United Planning Organization

Finding People Jobs

Challenges and Best Practices for Fee-Based Employment Services

Presented by:
UPO Performance Management
Mark Koiwai
Kim Williams
Mary Green
Aug 31, 2017
Presentation Overview

- About United Planning Organization (UPO)
- ROMA Cycle Implementation
  - Assessment
  - Planning
  - Implementation
  - Achievement of Results
  - Evaluation
- Overall impact of fee-based system
For more than 50 years, UPO has offered a wide variety of services and programs designed to...

low-income DC residents out of poverty and place them on the path to self-sufficiency.
ROMA Accountability Cycle

**Planning**
Use agency mission statement and assessment data to identify results and strategies

**Assessment**
Community needs and resources agency data

**Evaluation**
Analyze data, compare with benchmarks

**Implementation**
Services and strategies produce results

**Achievement of Results**
Observe and report progress

*The ROMA Cycle graphic was developed by the National Peer to Peer (NPtP) ROMA Training Project, based on guidance regarding Core Activities for States and CSBG Eligible Entities provided by OCS Information Memo 49. From Planning for Results © 2006, J. Jakopic and B. Mooney, Community Action Association of PA. Curriculum developed with funding from the US Department of Health and Human Services - Office of Community. Use is permitted with this footer. All other rights reserved.*
Assessment: District of Columbia (at a glance)

Population: 681,170
Sex: 52.5% Female & 47.5% Male
Race: 47.7% Black, 44.6% White, 10.9% Hispanic/Latino
Median Household Income: $70,848
Median Monthly Rent: $1,327
Relatively low unemployment rate: 6%

More than 17% of persons in POVERTY

Source: https://www.census.gov/quickfacts/fact/table/DC/PST045216 (retrieved 7/13/17)
Assessment: Establishing the Need for Employment Services

- DC Government
- Community
- UPO Board

EMPLOYMENT
Challenge: Meeting the demand for employment

Best Practice: Having community involvement in fulfilling the need for employment for low-income individuals
Planning: Linking Needs to Services Through RFP Process

- Defining parameters
  - Outcomes to be measured
  - Services to be provided
- Development of Program Outcome Earnings Plan (POEP)
### Program Outcome Earnings Plan

**UPO FY-2018 PROGRAM OUTCOME EARNINGS PLAN**

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Reporting Period (1)</th>
<th>Annual Plan (2)</th>
<th>Period Plan YTD (3)</th>
<th>Actual YTD (4)</th>
<th>Difference (5)</th>
<th>Annual Plan (6)</th>
<th>Period Plan YTD (7)</th>
<th>Actual YTD (8)</th>
<th>Difference (9)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income and Asset Building Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.A.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.B.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Earnings and Asset Building Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.A.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.B.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supportive Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.A.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.B.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communities Where People With Low Incomes Are Healthy and Offer Economic Opportunities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.A.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.B.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Notes:**
- **Annual Plan:** The planned annual earnings for the fiscal year.
- **Period Plan YTD:** The earnings for the period year-to-date.
- **Actual YTD:** The actual earnings year-to-date.
- **Difference:** The difference between the Period Plan YTD and the Actual YTD.
- **CSBG TOTAL GOAL:** The total goal for the CSBG program.
- **AGENCY TOTAL:** The total earnings for the agency.

---

**Planning**

**Program Outcome Earnings Plan**
Planning

Challenges:
• Establishing rates for National Performance Indicators (NPIs)
• Receiving complete responses to the Request for Proposals (RFPs)
• Obtaining a complete Program Outcome Earnings Plan

Best Practices:
• Researching current governmental fee-based RFPs, agency budget allocations and expenses
• Crafting a detailed RFP
• Providing clear and detailed instructions on completing the 12-month plan
Implementation: Serving Our Customers

- Service provider selection
- Contract development
- Orientation for new and continuing service providers
- Provider submission of Annual Program Outcome Earnings Plan (monthly distribution of outcomes to be achieved)
- Monitoring
Implementation

Challenges:
• Easing start-up of new service providers
• Obtaining timely and accurately entered data
• Tracking NPIs and program outcomes

Best Practices:
• Providing a thorough orientation to the agency’s protocols
• Providing continuous training and consultation on data entry
• Monitoring data entry periodically
Achievement of Results: Changing Lives

- **Service provider reporting:**
  - Monthly Program Outcome Earnings Report; and
  - Database-generated reports

- **Monthly onsite monitoring visits:**
  - Verification of documentation;
  - Consultation; and
  - Technical assistance.

- **Desk audits (as necessary)**
Achievement of Results

Challenges:
• Verifying services
• Obtaining timely and accurate results

Best Practices:
• Monthly site visits and periodic desk audits
• Delaying payment
Evaluation: How Did We Do?

• Compare monthly actual outcomes with planned monthly outcomes (POER)
• Analyze service provider’s performance
• Assess actual vs planned outcomes on a quarterly basis
• Request corrective action and modification of program plan prior to June 30th (if necessary)
• Review at 11 months for possible renewal of contract
• Terminate contract (if necessary)
Evaluation

Challenges:

• Minimizing manipulation of outcomes
• Meeting projected services and outcomes

Best Practices:

• Comparing actual outcomes with planned outcomes regularly
• Requesting corrective action and modification of Program Outcome Earnings Plan
Reassessment: We Can Do Better

- Review service providers and service outcomes
- Review changes in programming environment
- Modify Program Outcome Earnings Plan accordingly
## LOGIC MODEL

**UPO Fee-Based Employment Services**

### Organization: UPO

#### Program: Fee-Based Employment Services

<table>
<thead>
<tr>
<th>Identified Need, Problem, Situation</th>
<th>Service or Activity</th>
<th>Outcome</th>
<th>Indicators</th>
<th>Measurement Tool</th>
<th>Data Source</th>
<th>Frequency of Data Collection &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals are not prepared for employment interviews</td>
<td>Resume writing assistance; mock interviews; job referrals; job counseling;</td>
<td>Job Ready</td>
<td>_____ out of _____ Successfully completed 1 or more job interview after completing job readiness activities 1 year</td>
<td>CASA entries; completed resume’s</td>
<td>Weekly entry into CASA - Service providers</td>
<td>Monthly – POER, Request for payment</td>
</tr>
<tr>
<td>Individuals lack vocational skills needed for employment</td>
<td>Skill Training: Food Handling &amp; Service; Culinary Arts, and Construction</td>
<td>Completed vocational training program with nationally recognized certificate</td>
<td>____ out of ____ completed 3 days Food Handlers &amp; Service training with national certificate in 1 year; ____ out of ____ completed an in 10 week Culinary Arts training with national certificate in 1 year; ____ out of ____ completed a 30 day Pre-apprentice training with national certificate in 1 year</td>
<td>CASA entries; class attendance certificates</td>
<td>Class attendance &amp; course completion - Class instructor</td>
<td>Daily, weekly end of courses Monthly – POER</td>
</tr>
<tr>
<td>Individuals lack educational level needed for employment</td>
<td>Adult Education</td>
<td>Achieve a grade GED diploma</td>
<td>____ out of ____ advanced a CASAS grade level in 1 year; ____ out of ____ successfully completed a GED subject test in 1 year; ____ out of ____ obtained a GED diploma in 1 year</td>
<td>CASA entries, class attendance, Diploma</td>
<td>Class attendance – instructor testing results - GED center</td>
<td>Daily, weekly end of courses Monthly – POER</td>
</tr>
<tr>
<td>Individuals need Jobs</td>
<td>Job placements</td>
<td>Obtained Full-time job</td>
<td>____ out of ____ obtained F/T in 1 year; ____ out of ____ obtained P/T in 1 year</td>
<td>Employment verification form; pay stub</td>
<td>Employer; Client pay stub photo copy; snapshots</td>
<td>Within 30 days of placement; Monthly – POER</td>
</tr>
<tr>
<td>Individuals are unable to retain employment</td>
<td>Follow-up with employers; Follow-up with clients; Job coaching</td>
<td>Retained F/T or P/T job 30 days; 90 days, 180 days, 270 days, 365 days</td>
<td>____ out of ____ retained F/T or P/T employment 30 days or more; ____ out of ____ retained F/T or P/T employment 60 days or more; ____ out of ____ retained F/T or P/T employment 90 days or more; ____ out of ____ retained F/T or P/T employment 180 days or more; ____ out of ____ retained F/T or P/T employment 270 days or more; ____ out of ____ retained F/T or P/T employment 365 days or more</td>
<td>Employment verification form; pay stub</td>
<td>Employer; Client pay stub photo copy, snapshots</td>
<td>At 30-day, 90-day, 180-day, 270-day, 365-day marks; Monthly – POER</td>
</tr>
<tr>
<td>Individuals and families are not self-sufficient</td>
<td>Comprehensive Case Management</td>
<td>Become Self-sufficient</td>
<td>____ out of ____ advance along ESA scale from “In Crisis” to “At Risk” in 1 year; ____ out of ____ advance along ESA scale from “At Risk” to “Stable” 1 year</td>
<td>Economic Security Assessment</td>
<td>ESA – baseline &amp; movement – Case manager</td>
<td>30 days, 90 days, Quarterly (depending on Service provider)</td>
</tr>
</tbody>
</table>

---

**Mission:** Uniting People with Opportunities
Overall Impact of Fee-Based System

- **UPO** supports other non-profit organizations through funding opportunities.

- **CSBG funding** is leveraged against other funding to expand services.

- This system allows for continuous feedback on improving service delivery.

- It holds service providers accountable for achieving outcomes.

- It ties receipt of payment to outcomes thereby improving accountability for use of funds.

- Our fee-based system moves in the direction of other funders toward performance-based grants.
• Mark Koiwai, Monitoring and Evaluation Analyst III, mkoiwai@upo.org

• Kim Williams, Monitoring and Evaluation Analyst II, kwilliams@upo.org

• Mary Green, Monitoring and Evaluation Analyst II, mgreen@upo.org
Please be sure to \textbf{complete} the evaluation for this session \textbf{online}, via the \textbf{CAPCON17 Event App.}

Thanks in Advance for your Cooperation!