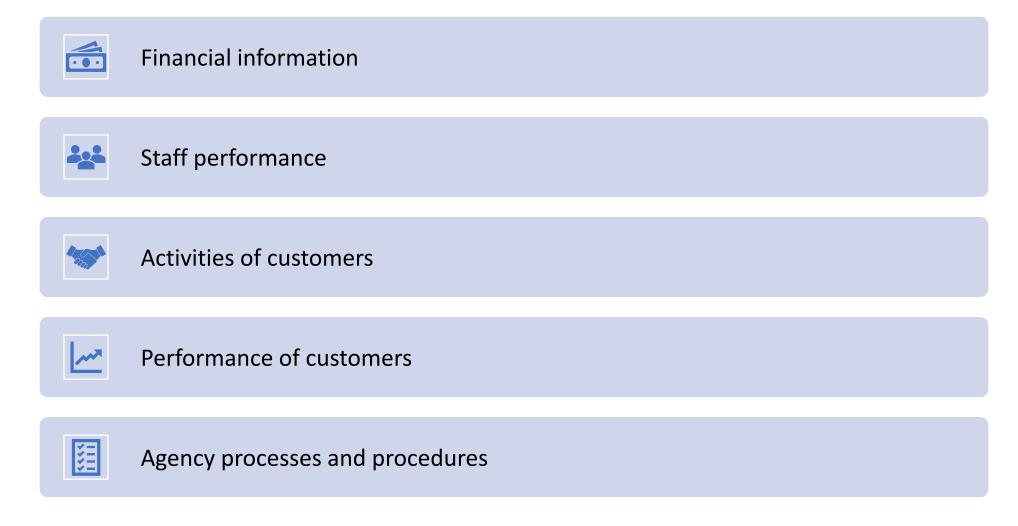
Before moving to creation of your own scorecards and dashboards, you must decide the purpose of the reporting tool:

- Is it to inform stakeholders of impact?
- Or to be used internally as a management tool to determine impact/effectiveness?

### Addressing YOUR Purpose

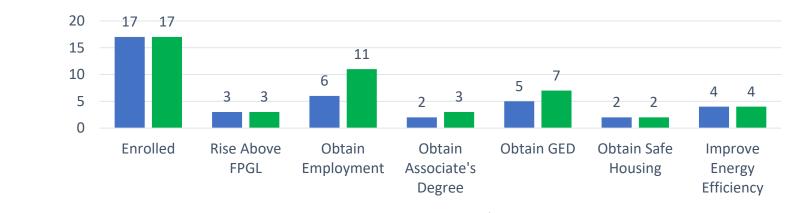
- Once you decide the purpose of the tool, then there are other decisions to make:
  - Who will see it?
  - What is important to display?
  - What format do I want to use?
  - Who will be responsible for updating the tool?
- Identify the questions you want to have answered!

### What data to display? Some ideas:



## Examples

## Let's Get to Work! Performance Measures FY 18/19 June 2019





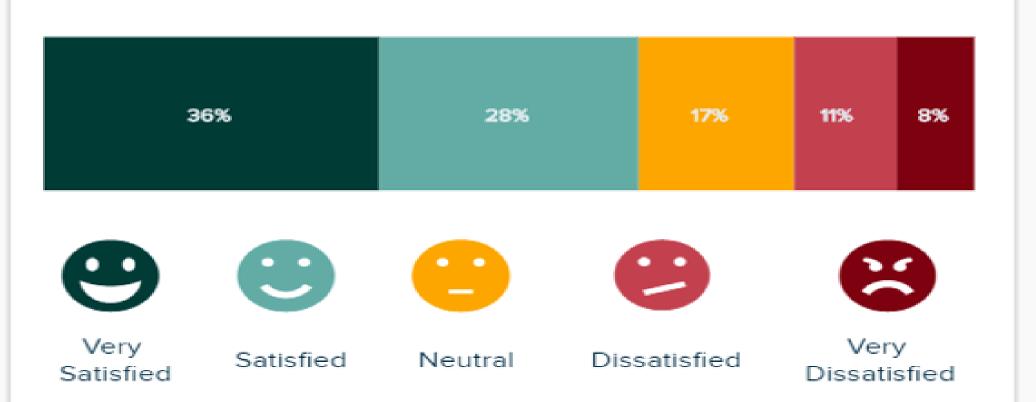


#### Performance Measures FY 18/19 May 2019



### CUSTOMER SATISFACTION SCORE (this quarter)

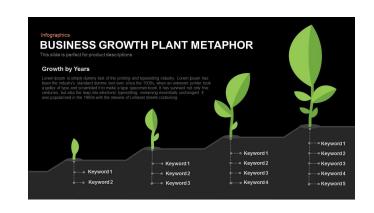
On a scale of 1-5, how would you rate your overall satisfaction with the service you received?

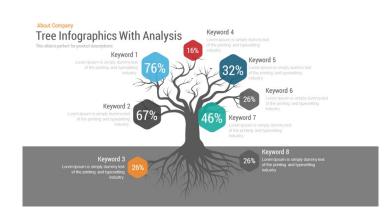


N = 1,800

### Is my data memorable?

#### Sample Infographic formats with metaphors:







# Infographics for Impact

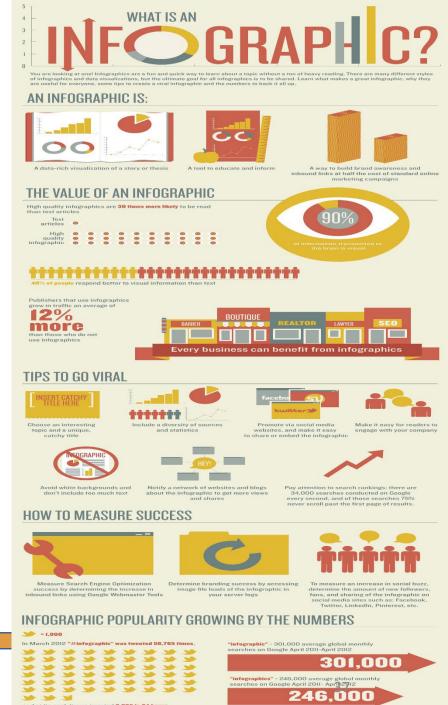
An infographic (like the one on the side) is a popular form of content marketing that can help you simplify a complicated subject or turn an otherwise boring subject into a captivating experience.

An infographic should be visually engaging and contain a subject matter and data that is appealing to your target audience ...something that is truly 'memorable'.

https://www.canva.com/create/infographics/

https://blog.bufferapp.com/infographic-makers

NASCSP 2023 Winter Training Conference



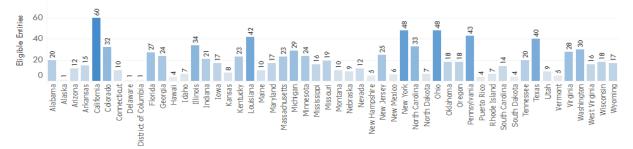
### **CSBG Dashboard**

# NASCSP | NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS FY 2019 CSBG Data

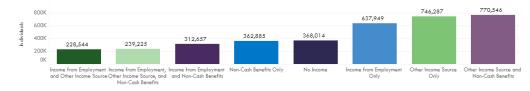


State	Total unduplicated individuals	Total unduplicated households
Alabama	153,456	81,995
Alaska	3,035	1,453
Arizona	141,199	50,926
Arkansas	24,697	16,320
California	732,339	381,864
Colorado	60,580	28,721
Connecticut	199,463	96,569

CSBG Network: In FY 2019, CSBG-Eligible Entities served 99% of counties in the United States.



莅 People Served: 1,176,088 Federal Poverty Level 1,482,086 668,119 1,967,222 Age: 45-54 837,093 562,024 Age: 60-64 478,317 Age: 65-74 679,217 Up to 50% FPL 51% to 75% 76% to 100% 101% to 125% 126% to 150% 151% to 175% 176% to 200% 201% to 250% 251% and ove 505,246



Income Sources

Services: The services shown below are a duplicated count of services provided in each domain.

Select a domain above to view a table of outcomes achieved by state

Health Services	Housing Services	Education Services	Income Services	Employment Services	Civic Services
58,644,972	4,852,207	1,911,880	1,039,905	851,929	205,602
Select a domain above to view a to	able of service counts by state.		000		ŰŮŮ

Select a domain above to view a table of service counts by state.

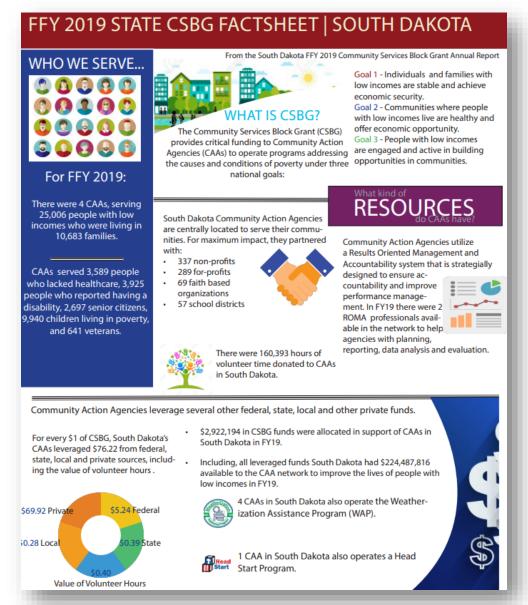
Outcomes: The outcomes shown below are a duplicated count of outcomes achieved in each domain.

Health Housing Education Income & Asset Buil... Employment Civic Engagem 2,835,065 1,528,322 1,493,921 398,506 254,756 205,018

https://nascsp.org/csbg-dashboard/



https://nascsp.org/wp-content/uploads/2021/04/FFY-2019-NATIONAL-CSBG-FACTSHEET-1.pdf



https://nascsp.org/wp-content/uploads/2021/04/South-Dakota.pdf

## WHAT IS THE IMPACT OF CSBG?

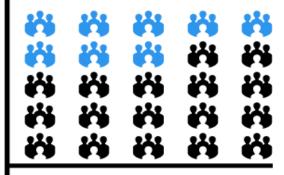


99.6% of counties in the US have a CSBG entity

15.6 MILLION individuals with low-incomes were served by CSBG in 2016



32% of families served living in severe poverty



For every \$1 of CSBG invested, the network leveraged an additional



from state, local, and private resources.

### Community Action is...

#### **RESPONSIVE & FLEXIBLE**

Community Action is able to adapt to new situations and quickly give support to those in need - demonstrated when CAAs mobilized to distribute COVID relief across the state.



### 68,875 months

of COVID rental assistance provided May-Dec. 2020



### 21,500 households

received COVID energy assistance

### 20th largest

served annually

employer in Oregon (# you consider all 2,256 employees collectively)

#### MIGHTY

With Agencies across the state. Community Action has the capacity to efficiently and effectively serve hundreds of thousands of Oregonians.

#### 279,056 \$423 million

budget across all Community Action Agencies in Oregon

### 1,000÷

Community Action Agencies nationwide

#### REPRESENTATIVE OF PEOPLE AND COMMUNITIES

Community Action serves, employs, and is led by people from a variety of races, ethnicities, ages, genders, abilities, incomes, and lived experience. Our work acknowledges and addresses racism as a root cause of poverty.

- . 100% of Oregon's counties are served by a CAA
- Every CAA board includes 1/3 low-income individuals, 1/3 elected officials, and 1/3 community members.

#### INTERCONNECTED

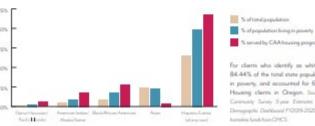
With more than 1,000 partnerships statewide, Community Action Agencies contract with nonprofits, faith-based

organizations, and school districts to provide or enhance services to better meet the needs of each community. We are also grateful for the volunteers who give their time and skills.



#### RACE/ETHNIC REPRESENTATION IN COMMUNTY ACTION HOUSING CLIENTS

July 2019 - June 2020



5 served by CAA housing programs For clients who identify as white/Caucasian: they represent 84.44% of the total state population, 78.8% of people living in powerty, and accounted for 61,03% of Community Action Housing clients in Oregon, Source U.S. Consic 2019 American Constanty Survey Syear Estimates Table SUCY and CHCS Client Demographic Dishboard FY2019-2020 of client seved with housing and

### PROGRAM HIGHLIGHTS

## 14.9 million

pounds of food distributed in partnership with the Oregon Food Bank.

## **3,326** homes

were provided free weatherization services to reduce energy costs and improve livability of the home.

### 68,463 households

received energy assistance in 2018-2019. Of those:

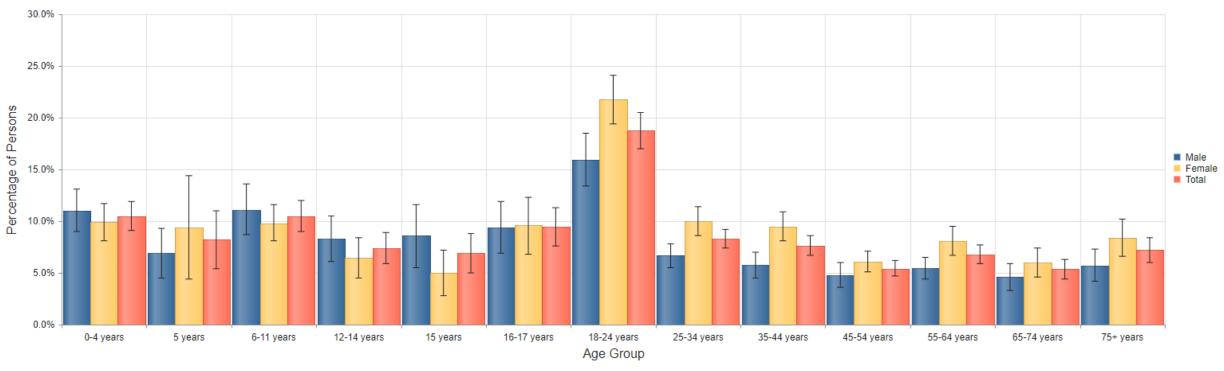
- 11.837 were households with children under 6
- 27,937 have a disability
- 29,571 were elderly (60+)



350 Mission Street SE. Suite 201 Salem, OR 97302

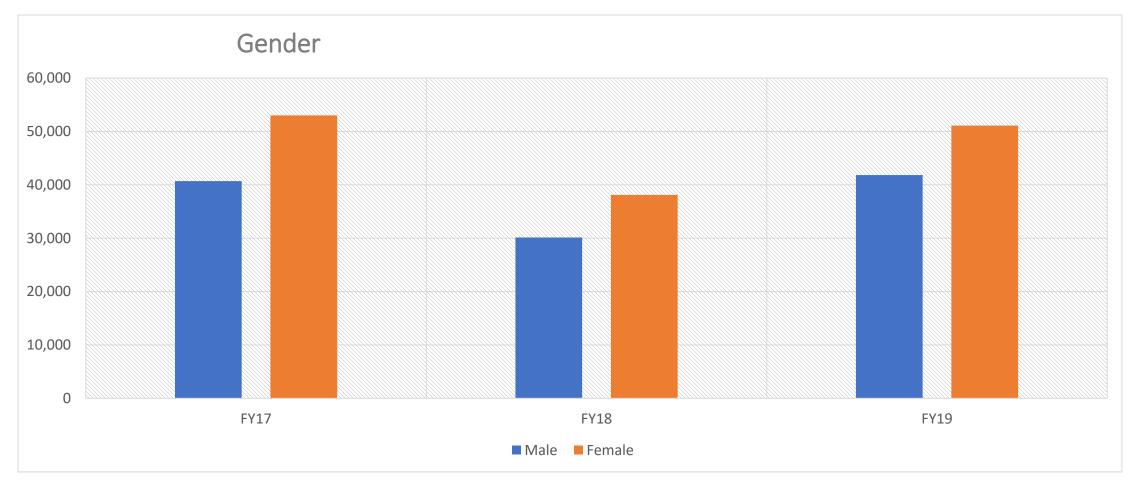
www.caporegon.org





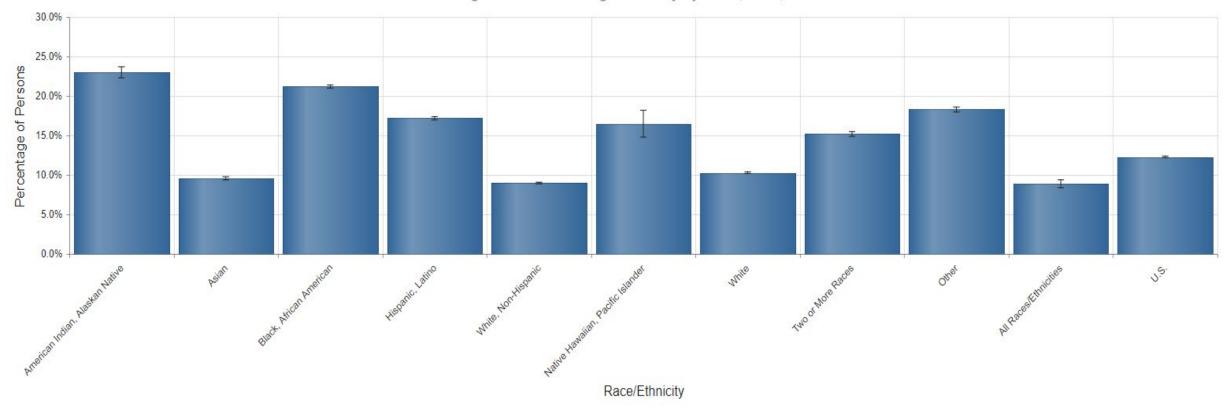
Data from the 2019 American Community Survey (ACS) 1-year estimates, table B17001

# Understanding Who is in Poverty



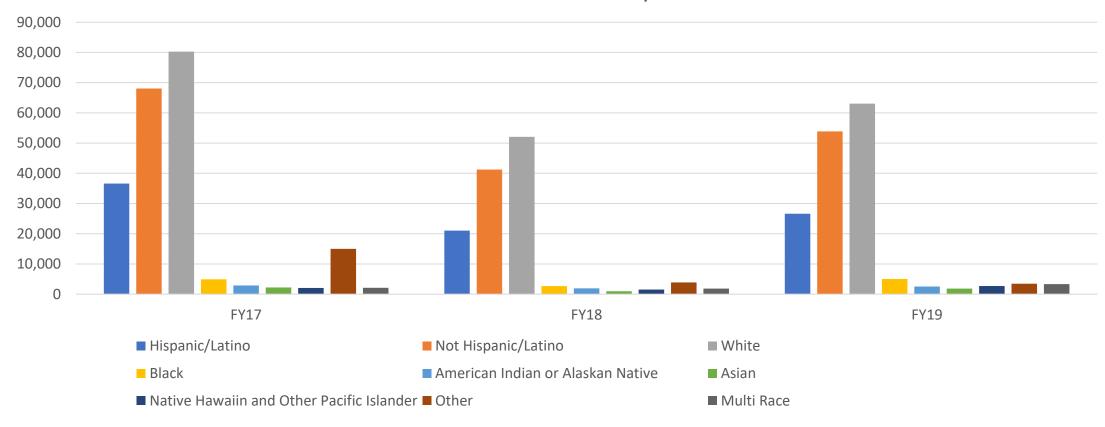
Compared to who we serve





# Characteristics of who is in poverty

### Race and Ethnicity



# Compared to who we serve

# How will you do it?

- Dashboards help compare data from different parts of the agency.
- How can we best compare service and strategy data with specific NPIs and customer demographics to understand what is happening? Is something working or not?
- This requires you to have a way to bring your data together.

# Getting Ready

1

Identify the right measures.

2

Establish benchmarks that will allow you to follow your progress toward your targets.



Identify the data sources.



Create data collection processes.



Input data regularly.

• Figure out the best time frame for the data input.



See the big picture emerge!!

Anybody want to share examples of what you do with your data?

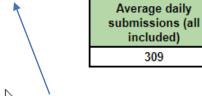
# Evaluate the Data!

Daily Subi	
4/27/2020	610
4/28/2020	1,263
4/29/2020	805
4/30/2020	739
5/1/2020	640
5/2/2020	183
5/3/2020	133
5/4/2020	369
5/5/2020	382
5/6/2020	500
5/7/2020	401
5/8/2020	413
5/9/2020	181
5/10/2020	60
5/11/2020	324
5/12/2020	330
5/13/2020	288
5/14/2020	272
5/15/2020	238
5/16/2020	84
5/17/2020	86

Total Number of Apps Submitted (inc duplicates)	Total Number of Requests (incl duplicates)	Total Number of Requests in Progress or Completed	Total Number of Approved Requests	Average daily submissions (applications only)
8,322	21,310	9,375	8,074	411

Total Number on	Total Number of
Waiting List (inc	Waiting Requests
duplicates)	(incl duplicates)
3,272	8,003

<b>Location Based Apps</b>	# of Apps	% of Total Apps	
Detroit, Highland Park, Hamtramck	6,193	74.42%	
Out-County	2,129	25.58%	





CARES	
Dashboard	

	For Applications only - Does not include waiting list					
Service Provided	% of total requests/Submit	Number of Requests (incl duplicates):	Number of Requests with Approved Status	Number of Requests In Progress or Completed		
Food	59.53%	4,954	4,954	4,954		
Utility	60.61%	5,044	1,331	1,756		
Water	37.11%	3,088	881	1,082		
Rent Detroit	24.42%	2,032	99	144		
Rent Out-Wayne	9.46%	787	33	81		
Mortgage	6.45%	537	46	52		
Funeral Assistance	1.41%	117	16	31		
Diapers and Formula	31.51%	2,622	644	644		
Property Taxes	9.05%	753	69	313		
Plumbing Repair	16.53%	1,376	1	318		

TX Example: Developing a Matrix for Service

Delivery

### Considering services:

- How much will it cost?
- How many times will the service be provided?
- What is the total amount available to use?
- How is this changing or shifting over time?

Sample Matrix								
	North Hilliston & Food Could Making Total							
Need	HH Size	\$ Food Card	# times	Total				
	1	\$50	3	\$150				
	2	\$75	3	\$225				
Food Cards	3	\$100	3	\$300				
Food Cards	4	\$125	3	\$375				
	≥5	\$150	3	\$450				
			Subtotal	\$1,500				
			Budget	# HHs				
			\$100,000	67				
	Cost/Box	Budget	# Boxes					
Food Boxes	\$50	\$50,000	1000					
			# Boxes/wk					
Partnering Pantry								
			500					
			500					
	Size	\$	# times	Total				
	Size small	\$ \$750		Total \$1,500				
Rent			# times					
	small	\$750	# times	\$1,500				
	small med	\$750 \$950	# times 2 2	\$1,500 \$1,900				
	small med	\$750 \$950	# times 2 2	\$1,500 \$1,900 \$2,200				

# Data Analysis

Data Analysis is the **process of exploring data and reports** in order to extract **meaningful insights**, to better understand and **improve agency performance**.

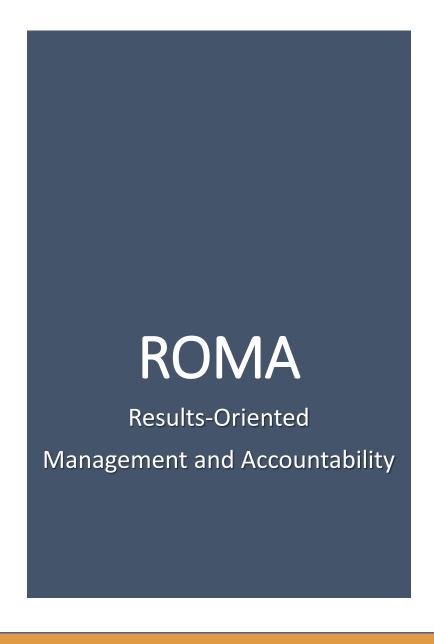
- Tasks: Analysis focuses on tasks including questioning, examining, interpreting, comparing, confirming, and testing with the goal of discovering useful information, conclusions, and supporting decision making.
- Outputs (purpose is to provide insights): ad hoc responses and analysis presentations (infographics, annual reports, strategic plans, CAP plans, community needs assessments)

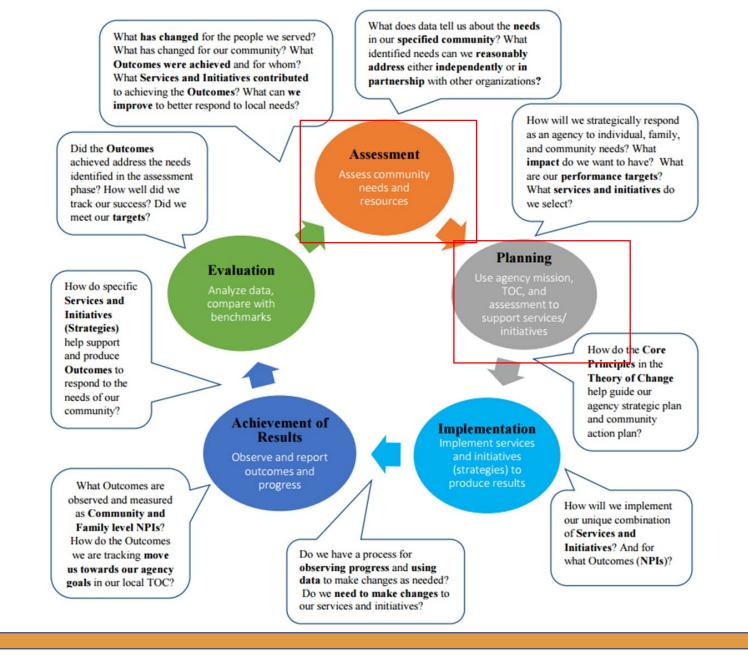
# Data Analysis

Data Analysis is the **process of exploring data and reports** in order to extract **meaningful insights**, to better understand and **improve agency performance**.

• **Context:** Context is critical to good analysis. In order to tell a meaningful story with the data to drive specific actions, context becomes an essential component of the storyline. It emphasizes data points that are significant, unique, or special – and explain why they are important to the agency.

The goal of analysis is to answer questions by interpreting the data at a deeper level, identifying findings, and providing actionable recommendations.





## State data analysis/Evaluation

Is the data received from the local agencies accurate? Reliable? (Unduplicated counts of individuals served?)

Did the CAAs conduct the needed analyses to understand what is working and what changes to make to increase their impact?

How many people were served across the State? What were the characteristics of the people served? How does this compare with what we know about the individuals and communities of low-income in this state? What trends are evident?

What types of services were provided?
How many of these types of services were provided across the state?
How many agencies are engaged in partnerships or community level initiatives?

## State data analysis/Evaluation

What Individual/Family Outcomes (NPIs) were met by each of the local agencies across the state? What outcomes were not met? Taken together, what outcomes (NPIs) were achieved across the state? What community changes were achieved?

What service delivery models appear most effective? What local agency best practices should be replicated in other parts of the state?

Are there domains not being addressed by the agencies?

# What are the implications?

- Are there trends in performance that may be enhanced with training and technical assistance?
- Are there specific local agencies requesting (or showing signs of being in need of) training and technical assistance?
- What actions might the State take to enhance performance and increase impact across the state?
- Could there be linkages that the state can create based off of trends in the data?



- Set expectations
- Provide support
- Ask questions!

State Role in Data Analysis



# Local Agency Role in Data Analysis

- Compare performance against the needs of the community
- Make programmatic decisions based off of an analysis of the data

# Community Needs Assessment

### Did the local agency:

- Compare outcome data to assessment data?
  - Did the outcomes match the identified needs?
  - Was there an underperforming program that was due to a missed community resource?
- Compare service data to assessment data?
  - Uncover that needs were not identified in assessment?

## Community Action Plan/Implementation



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

# Resource Planning

- Based on prior performance, do you have the right resources to reach program or strategic goals?
  - Human Resources
  - Funding Resources
- Based on prior performance, what can you predict about how many services or outcomes your resources can afford them? This can help with setting targets.
- 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





**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



## www.nascsp.org



Questions?



Scan here to complete the evaluation for this session!

