Deloitte.

NCPRO
NC Pandemic Recovery Office

MeasureUp Training

February 16, 2023

Session Agenda & Purpose

TOPIC	Time: 55 minutes	

SESSION OBJECTIVES

1	Welcome & Objectives	5 mins.
2	North Carolina Vision for Funding	5 mins.
	Vision for NCPRO & NC	
	Translating SFRF Investment to Storytelling	
3	Project Planning Overview	20 mins.
	Project Management Framework	
	Project Plan	
4	Defining Success	10 mins
	SMART Goals	
	Key Performance Indicators	
5	Performance Measurement Framework	10 mins
	Outputs vs. Outcomes	
	Logic Model Overview	
6	Wrap Up and Next Steps	5 mins.

Increase your understanding of guidance and reporting expectations

Increase your familiarity with setting goals and using the performance measurement framework

Engage with learning material by preparing to develop your own logic model and project plan

Improve your awareness of additional resources to support your Administering Agency

North Carolina Vision for State Fiscal Recovery Funds (SFRF)

Vision for NCPRO and North Carolina

Funds from the American Rescue Plan will allow North Carolina to make investments that will aid the state in emerging stronger, more resilient, and ready to build a future where all North Carolinians can live lives of abundance. The American Rescue Plan has provided the state with an opportunity to shift from response to recovery.

1 — **Assisting communities and families**

Support economically-disadvantaged families and vulnerable populations, housing development programs, chronic disease research, healthy food access, and early childhood and public education programs.

2 — **Upgrading infrastructure**

Improve broadband, water and sewage systems, public school safety, and neighborhood revitalization in rural and inner-city communities.

3 — **Preparing the future workforce**

Strengthen technical skill training programs and scholarship programs for community colleges and lower-income students.

4 — **Promoting innovation and business development**

Aid small businesses, high risk industries, underutilized sectors, and support health innovation research.

5 — **Positioning the government**

Bolster the continuity of State, Local, and Tribal government operations and repairs for health and safety.

What does success look like for North Carolina?

Lab participants shared what they envision success looking like for communities in North Carolina recovering from the COVID-19 pandemic.

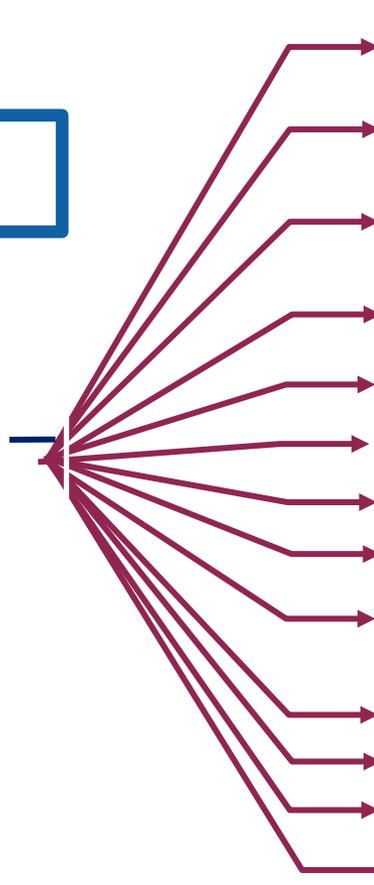**Success means North Carolinians have** **ECONOMIC** **OPPORTUNITY** , **ACCESS** **to resources, and live in a** **RESILIENT** **and** **EQUITABLE** **society.**

What We Heard

- Improving the quality of life for North Carolinians particularly for vulnerable populations
- Emerging from COVID-19 with equity as a consideration and beginning to measure it
- Maximizing the opportunity to impact the most people for the greatest amount of time
- Better off than we were before the pandemic, especially our underserved and historically marginalized communities
- 100% of households with children have internet subscription
- High-quality education across North Carolina
- High employment
- Grow economy while creating and retaining jobs
- Strengthening and positioning critical infrastructure to respond to future stressors
- Resilient water infrastructure
- Resilient infrastructure that sets up future generations for success
- More people moving to North Carolina
- State and local leaders understand the impacts of funding in their area

Translating SFRF Investment to Storytelling

Below are examples of North Carolina Administrating Agency SFRF projects, sample data points they will track, and how they could use their data to inform the story of their project's importance and overall impact on North Carolinians.

Investment	Data	Story
Food Distribution Division	Change in number of households experiencing food insecurity	Better off than we were before the pandemic
Division of Workforce Solutions (DWS) Creating Work-Based Learning Opportunities	Change in Unemployment rate	High employment
Carolina Small Business Development Fund	Number of jobs created with grant recipients	Grow economy while creating and retaining jobs
NCDIT GREAT Grant Program	Number of households newly connected to broadband internet	100% of households with children have internet subscription
Local Assistance for Stormwater Infrastructure Investment	Volume of rainwater management capacity	Resilient water infrastructure

MeasureUp Toolkit

The MeasureUp toolkit, which includes the five components described below, will arm each Administering Agency with the keys to efficiently plan, implement, track, and report on each project per U.S. Treasury guidance.

Project Management Framework	Project Plan	S.M.A.R.T Goals	Key Performance Indicators (KPIs)	Logic Model
To gauge project status, Administering Agencies focus on the **logistical aspects** of their projects including **Schedule, Budget, Effort, and Scope**.	Administering Agencies can utilize the **Project Plan Template** so **actions and milestones can be tracked to completion**, **budgeting can be monitored**, and **risks can be identified and resolved** throughout the project's life.	Through using **Specific, Measurable, Achievable, Relevant, and Time-Bound goals**, Administering Agencies **create clear direction for** project success.	**KPIs are quantifiable measures** that allow Administering Agencies to assess and **track the status and success of a project**.	**Logic Models enable** Administering Agencies to **prioritize strategic and operational goals** by identifying project-specific **Inputs, Activities, Outputs, Outcomes, and Impacts**.

Project Management and Planning Overview

Performance Management Framework Check-in

How <u>confident</u> are you in your agency's ability to effectively track the <u>status of ARPA projects</u>?

Not Confident at All	Somewhat Confident	Confident	Very Confident	Extremely Confident

Performance Management Framework Check-in

How <u>confident</u> are you in your agency's ability to effectively track ARPA project <u>obligations and spending</u>?

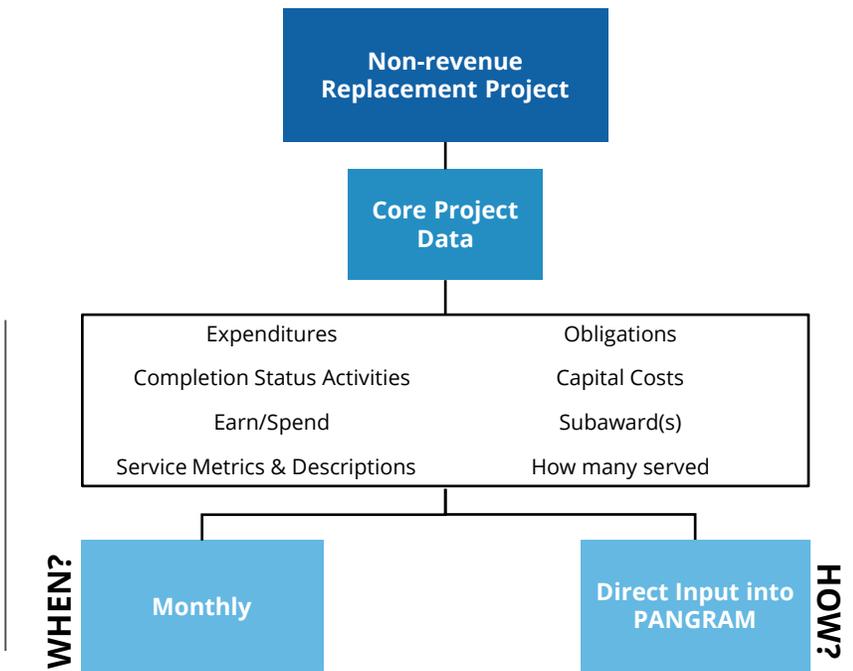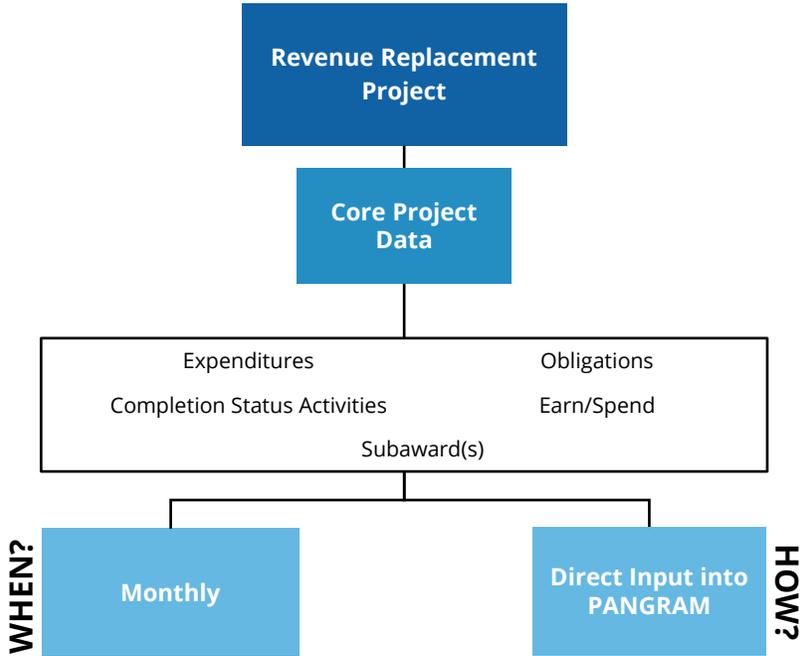| Not Confident at All	Somewhat Confident	Confident	Very Confident	Extremely Confident

Project Management Framework

There are core concepts to consider when managing a grant: Schedule, Budget, Effort, and Scope. We define these concepts for you here and ask the important question of: Why are these helpful to measure when managing your award?

SCHEDULE	**BUDGET**	**EFFORT**	**SCOPE**
Are teams completing work items on time? Are we reaching our projected milestones on time?	Are we above or below spending compared to budget?	Is the work requiring more / less effort (e.g., amount of time) than expected?	Has the amount of agreed-upon work (scope) for the project we are conducting changed?
Why is this helpful to measure?	**Why is this helpful to measure?**	**Why is this helpful to measure?**	**Why is this helpful to measure?**
It provides an early indicator of potential issues that may impact contract deliverables or milestone targets	To evaluate whether we are going to finish on budget – based upon progress to-date (are we ahead or behind right now?) and the remaining work effort (are we going to run out of money or have excess funds?)	To assess how much effort remains to complete the work	Scope changes imply a need to review project plans. If there are increased changes are to be delivered in the same timeline, determine whether project resources are adequate to accomplish that without extensive high-burn by your team

Reporting Requirements & Core Project Data

NCPRO requires all agencies to track the following **core project data** for revenue replacement and non-revenue replacement projects which inform reporting.
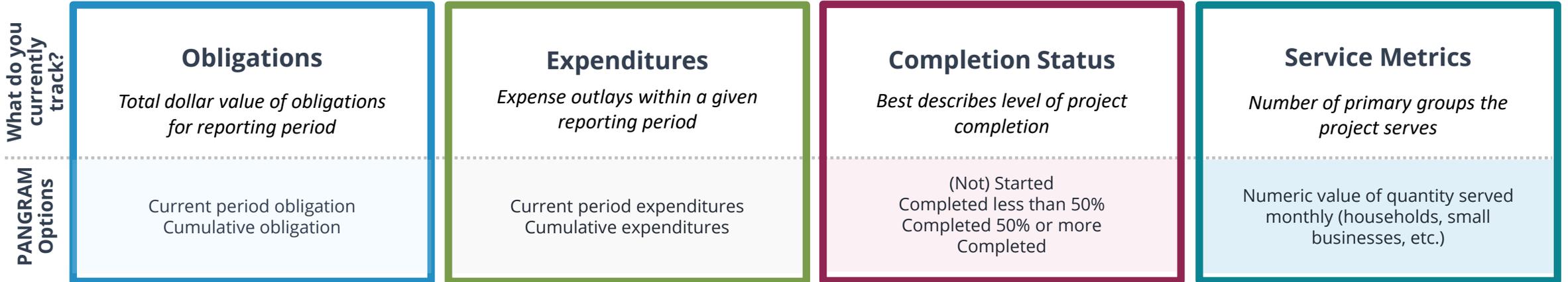
Core Project Data

There is required data for all SFRF projects, including programmatic and financial information, to inform **key reports.** This data is reported **by the 15th of every month**.

Key Reports

SFRF Expenditure Report: Required **quarterly by the NC General Assembly**

SFRF Project and Expenditure Reports: Required **quarterly by US Treasury**

SFRF Recovery Plan Performance Reports: Required **annually by US Treasury**

Revenue Replacement Project

Core Project Data

Expenditures	Obligations
Completion Status Activities	Earn/Spend
Subaward(s)	

WHEN?

Monthly

Direct Input into PANGRAM

HOW?

Non-revenue Replacement Project

Core Project Data

Expenditures	Obligations
Completion Status Activities	Capital Costs
Earn/Spend	Subaward(s)
Service Metrics & Descriptions	How many served

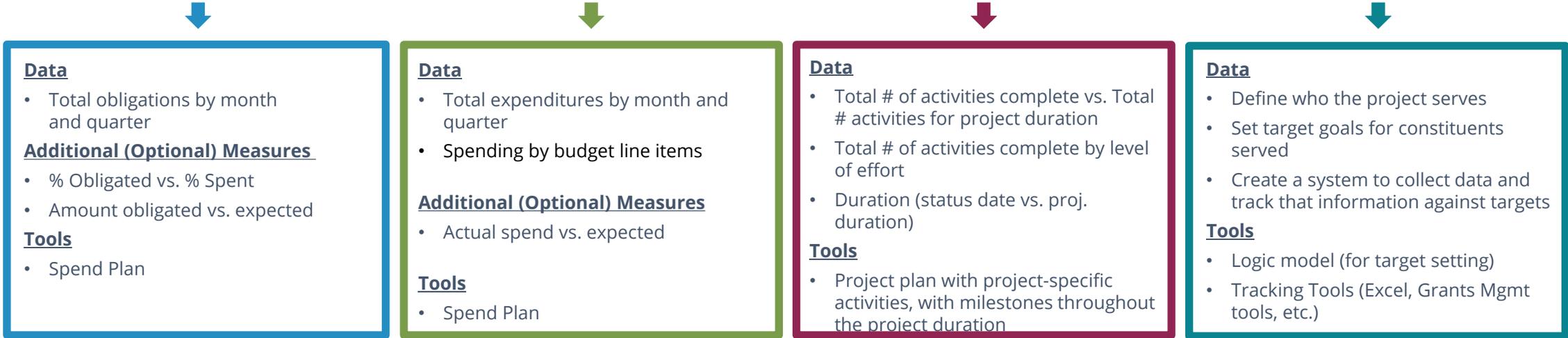**WHEN?**

Monthly

Direct Input into PANGRAM

HOW?

Source: NCPRO SFRF Reporting Handbook for Non-Revenue Replacement Projects and NCPRO SFRF Reporting Handbook for Revenue Replacement Projects

Let's drill down into the Core Project Data

Obligations, Expenditures, Completion Status, and Service Metrics are four measures that you are required to track and report on related to project progress.

	Obligations	**Expenditures**	**Completion Status**	**Service Metrics**
What do you currently track?	*Total dollar value of obligations for reporting period*	*Expense outlays within a given reporting period*	*Best describes level of project completion*	*Number of primary groups the project serves*
PANGRAM Options	Current period obligation Cumulative obligation	Current period expenditures Cumulative expenditures	(Not) Started Completed less than 50% Completed 50% or more Completed	Numeric value of quantity served monthly (households, small businesses, etc.)

What data & tools help inform these metrics?

|			
Data • Total obligations by month and quarter **Additional (Optional) Measures** • % Obligated vs. % Spent • Amount obligated vs. expected **Tools** • Spend Plan	**Data** • Total expenditures by month and quarter • Spending by budget line items **Additional (Optional) Measures** • Actual spend vs. expected **Tools** • Spend Plan	**Data** • Total # of activities complete vs. Total # activities for project duration • Total # of activities complete by level of effort • Duration (status date vs. proj. duration) **Tools** • Project plan with project-specific activities, with milestones throughout the project duration	**Data** • Define who the project serves • Set target goals for constituents served • Create a system to collect data and track that information against targets **Tools** • Logic model (for target setting) • Tracking Tools (Excel, Grants Mgmt tools, etc.)

Project Management Tools to Collect Data

Let's take a look at leading strategies to manage projects and a few of the resources you can use to collect data.

Project Plan

- **Why use this tool?** A full roadmap for your project from start date to end date will keep you on track to complete your project successfully.
- **What does it include?** Track your planned activities including level of effort, duration, and status of completion. Executive views of your project plan will help you prepare to report out in meetings.
- **How and when should I update it?** Managers can work directly in the project plan each day to update activities.
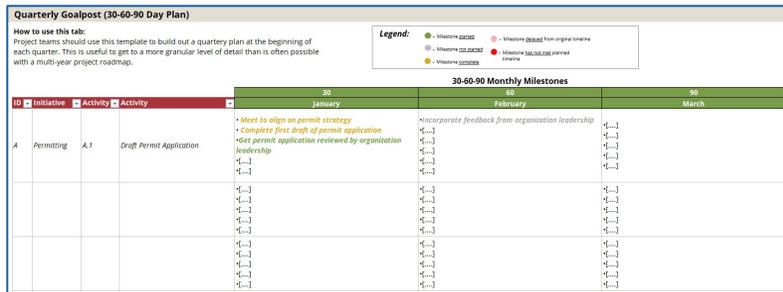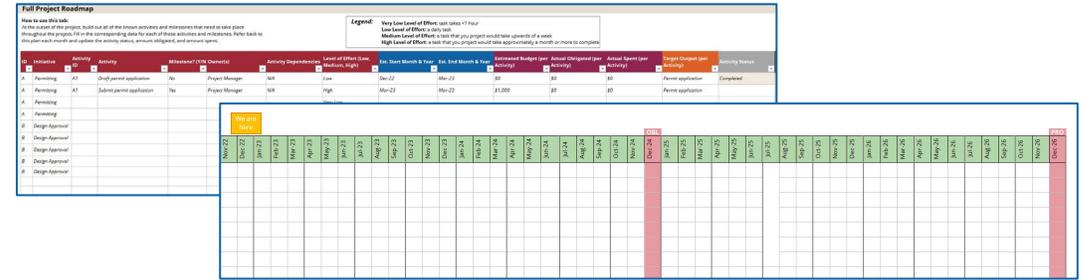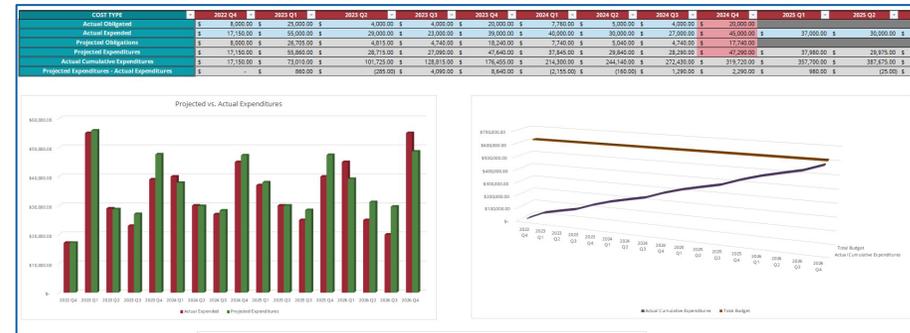
Quarterly Goalposts

- **Why use this tool?** Set quarterly goals to keep you on task and hit key deadlines every 30 days. Quarterly planning allows project teams to get more detailed than during initial project planning
- **What does it include?** A 30-, 60-, and 90-day view of project activities including meetings, upcoming deliverables, implementation dates, and reporting deadlines.
- **How and when should I update it?** Managers can work directly in the quarterly plan and update it every 30 days and at the beginning of each quarter.

Spend Plan

- **Why use this tool?** Build a detailed spend plan to stay on track with your expenditures and obligations. The tracker will help you meet the December 2024 obligation deadline and the 2026 expenditure deadline from US Treasury.
- **What does it include?** The tool can provide helpful views of Actuals vs. Projected for both obligations and expenditures as well as cumulative expenditures, and quarterly deficit/surpluses in outlays.
- **How and when should I update it?** Update expenditures monthly alongside your reporting deadlines to say up-to-date. Manual entry will auto-populate fields to give a snapshot of where you are with your obligations and expenditures.

The Road Ahead

Did you submit your monthly report by the 15th?

Have you updated your goals for the next quarter?

Have you updated next month's spending projections?

Do you need to update the project plan with additional tasks?

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Defining Success

How to Set S.M.A.R.T. Goals and Objectives

When it comes to setting strategic objectives, there are various criteria you can use. S.M.A.R.T. goals work well because they help determine clear direction, relevant goals, and impact measurement criteria.

Specific	There are two ways to interpret this and both are very useful. For one thing, you **need to be specific with your goals and ensure they have a very clear objective**; for another, you **need to be very specific about what this goal means and what it encompasses**.
Measurable	In other words, **what KPIs will help you understand whether you've reached your goals or not**. This is very important as you want to be able to understand whether your efforts are having the **desired impact** or if **course correction is needed**. Also, it's worth noting that with some initiatives or projects, it **can be difficult to quantify your efforts** and understand **how they translate into results**.
Achievable	When setting goals, it's a great idea to aim high – but not so high that they're unrealistic. When you're setting your KPIs, **ask yourself whether they can realistically be achieved**. Consider **intermediate objectives** or **measure movement direction** when thinking about **long-term change**.
Relevant	How do your **project goals** help you reach **overarching state goals** for the funding and department priorities?
Time-bound	Giving your objectives a **clear deadline** tells you when you need to **measure your results and benchmark them**. This is another highly important practice as it helps you **understand how to optimize your future strategies** – **and objectives** – in order **to achieve results**.

17 |

Key Performance Indicators Overview

SFRF reporting requirements include an annual Recovery Plan Performance Report, which requires reporting of project level KPIs to show project progress.

What is a KPI?

A Key Performance Indicator (KPI) is a **quantifiable measure** that can successfully track and **assess the status and success of a project**

Leading Practices:

- **Variable** KPI drives behavior and action
- **Dynamic** measures that change over time
- KPIs should be **simple** and easy to understand
- Metrics should be easily **measurable**
- **Impactful** in term of project's mission

Why are KPIs important?

KPIs can be financial and non-financial metrics. **Timely and consistent metrics** provide insight into performance and allow team leads to have a measure of control on the **impact of their initiative** and its spending

Questions to Consider

- **Who** will the Agency serve through the project?
- What **outcomes** are you trying to achieve for the target population?
- How will you measure whether these outcomes have been **achieved**?
- What **data** can you **collect** and **how** will it be collected?
- What are the **performance targets** for the outcomes of interest?

18 |

Performance Measurement Framework

Performance Measurement Framework

Logic models create a program framework that prioritizes strategic and operational goals and objectives. Using logic modeling, an organization will identify project input, outputs, and strategic goals of program implementation.

SFRF Strategic View/Goals
Equitable, Efficient, Effective

Inputs	Activities	Outputs	Outcomes	Impacts

How It Works:

- Identify **overall goals and the key programmatic strategic objectives** intended by program implementation
  - Emphasis will be on the goals of SFRF and Governor Cooper to use the funding equitably, efficiently, and effectively
- Outline program inputs
- Describe program activities, outputs, and intended outcomes
- Identify **key indicators of impacts**

20 |

Outputs vs. Outcomes

Outputs

Outputs are the actions or items that contribute to achieving an **outcome**

What will your initiative deliver? What are the direct types and quantities of services?

Example: number of communities with high-speed fiber optic cables installed, percent of generators installed, etc.

Often a measure of **quantity**

Quantity Ex:
- **Amount** of funds spent
- **#** of grants administered
- **#** of staff hired
- **#** of households with high-speed internet

Outcomes

Outcomes are what the organization wants or needs to achieve to progress towards a **goal**

What are the changes in behavior, knowledge, and skills, that your initiative will generate?

These can be initial, intermediate, or long-term and has a demonstrable impact on people's lives

Often a measure of **quality**, or a **measure of change**

Quality Ex:
- **Improvement** of student test scores

Measure of Change Ex:
- **Decrease** in wait times

Outputs vs. Outcomes

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Outputs → Outcomes

Outputs		Outcomes
Engine delivers an **amount** of torque	→	**Increase** in vehicles acceleration
Number of teachers hired	→	**Increase** in students' reading scores
Amount of downtown revitalization grants issued	→	**Increase** in downtown construction projects
Amount of PPE purchased	→	**Decrease** in new COVID-19 cases
Number of fiber-optic cables installed	→	**Increase** in number of households with high-speed internet
Number of caseworkers hired	→	**Decrease** in wait-times to receive services

DEQ State Drinking Water/Wastewater Reserve Infrastructure Grants
Funding amount: $1,007,063,556

Project Overview

Grants to water and wastewater utilities to implement infrastructure capital (construction) projects, including:
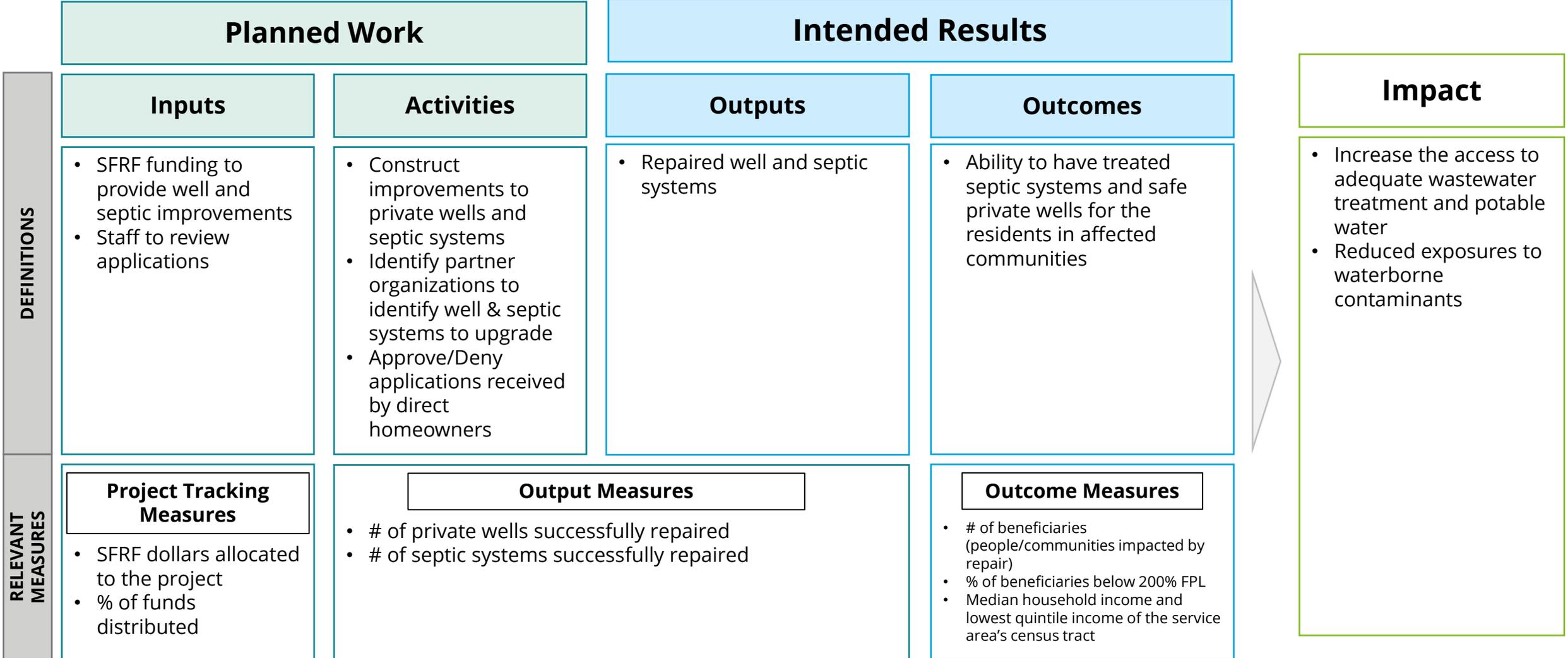
- Rehabilitation of existing assets
- Regionalization of systems, decentralization, extensions of service to disadvantaged underserved communities
- Infrastructure projects to support water and wastewater service needs

Intended Outcomes

- Improvements to reliability of water/wastewater service (compliance with regulations, improved service to customers, etc.)
- Improved or new water/wastewater service to customers (including disadvantaged and marginalized people) at potentially lower costs

23 |

Logic Model: NCDEQ- Water and Sewer Infrastructure

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	Planned Work		Intended Results		Impact
DEFINITIONS	**Inputs**	**Activities**	**Outputs**	**Outcomes**	**Impact**
	• SFRF funding to provide well and septic improvements • Staff to review applications	• Construct improvements to private wells and septic systems • Identify partner organizations to identify well & septic systems to upgrade • Approve/Deny applications received by direct homeowners	• Repaired well and septic systems	• Ability to have treated septic systems and safe private wells for the residents in affected communities	• Increase the access to adequate wastewater treatment and potable water • Reduced exposures to waterborne contaminants
RELEVANT MEASURES	**Project Tracking Measures** • SFRF dollars allocated to the project • % of funds distributed	**Output Measures** • # of private wells successfully repaired • # of septic systems successfully repaired		**Outcome Measures** • # of beneficiaries (people/communities impacted by repair) • % of beneficiaries below 200% FPL • Median household income and lowest quintile income of the service area's census tract	

Promoting equitable outcomes, including economic and racial equity, is a focus of the SFRF and Governor Cooper. Consider how planned or current use of funds prioritize economic and racial equity as a goal and name specific targets intended to produce meaningful equity results at scale.

Wrap Up

Additional Resources

NCPRO provides additional opportunities for hands-on support and materials that Administering Agencies can use in the implementation of SFRF projects.

- **Workshops** – Agencies are in different stages of performance measure development and project tracking, and NCPRO can provide additional assistance to help an agency start or refine their approach.

- **Job Aids and Templates** – Standardized templates and additional resources for agencies including:
  - Glossary
  - KPI Data Collection Template
  - KPI Definition Checklist
  - Project/Initiative Charter

- **Reporting Office Hours and Interagency Meetings** – opportunities to receive guidance and ask questions of NCPRO staff.
  - Past recordings

- **Treasury Guidance Links**
  - Final Rule
  - Compliance and Reporting Guidance
  - Compliance Supplement

Next Steps

1 | **Join us for your scheduled In-Person Session (February 21st, 22nd, or 23rd)**

2 | **Access NCPRO's Materials online**

3 | **For further NCPRO Guidance, [watch their recorded Office Hours](#)**

4 | **Be on the lookout for an email containing today's content**