

CSBG ANNUAL REPORT INSTRUCTION MANUAL - VERSION 2

Module 3: Community Level



Version 2

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CSBG Annual Report Instruction Manual

Module 3 – Community Level

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Overview

Module 3 is the Community-level module of the CSBG Annual Report and includes information on the implementation of strategies and results achieved for communities of low income. Module 3 creates the reporting space for CSBG eligible entities who are tackling complex community-level issues. This includes collecting information on agencies' community-level initiatives and showcasing the connection between initiatives and outcomes over time.

Module 3 of the CSBG Annual Report is completed by CSBG eligible entities engaged in community initiatives that have moved from the planning phase to the implementation phase. It is uploaded by the CSBG Lead Agency into OCS' Online Data Collection system (OLDC).

The CSBG Annual Report contains four modules.

- Module 1: *State Administration* (completed by State CSBG Administrators) includes information on state administration of funds to CSBG eligible entities, use of state-administered and discretionary funds for training and technical assistance, and information on CSBG eligible entity progress in meeting the Organizational Standards and implementing ROMA Next Generation.
- Module 2: *Agency Expenditures, Capacity, and Resources* (completed by CSBG eligible entities; reviewed and analyzed by State CSBG Lead Agencies) includes information on funds spent by CSBG eligible entities on the direct delivery of local services and strategies and capacity building as well as information on funding devoted to administrative costs by the CSBG eligible entities.
- Module 3: *Community Level* (completed by CSBG eligible entities; reviewed and analyzed by State CSBG Lead Agencies) includes information on the implementation of strategies and results achieved for communities where people with low incomes live.
- Module 4: *Individual and Family Level* (completed by CSBG eligible entities; reviewed and analyzed by State CSBG Lead Agencies) includes information on outcomes obtained by and services provided to individuals and families, as well as demographic characteristics of people served by CSBG eligible entities.

Each module has an accompanying instruction manual that serves as guidance to the federal report. This manual provides instructions and definitions for the data points within Module 3 of the CSBG Annual Report.

Together, Modules 2–4 of the CSBG Annual Report are the vehicles that actualize accountability for CSBG eligible entities in the new Performance Management Framework.

Module 3 Highlights

This module is required for CSBG eligible entities to report community-level outcomes.

Definition of Community-Level Work Does the Initiative:	
✓	Meet a clearly identified community need?
✓	Result in community change that is observable and measurable? AND Is that change a direct result of the initiative?
✓	Include community strategies that engage external stakeholders? (e.g., customers, community partners or others in the community)

A **community-level initiative** is any project, program, coalition, group, committed entities, or other group or activity that has a clearly defined purpose or goal to create measurable community-level change in a specific community (e.g. neighborhood, school district, service area). Community-level initiatives are about changing the conditions and environment (e.g., assets, infrastructure, capital) where households with low incomes live and work. These initiatives are guided by the Community Needs Assessment that is completed at least every three years (Organizational Standard 3.1).

For example:

Community Condition/Issue (Community Needs Assessment)	Community-Level Outcome (reported in Module 3)
Our community lacks living-wage jobs.	Increased living-wage jobs (positions available) in the community.
There is a need for more affordable housing in our community.	More affordable housing units are made available in the community.
Our school district has low high school graduation rates among students with low incomes.	Increased high school graduation rate for students with low incomes.

While community-level initiatives may impact the lives of CSBG Eligible Entity program participants, **reporting community-level initiatives and indicators in Module 3 is NOT the same as adding up participants served.** For instance:

Community Condition/Issue (Community Needs Assessment)	Community-Level Outcome (reported in Module 3)	Individual/Family Outcome (reported in Module 4)
Our community lacks living-wage jobs.	Increase living-wage jobs (positions available) in community.	Increased # of CEE participants who attained living-wage positions.
There is a need for more affordable housing.	More affordable housing units available in community.	Increased # of CEE participants who obtained permanent, affordable housing.
Our school district has low high school graduation rates among students with low incomes	Increased high school graduation rate for students with low incomes.	Increased # of CEE program participants graduating from high school.

For each reporting period, the CSBG Eligible Entity should:

- Report on community-level initiatives that were started, continued, or completed.
- Report on initiatives where the CSBG Eligible Entity is *significantly involved*. Significant involvement means the CSBG Eligible Entity is investing their time and resources into supporting the initiative whether or not they are the lead organizer. Do not report on initiatives that occur in the community, where the CSBG Eligible Entity is not involved. Do not report on attendance at “information and referral” type community meetings. Only report significant community-level work in which the CSBG Eligible Entity is involved.
- Only report on initiatives **that have clearly established goals for community-level outcomes in place**. This does NOT include community meetings, community efforts, or other activities otherwise known as “linkages” that are not designed to pursue specific community-level outcome(s).
- Include initiatives that the CSBG Eligible Entity does alone or in partnership with others. This includes initiatives where the CSBG Eligible Entity is a core organizer or one of several active investors and partners.
- **While there is no requirement to report on any specific indicator, it is expected that CSBG eligible entities will have some initiatives that include community strategies and achieve community-level change that can be reported in Module 3.**

There are three sections in Module 3:

- **Section A (Community Initiative Status Form)** — provides a central place to report information about each community initiative that started, continued, or ended during the current reporting period. This includes, but is not limited to, information about how a problem was identified, the strategies being employed, expected outcomes, and partners involved.

- **Section B (Community National Performance Indicators Data Entry Form)** — allows CSBG eligible entities to report outcomes for each community initiative reported in Section A. CSBG eligible entities may select any combination of “count of change” or “rate of change” indicators outlined in Section B, or use the “*other*” selection to create their own indicator(s).
- **Section C (Community Strategies List)**—provides CSBG eligible entities with a list of strategies to use when completing the Community Initiative Status Form in Section A.

It is important to note the following:

- The Community Initiative Status Form in Section A will be initially completed the first year the initiative is implemented. In subsequent reporting periods, CSBG eligible entities will update the status of each initiative based on progress.
- The information reported on the Community Initiative Status Form in Section A will be selected via a dropdown, a check box selection, or written as a narrative. Portions of Section B will be auto-populated based on what was entered into Section A.
- For “rates of change,” report only when data is available. For example, some data sets may only be published every five years. Therefore, it is only reasonable to report on change once every five years. CSBG eligible entities do not have to wait for new data; they may use the most recent data available to them. An example is using the U.S. Census annual estimated updates in lieu of waiting ten years for new data.
- While this manual suggests possible places to obtain data sets for “rates of change,” it is not a complete list of possibilities. Entities may select data sets that are available to them and pertinent to the work of their initiative. CSBG eligible entities may also create their own data set by completing surveys, using known data, using the data they have collected, working with a local college or university, or any other way that is logical for the work being done.
- CSBG eligible entities should keep track of where or how they have obtained their data and keep good documentation in a place easily located by other CSBG Eligible Entity staff onsite at their offices.
- Each indicator has an “Other” option. When the available indicators in this report do not exactly capture the goals of the initiative, CSBG eligible entities should enter an “Other” indicator.
- If a similar initiative is being completed by the same CSBG Eligible Entity within different communities, two status forms will need to be completed.

Module 3, Section A: Community Initiative Status Form Example

The Community Initiative Status Form (CIS) in Section A must be completed for any CSBG Eligible Entity wishing to report community-level outcomes. Community National Performance Indicators (CNPIs) cannot be reported without completing a CIS. Each initiative being reported should have its own CIS form. None of the information reported in Module 3 will be “rolled up” or compiled into a CSBG Eligible Entity, state, or national report. Some data may be aggregated in the future, but each initiative is unique and will be treated as such. The CIS collects the following information for each community initiative that started, continued, or ended during the current reporting period:

Module 3, Section A: Community Initiative Status Form

Name of CSBG Eligible Entity Reporting:

XYZ County Community Action Partnership

Reporting Status:	Previously Submitted
	Use the dropdown menu to select the response where appropriate.
1. Initiative Name	Kids on Track
2. Initiative Year	3
3. Problem Identification	A large percent of children in XYZ County are not ready to enter kindergarten because there are insufficient available screenings in the community to identify and subsequently treat emotional/behavioral health problems or cognitive developmental delays. Further, the community does not have an adequate number of Family Resource centers to offer screenings.
4. Goal/Agenda	Increase the percentage of children in XYZ County who are kindergarten-ready, make additional emotional/behavioral health screenings available to the community, and open a Family Resource Center.
5. Issue/CSBG Community Domains	Education and Cognitive Development; Infrastructure and Asset Building
6. Ultimate Expected Outcome	CNPI 2c: Number of Early Childhood Screenings offered to children (ages 0-5) of families with low incomes in the identified community CNPI 2g: Percent increase of children in the identified community who are kindergarten ready CNPI 3a.6 Other public assets/physical improvements
7. Identified Community	County
8. Expected Duration	5 Years

9. Partnership Type	CAA is the core organizer of the multi-partner Initiative
10. Partners	United Way provides funding and backbone coordination for the leadership council and the cross-county implementation team; the County Public Health Department serves as the single point of entry for referrals from doctor’s offices and hospitals; Nine (9) XYZ County School Districts adopt a standard kindergarten screening instrument to track progress toward the overall school readiness goal.
11. Strategy(ies)	STR 2j: Education and Cognitive Development Policy Changes STR 2l: Other Education and Cognitive Development Strategy - Build Agency/Community Capacity STR 2l: Other Education and Cognitive Development Strategy - Train Screeners STR 3o: Community Center/Community Facility Establishment
12. Progress on Outcomes/Indicators	Interim Outcomes to Report
13. Impact of Outcomes	<ul style="list-style-type: none"> • A single point of entry helped more families gain access to the most appropriate program, and revealed the need for an additional home visitor for families that were waitlisted for other community programs. <p>Single point of entry helped more children get screened, identified delays, and provided services to address those delays.</p> <ul style="list-style-type: none"> • New partnerships established with the local hospitals that have labor and delivery enabled home visits for new parents. Increased partnerships with local pediatricians provided greater access to developmental delay referrals and home visiting services. • Five (5) additional screeners were trained, thereby increasing the community’s capacity to conduct screenings. • Additional increase in partnerships and training for developmental screenings enabled all countywide Family Resource Centers to provide screenings. • A Child Care Aware trainer assisted family child care and child care centers in assessing children, and worked with providers to assist in the assessment process, as well. • Impact of additional capacity of additional trainers resulted in developmental delays being detected earlier for more children. More children were referred (or self-referred) to Early Intervention. • Due to earlier detection, a larger percentage of those who received services from the Early Intervention Program functioned within age expectations by the time they exited the program. Our systems-change approach developed strategies for providing services targeted to children referred to, but not served by, Early Intervention. • Our additional Family Resource Center is located in one of the highest poverty areas of XYZ County. This added community resource exceeded its expected family visit numbers and recently expanded hours, and the school relocated the center to a larger space. • The Kids on Track initiative strengthened partnerships with our local area school districts. These school-based Family Resource Centers became community hubs where services can be added or brought on-site in response to identified community needs.

14. Outcomes/Indicators to Report	Counts of Change for Education and Cognitive Development Indicators (CNPI 2)				I.) Identified Community (auto-populated)	II.) Target (#)	III.) Actual Results (#)	IV.) Performance target accuracy (% auto calculated)				
	Counts of Change	CNPI 2c Number of new Early Childhood Screenings offered to children (ages 0-5) of families with low-incomes in the identified community.			County	700	672	96%				
	Rates of Change	Rates of Change for Education and Cognitive Development Indicators (CNPI 2)			I.) Identified Community (auto-populated)	II.) Baseline existing starting point used for comparisons (%)	III.) Target (%)	IV.) Expected % change from baseline (Target % auto calculated)	V.) Actual Results (%)	VI.) Actual % change from baseline (% auto calculated)	VII.) Performance target accuracy (% auto calculated)	
		CNPI 2g Percent increase of children in the identified community who are kindergarten ready .			County	55.00%	60.00%	9%	57.00%	4%	40%	
	Counts of Change	Counts of Change for Infrastructure and Asset Building Indicators (CNPI 3)				I.) Identified Community (auto-populated)	II.) Target (#)	III.) Actual Results (#)	IV.) Performance target accuracy (% auto calculated)			
CNPI 3a Number of new accessible assets/resources created in the identified community:					CNPI 3a.6 Other Public Assets/Physical				County	1	1	100%
15. Final Status	Initiative Active											
16. Lessons Learned	<p>Our initial single-point-of-entry lead was Public Health, but once we discovered that this adversely affected one of the project partner’s enrollment, we changed the lead for the single point of entry to Healthy Families. We also learned that some families who wish to receive developmental screenings for their children are hard to reach and engage in the service. We continually assess our outreach and follow-up processes to craft new approaches that may meet the need with more success. We learned that the timing of the last screening during early childhood and the kindergarten screening needs to be calibrated in a standardized way so that children do not receive two screenings too close together. We are working with cross-sector partners remedy this. We further learned that partners can adopt the use of standardized instruments faster than we can establish systems for central data collection. Therefore, we still do not have a county-wide kindergarten readiness baseline, even though most school districts have adopted a common screening tool. We are working with our local United Way to bring a central data collection system online.</p>											

Steps to Completing a Community Initiative Status Form

1. **Initiative Name**—Enter the name of the initiative. **Note:** *After the first year of reporting, CSBG eligible entities will be asked to update the progress of each initiative in subsequent years. Therefore, the initiative name should be something easily recognizable or familiar to future reporting staff.*

Example: XYZ County Community Action Partnership’s Kids on Track initiative prepares children to enter kindergarten.

2. **Initiative Year**—Enter the current initiative year. If it is the third year of a five-year initiative, select “3.” If the initiative is still in its first year, select “1.” If the initiative has been in existence for many years and has no set completion date, select “7+.”

Example: XYZ County CAP’s five-year initiative is in its third year; therefore, they report the initiative year as “3.”

3. **Problem Identification** — Provide a brief narrative about the scope of the problem that the initiative seeks to address in the community. This may include the needs statement from the Community Needs Assessment and/or any data collected to complete the Needs Assessment. If applicable, provide baseline data and the source of the baseline data. Include information on the data set being used to identify and report change over time on the initiative. Include citations, websites, names of data sets and any other pertinent information needed to track the data.

Example: A large percentage of children in XYZ County are not ready to enter kindergarten. During the most recent Community Needs Assessment, through surveys conducted with community partners and families in the county, and data obtained from the Department of Education, it became apparent that there is an insufficient number of screening resources available in the community to identify and subsequently treat emotional/behavioral health problems or cognitive developmental delays.

Furthermore, the assessment showed that there are not enough Family Resource Centers to offer screenings.

Parents in focus groups expressed their frustrations that there are so few locations in the community that offer screenings for their children, particularly in high-poverty areas.

4. **Goal/Agenda** — Provide a narrative of the initiative’s overall goal. This should be the ultimate outcome the initiative seeks to achieve. This is different than the indicators that the initiative will use to report. This section describes the overall goal. It would be helpful to use information from a Community Needs Assessment to consider and discuss here. Indicators will be identified in #6 of the CIS. **Tip:** *Would a reader who is unfamiliar with the initiative clearly see how the “goal” in line 4 aligns with the “problem” in line 3?*

Example: As noted in the example, the goal of XYZ County CAP’s Kids on Track initiative is to make additional emotional/behavioral health screenings available by opening more Family Resource Centers in order to increase the percent of children that are kindergarten ready.

5. **Issue/CSBG Community Domains** — Select one or more CSBG Community Domain(s) that best describe the initiative from the list below. Choose domains that represent the indicators *and* strategies that the CSBG Eligible Entity will be reporting. Only indicators or strategies for the domains selected will appear in #6 and #11 of the CIS. For example, if an initiative is seeking an outcome in the Housing domain, but the strategy employed is located under the Infrastructure and Asset Building domain, then both domains need to be selected here. **Tip:** *When selecting which domain(s) best fit the initiative, it may be helpful to compare the “goal” in line 4 with [indicators in Section B](#).*

CSBG Community Domains	
CNPI 1: Employment	CNPI 5: Health and Social/Behavioral Development
CNPI 2: Education and Cognitive Development	CNPI 6G2: Civic Engagement and Community Involvement (Goal 2)
CNPI 3: Infrastructure and Asset Building	CNPI 6G3: Civic Engagement and Community Involvement (Goal 3)
CNPI 4: Housing	

6. **Ultimate Expected Outcome** — Select the indicator(s) from the Community-Level NPIs (listed in Section B) that measures the ultimate expected outcome of the initiative OR enter an “*Other Outcome Indicator*.” More than one NPI may be selected, and NPI’s can be selected across multiple domains.

Example: XYZ County CAP expects their Kids on Track initiative to increase the number of Early Childhood Screenings that are offered, and increase the percent of children who are kindergarten ready. Therefore, they select CNPI 2c and 2g from the indicator list in Section B. Furthermore, they also intend to open a Family Resource Center and selected CNPI 3a.6, Other Public Assets/Physical Improvements

7. **Identified Community** — CSBG eligible entities may choose to target any type of community in which to implement the initiative. Select only one target community from a drop-down menu of the following community types: *Neighborhood, City, School District, County, Service Area, State, Region, or Other*. When “*Other*” is selected, please describe the type of community.

Example: XYZ County CAP’s Needs Assessment highlighted kindergarten readiness concerns across their entire county. So they select “*County*” as the identified community in line 7.

8. **Expected Duration** — Enter the number of years that the initiative is expected to operate in order to achieve its outcome(s). If ongoing without a set end date.

Example: XYZ County CAP’s Kids on Track initiative is expected to operate five years; therefore, they select “5” in line 8.

9. **Partnership Type**— From the following drop-down options, select the level of partnership for which the CSBG Eligible Entity is engaged in the initiative: *Independent CAA Initiative, CAA is the core organizer of multi-partner Initiative, or CAA is one of multiple active investors and partners*. **Note:** *A multi-partner initiative includes the CSBG Eligible Entity and one or more partners.*

Example: XYZ County CAP’s initiative includes partnerships with the XYZ County Public Schools and Department of Public Health, and the CAA is the core organizer. Therefore, they select “CAA is the core organizer” in line 9.

- 10. Partners**—Provide a brief narrative on 1 – 3 partners participating in the initiative. Include information on who the partner is, how they are involved, and resources that they offer to the initiative.

Example: XYZ County CAP uses line 10 to highlight their most engaged partners in the Kids on Track initiative.

- 11. Strategy(ies)**—The dropdown in this section will pre-populate with the listing of available strategies in the Community-Level Strategies from Section C of Module 3. It is important to note that the only strategies that the CAA will be able to choose from are those that connect with the domains chosen in line 5. Select all that apply. If the strategies employed are not represented in the listing, select “Other” and describe the strategy or strategies.

Example: XYZ County CAP determines that they could use a write-in strategy by selecting “Other” under the Education and Cognitive Development Domain and typing “train screeners.”

Additionally, they have chosen the following strategies that can be found in the Education and Cognitive Development and Infrastructure and Assets Building Domains:

- STR2j: Education and Cognitive Development Policy Changes
- STR 2l: Other Education and Cognitive Development Strategy - Build Agency/Community Capacity
- STR 2l: Other Education and Cognitive Development Strategy - Train Screeners
- STR 3o: Community Center/Community Facility Establishment

- 12. Progress on Outcomes/Indicators**—Select progress level from the drop-down menu. Options include: *No Outcomes to Report*, *Interim Outcomes*, or *Final Outcomes*. If there are no outcomes to report, the form is completed. Select “No Outcomes to Report” when the initiative is in progress, but no outcomes have been obtained or new data is not available for the period of the report. “Interim Outcomes” should be selected if an initiative is ongoing, but there are outcomes to report. If there are interim outcomes or this is the final report on the initiative, additional information will be requested as outlined in lines 13-16 of the CIS Form. “Final Outcomes” should be selected when the initiative has ended.

Example: Kids on Track is an ongoing initiative at XYZ County CAP, and there are outcomes to report. Therefore, they select “Interim outcomes” in Line 12.

- 13. Impact of Outcomes** — If there are interim or final outcomes to report, provide a narrative on the the outcomes’ scope of impact. This is where CSBG eligible entities provide background, detail, and/or context to the numbers they are reporting.

Example: XYZ County CAP uses a narrative in line 13 to detail some of the impacts of their Kids on Track initiative.

- 14. Outcomes/Indicators to Report** — Provide the outcome data on the CNPI that is being reported. All indicators selected in #6 will be made visible here.

SECTION B <i>COUNT of Change</i>	COLUMN I: <i>Identified Community</i>	COLUMN II: <i>Target Outcome</i>	COLUMN III: <i>Actual Outcome</i>	COLUMN IV: <i>Target Accuracy</i>
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Or, for “rates of change” indicators:

SECTION B <i>RATE of Change</i>	COLUMN I: Identified Community	COLUMN II: Baseline % at beginning of initiative	COLUMN III: Target %	COLUMN IV: Expected % Change from Baseline	COLUMN V: Actual % at end of Reporting Period	COLUMN VI: Actual % Change from Baseline	COLUMN VII: Performance Target Accuracy
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Example: XYZ County CAP uses the indicator identified in line 6 (CNPI 2c: “Number of Early Childhood Screenings.”) to report results of their Kids On Track initiative on line 14 (actual results=672 screenings). They also report “counts of change” for the Family Resource Center and “rates of change” for the percent of children who will be kindergarten-ready.

- 15. Final Status** — Select one of the following options from the drop-down menu: *Initiative Active*, *Initiative Ended Early*, *Completed Still Delivering Value*, or *Initiative Ended as Planned*.

Select “*Initiative Active*” when an initiative is in progress. Select “*Initiative Ended Early*” if the initiative ended earlier than expected. Provide an explanation in Lessons Learned if the initiative ended early. Select “*Completed Still Delivering Value*” when the initiative has ended, but outcomes are still being obtained by the community. (For example, a CAA may select *Completed Still Delivering Value* for an initiative that built a community center, since the community center is still delivering value to the community after the initiative to build the center has ended.) Select “*Initiative Ended as Planned*” when an initiative ended as planned and is no longer obtaining outcomes.

Example: As their Kids on Track initiative is still ongoing, XYZ County CAP selects “*Active*” in line 15.

- 16. Lessons Learned** — Provide a narrative on any lessons learned during the implementation of the initiative. The narrative may be entered at any stage of the initiative. Include information on what went well, identify barriers to success, or any significant findings or issues that occurred during the initiative. **Tip:** *Think about what other local agencies would want to know before they take on a similar initiative.*

Example: XYZ County CAP saw that using Public Health as the single-point-of-entry lead was negatively affecting one of their partner’s enrollments; therefore, the lead organization was changed to Healthy Families and this was explained in line 16.

Module 3, Section B: Community National Performance Indicators (CNPI)

Section B of Module 3 provides an opportunity for CSBG eligible entities to enter data for the community-level outcomes reported in Section A, Line 14. Entities may select from the indicators outlined in this section, or create their own indicator if none of the provided indicators captures what the CSBG Eligible Entity is trying to achieve.

This section include both “counts of change” and “rates of change” indicators:

- **Counts of Change Indicators**--require CSBG eligible entities to report the number of outcomes targeted and achieved for each initiative. For example, a CAA may report 1) the target number of new housing units and 2) the actual number of new housing units created in FY 2018 as a result of their community affordable housing initiative.
- **Rates of Change indicators**--require CSBG eligible entities to report the “percent change” (the increase or decrease) of a community-level indicator from one year to the next, or as data becomes available. While requiring a bit more information, these indicators fully show the impact a community initiative (usually involving multiple organizations) has within an identified community. For instance, a CAA may report a change in the community unemployment rate as a result of their job creation initiative.

CSBG eligible entities should select indicator(s) based on the community-level initiatives in which they are engaged, paying particular attention to the ultimate goals of their effort. CSBG eligible entities should select to report on either “counts of change” or “rates of change.” However, in some cases, selecting both “count of change” and “rate of change” indicators may be appropriate. A more detailed description of each type of indicator is outlined below.

Counts of Change

	I.) Identified Community (auto-populated)	II.) Target (#)	III.) Actual Results (#)	IV.) Performance target accuracy (% auto-calculated)
CNPI 1a : Number of jobs created to increase opportunities for people with low incomes in the identified community.	Service Area	25	20	80%
	<i>Auto-populated from Section A.</i>	<i>Number of jobs the initiative targeted for creation.</i>	<i>Number of jobs the initiative actually created.</i>	<i>Auto-calculated (Col III/Col II).</i>

For each count of change indicator selected, the CSBG Eligible Entity is required to complete two data fields. The remaining two fields are auto-populated or calculated in the data entry system. More specifically:

- **Column I: [Auto-Populated]** The **identified community** will auto-populate from the Community Initiative Status form completed in Section A.

- **Column II:** CSBG eligible entities will enter the numeric **target outcome** (e.g., number of jobs, houses, assets) the initiative intends to achieve during the reporting period. *(Targets should be identified during the agency- or community-planning process. In most cases, they will be included in the Community Action Plan, Logic Model, or other planning document (e.g., Community Goals or Vision Statement)).*
- **Column III:** CSBG eligible entities will enter the numeric **actual outcome** (e.g., number of jobs, houses, assets) achieved by the end of the reporting period.
- **Column IV:** **[Auto-Calculated]** The **performance target accuracy** (percentage of the target achieved) will auto calculate based on the data entered in columns II and III. *[Performance Target Accuracy = Actual Results/Target].*

EXAMPLE: A CAA has a community job creation initiative that facilitates tax incentives to encourage more small businesses to hire within the community. The initiative set a **target** of creating 25 jobs within their identified community. The **actual number** of jobs created was 20. The performance target accuracy (the percentage of the target achieved) is 80%.

Rates of Change

	I.) Identified Community (auto-populated)	II.) Baseline existing starting point used for comparisons (%)initiative	III.) Target (#)	IV.) Expected % change from baseline (Target % auto-calculated)	V.) Actual Results (#)Period	VI.) Actual % change from baseline (% auto-calculated)	VII.) Performance target accuracy (% auto-calculated)
CNPI 1f: Percent decrease of the unemployment rate.	Service Area Auto-populated (Section A).	5% Baseline (starting) unemployment rate.	3% Target unemployment rate.	40% Auto-calculated Targeted change from baseline.	4% Actual unemployment rate (end of reporting period).	20% Auto-calculated Actual change from baseline.	50% Auto-calculated Percent of target achieved.

For each rate of change indicator selected, the CSBG Eligible Entity is required to complete three data fields. The remaining four fields are auto-populated or calculated in the data entry system. More specifically:

- **Column I:** **[Auto-Populated]** The **identified community** will auto-populate from the Community Initiative Status form completed in Section A.
- **Column II:** CSBG eligible entities will enter a **baseline** percentage at the start of the initiative. This is the “starting” point from which increases or decreases will be measured throughout the duration of the initiative.

- **Column III:** CSBG eligible entities will enter their **target** percentage. The target is the indicator’s expected increase or decrease in percentage. *(Eligible entities should identify targets during the agency planning process. In most cases they will be included in the Community Action Plan, Logic Model, or other planning document (e.g., Community Goals or Vision Statement)).*
- **Column IV:** **[Auto-Calculated]** The **expected percentage change from baseline** will auto-calculate using the data from columns II and III. *[Expected Change from Baseline=(Target-Baseline)/(Baseline)].*
- **Column V:** CSBG eligible entities will enter the **actual** percentage at the end of each reporting period.
- **Column VI:** **[Auto-Calculated]** The **actual percentage change from baseline** will auto-calculate based on data entered in columns II and V. *[Actual Change from Baseline = (Actual Results-Baseline)/(Baseline)].*
- **Column VII:** **[Auto-Calculated]** The **performance target accuracy** (percent of target achieved) will auto-calculate based on data entered in columns II, III, and V. *[Performance Target Accuracy = (Actual Results-Baseline)/(Target Baseline)].*

EXAMPLE: A CAA operates a community-wide initiative where businesses, the city, and the county partner to place unemployed people in jobs, and create new jobs where needed. Their ultimate goal is to reduce the unemployment rate.

- The **baseline** unemployment rate is 5% at the start of the reporting period.
- The **target** is to reduce the unemployment rate to 3%.
- At the end of the current reporting period, the **actual** unemployment rate is 4%.

Through the current reporting period, the actual change from baseline decreased 20%. The performance accuracy (the percentage of the target reduction achieved) was 50%.

The following special considerations apply to “rate of change” indicators:

- Available data sources for determining both baseline (Column II) and actual (Column V) rates are provided in the examples provided for each indicator.
- Data sets used to provide baseline and actual rates should align with the geographic area targeted by the initiative. In a situation where baseline data is not already tracked for a specific community, a customized data set will need to be generated.
- The same data source used to identify baseline rates at the beginning of an initiative should also be used to determine the actual rates at the end of each reporting period. Entities should record the data source used to report Columns II and V in the “General Comments Section.”
- CSBG eligible entities should consider the frequency and validity of available data when choosing a data set, with the understanding that most available data lags behind the current reporting period. While agencies may be unable to obtain real-time data for their “rate of change” indicator,

they should ask themselves whether the available data is still relevant and insightful at the time of reporting.

- It is understood that there are limitations in obtaining data and some data sets may be available only every three to five years. It is acceptable to wait for available data sets before reporting on indicators in Module 3.

Community National Performance Indicators (CNPI)

All Community National Performance Indicators (both “counts” and “rates of change”) are categorized under six primary CSBG domains. These are summarized below. ***Detailed instructions, examples, definitions, and notes for each indicator can be found in the companion document to this manual, the CSBG Annual Report Instruction Manual, Module 3: CNPI Examples.***

CNPI 1 Employment Indicators

Community-level employment indicators track community-level initiatives to create or maintain employment opportunities within the community. It is important to underscore that these indicators are intended to reflect population and community-level outcomes (versus impacts on individuals and families).

- Of special note are indicators related to “living wage” jobs (CNPI1c and CNPI1d). There is no definitive national “living wage.” Therefore, in order to report for this NPI, each state and/or local CSBG Eligible Entity must define what constitutes a “living wage” for their identified communities. CSBG eligible entities can provide their own definition or select from national or locally defined models (one possible source is the [MIT Living Wage Calculator](#), which estimates the living wage needed to support families using twelve unique family compositions). CSBG eligible entities must record the living wage definition used in the “General Comments Section” of Module 3 in the data entry system.

CNPI 2 Education and Cognitive Development Indicators

Community-level education and cognitive development indicators track community-level initiatives to maintain or improve education and cognitive development opportunities in identified communities. Once again, it is important to underscore that these indicators are intended to reflect population and community-level outcomes (versus impacts on individuals and families).

CNPI 3 Infrastructure and Asset Building Indicators

Community infrastructure and asset building indicators measure outcomes that achieved, increased or improved the presence and availability of community services and commercial enterprise within communities where people with low incomes live. This can be achieved as a result of increased value of neighborhood residences through rehabilitation.

CNPI 4 Housing Indicators

Community-level housing indicators measure outcomes related to achieving, increasing or improving the presence and availability of housing (and access to housing) within communities where people with low incomes live.

CNPI 5 Health and Social/Behavioral Indicators

Community-level health and social/behavioral indicators typically reflect outcomes related to projects related to achieving, increasing or improving the presence and availability of health and social services within communities where people with low incomes live. Because “health and social services” is such a broad category, the types of initiatives reported could vary dramatically (e.g., creating farmers markets, building health clinics, or working to reduce the child or adult obesity rate).

- It is worth noting that health and social/behavioral indicators include two additional subcategories for “rates of change” indicators. These are 1) Behavioral and Mental Health, Emotional Wellbeing, and Development Indicators, and 2) Public Safety Indicators.

CNPI 6 Civic Engagement and Community Involvement Indicators

Civic engagement and community involvement indicators measure the quality of life in a community and the effort it takes to have a healthy, thriving community. The first set of indicators are organized under national goal 2: “Communities where people with low incomes live are healthy and offer economic opportunity.” The second set of indicators in this section is organized around national goal 3: “People with low incomes are engaged and active in building opportunities in communities.”

Examples of civic engagement and community involvement outcomes may include advocacy, policy or legislative change, partnership development, or empowerment of community members.

- Currently, the Civic Engagement and Community Involvement indicators only include the option to report on “rates of change.” If a CSBG Eligible Entity is tracking “counts of change” for an initiative in this domain, this should be reported in the “*Other*” indicator (CNPI 6G2z or CNPI 6G3z). It is understood that the OMB-cleared report indicates that CNPI 6G2z and CNPI 6G3z are “*Other rates of change*”; however, the CSBG Eligible Entity should report any “counts of change” that they are tracking in these two indicators.

Module 3, Section C: Community Strategies List

CSBG eligible entities will use the Community Strategies field provided in the Community Initiative Status Form to identify relevant strategies associated with the community-level initiative.

The following Community Strategies list identifies strategies arranged by domain and by topic area. This list is not all-inclusive; therefore, an “*Other*” category is included. Strategies may be selected from different domains to achieve one outcome. This standardized list will aid in local and state analysis of the relationship between community-level strategies and outcomes.

STR 1 Employment Strategies

Strategies STR 1a-1i are selections that can be made under the employment domain. These strategies include: **minimum/living wage campaign; job creation/employment generation; job fairs; earned income tax credit (EITC) promotion; commercial space development; employer education; employment policy changes; and employment legislative changes.** A strategy under the employment domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: In an initiative to create more living-wage jobs, a CAA partners with the city council and local business leaders to implement “conditional” tax incentives that encourage the creation of living-wage positions (this includes raising existing non-living-wage positions to living wage). The CAA is utilizing both STR 1a (living wage campaign) and STR 1b (job creation) to achieve its goals.

STR 2 Education and Cognitive Development Strategies

Strategies STR 2a-2l are selections that can be made under the education domain. These strategies include: **preschool for all campaign; charter school development; after-school enrichment activities promotion; pre K-college/community college promotion; children’s trust fund creation; scholarship creation; child tax credit (CTC) promotion; adoption child care quality rating; adult education establishment; education and cognitive development policy changes; and educational and cognitive development legislative changes.** A strategy under the education domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: A CAA employs STR 2i and creates English language proficiency evening courses for adults taught by school district personnel.

STR 3 Infrastructure and Asset Building Strategies

Strategies STR 3a-3s are selections that can be made under the infrastructure and asset building domain. These strategies include: **cultural asset creation; police/community relations campaign; neighborhood safety watch programs; anti-predatory lending campaign; asset building and savings promotion; develop/build/rehab spaces; maintain or host income tax preparation sites; community-wide data collection systems development; local 211 or resource/referral system development; water/sewer system development; community financial institution creation; infrastructure planning coalition; park or recreation creation and maintenance; rehabilitation/weatherization of housing stock; community center/community facility establishment; asset limit barriers for benefits policy changes; infrastructure and asset building policy changes; and infrastructure and asset building legislative changes.** A strategy under the infrastructure and asset building domain may also

assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: In order to increase access to healthy foods, a CAA and other local partners negotiate with a national grocery store chain to locate one of its stores in a neighborhood where people with low incomes live. The CAA is using both STR 3f (develop/build/rehab spaces) and STR 5c (grocery store development) in its efforts. This example shows how strategies across domains can be employed to achieve a single outcome.

STR 4 Housing Strategies

Strategies STR 4a-4j are selections that can be made under the housing domain. These strategies include: **end chronic homelessness campaign; new affordable single-unit housing creation; new affordable multi-unit housing creation (single resident occupancy [SRO], temporary housing, transitional housing); tenants’ rights campaign; new shelters creation (including day shelters and domestic violence shelters); housing or land trust creation; building codes campaign; housing policy changes; and housing legislative changes.** A strategy under the housing domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies. Also select the “*Other*” option for campaigns that end specific homeless populations (e.g., end chronic veteran homelessness).

Example: Social service providers and faith-based organizations voiced growing concern that the number of available emergency shelter beds in the community was sorely inadequate. This was confirmed during the annual Point in Time Count, as the county reported 1,200 homeless individuals, but only 400 for whom shelter beds were available (33%). The CAA began working with local faith-based organizations to create an interfaith emergency shelter initiative that involved opening up large church spaces for shelter in the evenings and on weekends. The goal was to increase the percentage of shelter beds available to homeless individuals; the strategy used was STR 4E.

STR 5 Health and Social/Behavioral Strategies

Strategies STR 5a-5n are selections that can be made under the health and social/behavioral domain. These strategies include: **health-specific campaign; farmers market or community garden development; grocery store development; gun safety/control campaign; healthy food campaign; nutrition education collaborative; food bank development; domestic violence court development; drug court development; alternative energy source development; develop or maintain a health clinic; health and social/behavioral development policy changes; and health and social/behavioral development legislative changes.** A strategy under the health and social/behavioral domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: A Community Needs Assessment has revealed a disproportionately large number of uninsured families within a particular community. Upon further research, the CAA learns that if their state had expanded Medicaid, these families would have access to health insurance. So the CAA joined forces with other local organizations (including healthcare providers) to launch an education and advocacy initiative addressing the expansion of Medicaid. The CAA here is pursuing STR 5I.

STR 6 G2 Civic Engagement and Community Involvement Strategies—Goal 2

Strategies STR 6G2a-6G2i are selections that can be made under the civic engagement and community involvement domain. These strategies include: **development of health and social service provider partnerships;**

recruiting and coordinating community volunteers; poverty simulations; attract capital investments; coordinated community-wide needs assessment; civic engagement and community involvement in advocacy efforts; civic engagement policy changes; and civic engagement legislative changes. A strategy under the civic engagement and community involvement domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. There is an “*other*” option should be used if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: A CAA administered a survey to their existing volunteers, as well as potential volunteers identified through the local United Way. Survey respondents identified the largest barriers to volunteering as 1) transportation, 2) lack of evening or weekend volunteer opportunities, 3) no clear place to learn about volunteer opportunities, and 4) no place to use their unique talents and professional skills (e.g., technology, fine arts, accounting, cooking, etc). In response, the CAA began a new volunteer initiative, setting up a “For Volunteers” page on their CSBG Eligible Entity website that allows community members to submit volunteer applications, sign up for volunteer training, and with approval, sign up for volunteer tasks/activities. The CAA also created volunteer opportunities in neighborhoods across their service area; these opportunities included tasks that can be done in the home (for those with limited transportation or physical mobility). The goal is to double the percentage of volunteers who donate more than 10 hours per year, and the CAA employed STR 6 G2b.

STR 6 G3 Civic Engagement and Community Involvement Strategies — Goal 3

Strategies STR 6G3a-6G3g are selections that can be made under the civic engagement and community involvement domain. These strategies include: **empowerment of individuals/families with low incomes; campaign to ensure individuals with low incomes are represented in local governing bodies; social capital building campaign for individuals/families with low incomes; campaign for volunteer placement and coordination; civic engagement policy changes; and civic engagement legislative changes.** A strategy under the civic engagement and community involvement domain may also assist a CSBG Eligible Entity in obtaining an outcome in another domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

Example: Officials in the community have noticed a decline in the rate of people with low incomes who participate in leadership roles in their community. With help from the CAA, local employers, and the local community college, the community implements a leadership program for individuals with low incomes. The program helps participants learn ways they can lead in their community, provides them with leadership skills training, and assists them with building critical networks (both bridging and bonding social capital). Local employers provide participants with paid time off to attend weekly sessions if applicable. Individuals who complete the program (as well as their employers) are recognized in a public ceremony. Completing the course also provides participants with college/continuing education credits; the CAA is using STR 6 G3a (empowerment of individuals/families with low incomes), STR 6 G3c (social capital building campaign), and STR 2i (adult education establishment).

STR 7 Community Support Strategies

Strategies STR 7a-7f are unique, and do not fall under a specific domain. These strategies include: **off-hours (non-traditional hours) child care development; transportation system development; transportation services coordination and support; community support policy changes; and community support legislative changes.** A strategy under the community support section may also assist a CSBG Eligible Entity in obtaining an outcome in any domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.

STR 8 Emergency Management Strategies

Strategies STR 8a-8e are unique, and do not fall under a specific domain. These strategies include: **state of local emergency management board enhancement; communitywide emergency disaster relief service creation; disaster preparation planning; emergency management policy changes; and emergency management legislative changes.** A strategy under the emergency management section may also assist a CSBG Eligible Entity in obtaining an outcome in any domain. The “*Other*” option should be selected if the strategy implemented in Module 3 is not already included in the list of available strategies.