LIHEAP Performance Management

2021 NATIONAL VIRTUAL LIHEAP TRAINING CONFERENCE STATE SESSION - MARCH 3, 2021



Session Objectives

- Orientation to the development of LIHEAP Performance Measures
- Progress in reporting LIHEAP Performance Measurement Data
- Importance of Performance Reporting for OCS
- Important of Performance Reporting for Grantees
- Understanding the Performance Management Indicators
- Using the Performance Management Indicators
- Next Steps in Validating and Using Performance Management Data





Agenda

- Akm Rahman OCS/DEA
 Welcome and Introductions
- Lauren Christopher OCS/DEA
 - Why do we need performance data?
 - Who developed the performance indicators?
 - What progress have grantees made in reporting?
- Melissa Torgerson Verve Associates
 - What are the components of the LIHEAP Performance Management system?
 - What are the specific LIHEAP Performance Management indicators?
 - What is the role of the Performance Management Implementation Work Group?



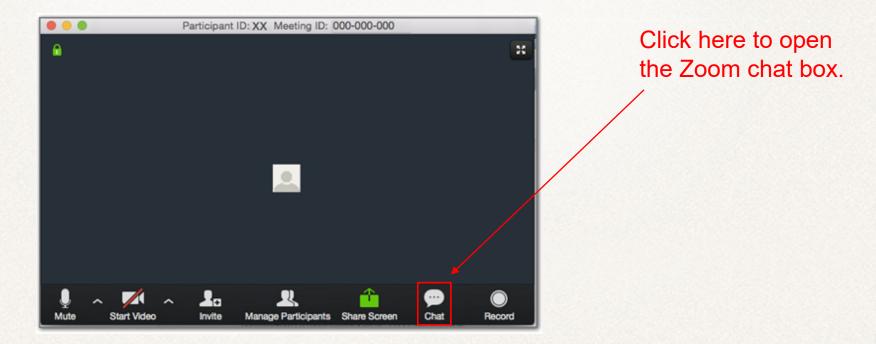
Agenda (Continued)

- Lisa Goben Oregon / Performance Measures Integration Team
 - Performance Management Executive Summary
 - Performance Management State SNAPSHOT
- Tracy Smetana Minnesota / Data Case Studies Team
 - Performance Measures Trends
 - Case Study Team Initiatives
 - Accessing Data
- Sheri Shepherd Montana / Data Reliability Team
 - Next Steps
 - Data Reliability Webinar April 2021
 - Data Case Studies Webinar May 2021
 - Performance Measures Reports Webinar June 2021



Submitting Questions

- There will be a question-and-answer period at the end of the presentation.
- If you have questions during the presentation, please submit them via the Zoom chat box.





ADMINISTRATION FOR

LIHEAP Performance Management

WHY WE NEED IT, HOW WE GOT HERE, AND HOW WELL WE ARE DOING





Challenges for the LIHEAP Program

• FFY 2018 Budget

○ 2003 – OMB PART Assessment:

- Finding "Results not Demonstrated" for the LIHEAP Program.
- 2010 GAO Report LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM:
 - Finding "Results not Demonstrated" for the LIHEAP Program.





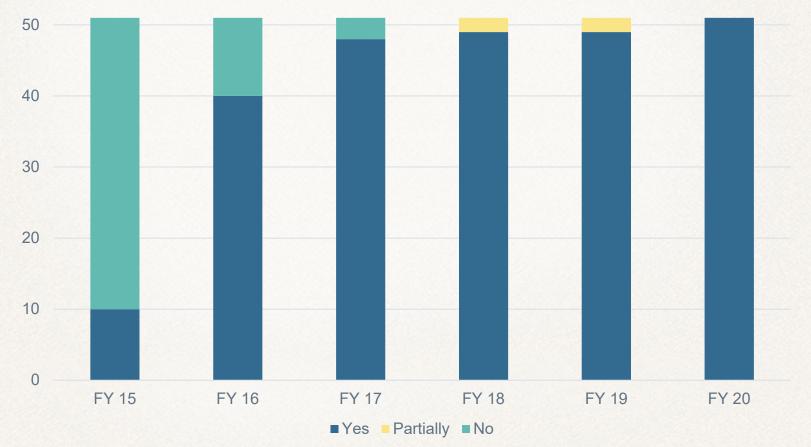
LIHEAP Performance Measures

- 1994 Model Performance Goals and Measures requirement
- 1996 Model LIHEAP Performance Measures and Goals Published in Report to Congress
- 2003 OMB PART Assessment "Results not Demonstrated"
- 2008-2010 Performance Measures Work Group (PMWG)
 - o LIHEAP Logic Model
 - o LIHEAP Performance Measures
- 2010-2012 Performance Measures Implementation Work Group (PMIWG)
 - Review of Existing Performance Management Systems
 - Specifications for Performance Management Data Collection Procedures
- 2014 OMB Approval for Performance Management Data Collection
- 2015 Optional Reporting
- 2016 2020 Mandatory Reporting



Did the Grantee Submit Data?

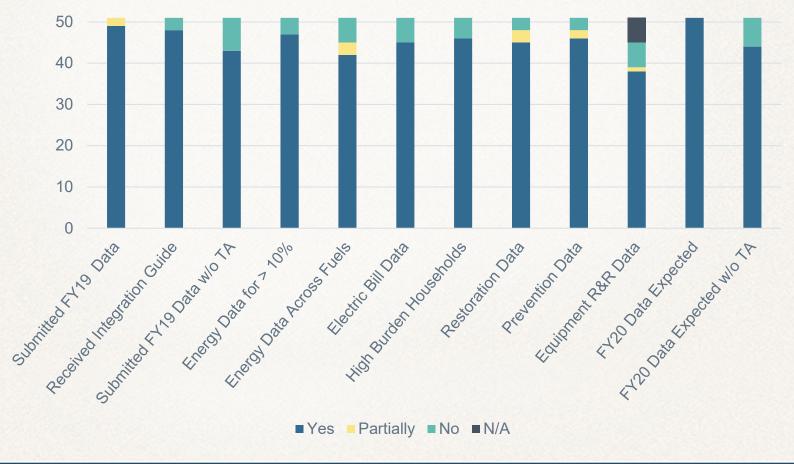
Indicator 1 – Submitted Data





ADMINISTRATION FOR EFAMILIES

FY 2019 Performance Measures



FY 2019 Performance Measures Completion

■Yes ■Partially ■No ■N/A

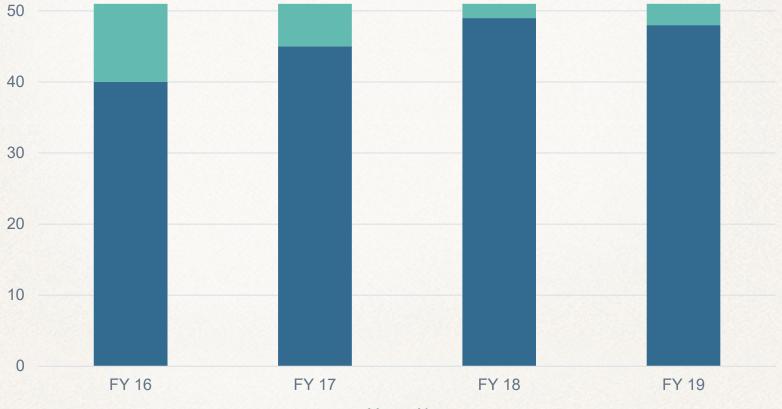


ADMINISTRATION FOR DREN

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Did the Grantee Collect Data for More than 10% of Households?

Indicator 4 – Data for More than 10% of Households

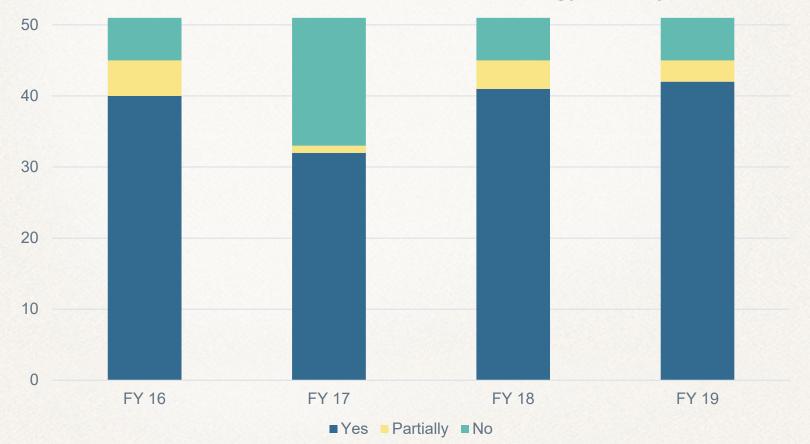


■Yes ■No



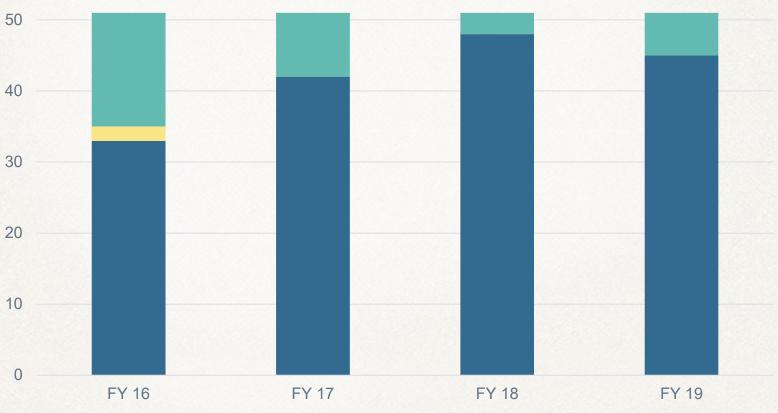
Did the Grantee Collect Data Across All Energy Fuel Types?

Indicator 5 – Collected Data Across Energy Fuel Types





Did the Grantee Collect Electric Bill Data for All Households?



Indicator 6 – Collected Electric Bill Data

■Yes ■Partially ■No





Value of Performance Measures

Value to OCS

- Budget Documents
- Understanding the Program

• Value to Grantees

- Empowered to Collect Energy Expenditure Data and Use to Better Serve Clients
- Effective in Discussions with Management, Legislature, and Stakeholders



LIHEAP Performance Management

WHY DOES PERFORMANCE MANAGEMENT MATTER TO GRANTEES?



What is Performance Management?

Performance management is the process of evaluating data (together with other information) to make educated program decisions.

Performance Management is a cycle of continuous **learning** and **improvement** over time.





What Data is Available to Grantees for Assessing Performance Management?

LIHEAP grantees have had data available to inform program evaluation and planning for many years.

LIHEAP Model Plan

How LIHEAP will be administered

LIHEAP Household Report

Who is assisted with LIHEAP

LIHEAP Performance Data Form - Section I. Grantee Survey
 Where LIHEAP funds are obligated



What Data is Available to Grantees for Assessing Performance Management?

Information for Performance Management does not always look like "data."

Many grantees are also using the following to evaluate whether LIHEAP is working as intended in their state, tribe, or territory:

- Feedback from subgrantees, vendors
- Household comments, complaints
- Fair Hearing transcripts
- Fiscal, spending information
- Management reports (e.g., application rates, denial detail)
- Subgrantee monitoring reports

In many cases, these types of resources inform grantees about the *effectiveness of LIHEAP processes* in their state, tribe or territory.



Performance Management Indicators from Performance Measures Data

LIHEAP Performance Measures data provides grantees with important additions to their "suite" of Performance Management tools. These include:

- Indicators measuring impact of LIHEAP on household energy burden
 - ✓ Average pre-LIHEAP Energy Burden (by fuel type)
 - ✓ Average post-LIHEAP Energy Burden (by fuel type)
 - ✓ Average energy burden reduction as a result of LIHEAP

Energy Burden is the portion of income a household is paying toward home energy bills. Most experts agree that an affordable energy burden for households is 6%.

Understanding the average energy burden of households before and after LIHEAP allows grantees to make better decisions about who to serve and how best to serve them.



Performance Management Indicators from Performance Measures Data

- Indicators measuring the impact of LIHEAP on the continuity of home energy service
 - ✓ Instances where LIHEAP prevented Home Energy Loss
 - Instances where LIHEAP resulted in Restoration of Home Energy Service

Households must assist households experiencing energy crises within expedited time frames. However, grantees find that "reactive" assistance (e.g., utility reconnection) can be costly, and exposes low-income households to health and safety risks associated with home energy loss.

Prevention and restoration data can help grantees more effectively manage LIHEAP crisis policies and procedures—potentially reaching more households before disconnection (thereby reducing health risks and optimizing limited funding).



Performance Management Indicators from Performance Measures Data

- Targeting Indices to evaluate compliance with statute
 - ✓ Benefit Targeting Index
 - ✓ Burden Reduction Targeting Index

Section 2605(b)(5) of the Low Income Home Energy Assistance Act of 1981 (42 U.S. C. §8624(b)(5)) requires LIHEAP grantees to provide, in a timely manner, that the highest level of energy assistance will be furnished to those households that have the lowest incomes and the highest energy costs or needs in relation to income, taking into account family size.

Grantees can use LIHEAP Targeting Indices to measure the extent to which they are in compliance with the federal statute.



Benefit Targeting Indices

Benefit Targeting Index

•This measure tells us whether high energy burden households receive higher LIHEAP benefits than average households.

Burden Reduction Targeting Index

•This measure tells us whether high energy burden households have a larger share of their energy bill paid with LIHEAP than average households.



Benefit Targeting Indices

Demonstrating the difference between Benefit Targeting and Burden Reduction Targeting Indices.





How do LIHEAP Grantees Use Performance Data?

- Policy and program evaluation
- Policy and program design
 Examples: Benefit matrices, outreach policies
- Identifying households with outstanding needs Examples: Assurance 16, Weatherization program referrals
- **Pinpointing areas for further partnership** *Examples: Utilities, social service programs*
- Testing pilot programs or alternative program designs
- Sharing information with stakeholders and the public



The LIHEAP PMIWG

The Performance Measures Implementation Work Group (PMIWG) includes fifteen representatives from various states. A key priority of the PMIWG is to assure that grantees have resources necessary to:

- Understand LIHEAP data collection and reporting requirements
- Be confident in the reliability and quality of data they are collecting and reporting
- Use the data they are reporting to evaluate their program and make informed decisions
- Talk to others about their program using data

During the remainder of this training, work group members will present some of the resources they have developed to help grantees with Performance Management in their own states.



LIHEAP Performance Management

WHAT KEY STATISTICS ARE AVAILABLE FOR GRANTEES TO ASSESS THEIR PROGRAM?



Performance Management Integration (PMI) Team

Role: To help grantees understand LIHEAP Performance Measures and program management. Team members also create and organize tools and resources that will help grantees implement performance measures in their own programs.

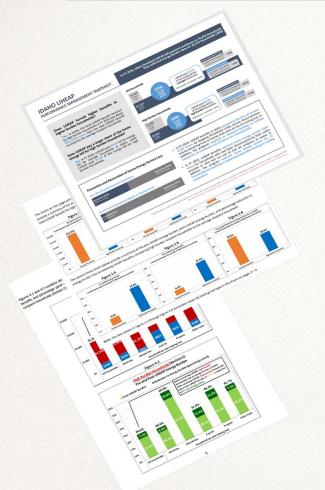
Members:

- 1. Lisa Goben (OR) Presenter
- 2. Andrew Bryk (NY) Contributor
- 3. Heather Jones (MO) Contributor
- 4. Iris Curtis (OCS) Contributor





LIHEAP Performance Measures State Executive Summary and Snapshot



- The LIHEAP Performance Measures State Executive Summary and Snapshot were designed by the Performance Measures Implementation Work Group (PMIWG) and APPRISE.
- The purpose of these tools are to make it easier for grantees to interpret, share, and use their LIHEAP Performance Measure data.



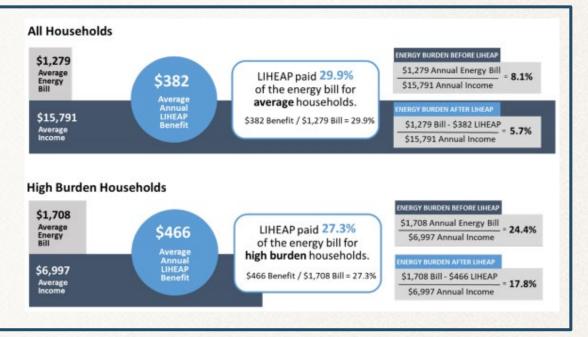


LIHEAP Performance Measures State Executive Summary

Executive Summary: Oregon Example

Does LIHEAP furnish higher benefits to higher burden households?

Yes. In Oregon, the total LIHEAP benefit received by high burden households in FY 2019 was about \$84 (22%) more than the total LIHEAP benefit received by the average recipient household.



In this example, LIHEAP staff in Oregon can quickly see that in FY 2019, the LIHEAP benefit received by high burden households was 22% higher than the average household benefit. **Therefore, Oregon is in compliance with the statute requiring targeting of benefits to higher burden households.**

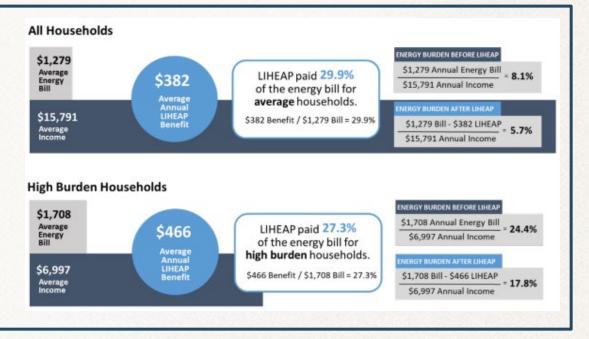


LIHEAP Performance Measures State Executive Summary

Executive Summary: Oregon Example

Does LIHEAP pay a larger share of the home energy bill for high burden households?

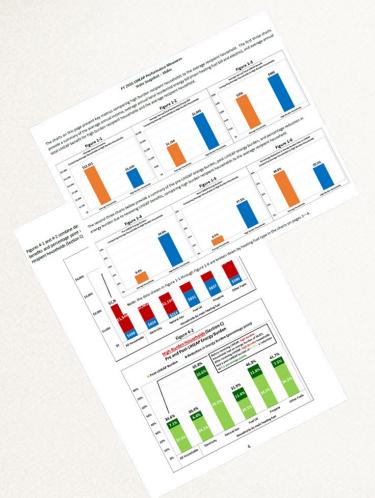
No. In FY 2019, LIHEAP paid **29.9%** of the energy bill for average households in Oregon, while LIHEAP paid **27.3%** of the energy bill for high burden households.



It is important to understand the extent to which the LIHEAP benefit is reducing household energy burden. In Oregon, although high burden households are receiving a \$84 higher LIHEAP benefit, they are having less of their bill paid than average households (and therefore, less of their energy burden reduced).



LIHEAP Performance Measures State Snapshot



The LIHEAP Performance Measures State Snapshot contains charts that compare the following statistics between **average** and **high burden** households, and **across fuel types**:

- Annual Income
- Annual Total Residential Energy Bill
- Energy Burden Before LIHEAP
- Annual Total LIHEAP Benefit
- Energy Burden After LIHEAP
- Percentage of Energy Bill Paid



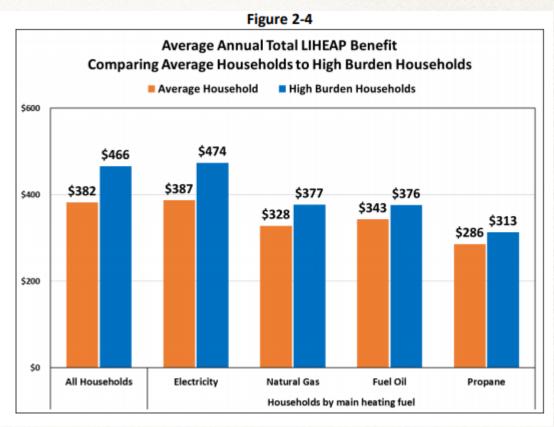
LIHEAP Performance Measures State Snapshot

Does LIHEAP furnish higher benefits to higher burden households <u>across all fuel</u> <u>types?</u>

Yes. In FY 2019, high burden households in Oregon received higher benefits than average recipient households, *regardless of fuel type.*

However, *the extent of the difference* between average and high burden household benefits varied between fuel types.

State Snapshot: Oregon Example





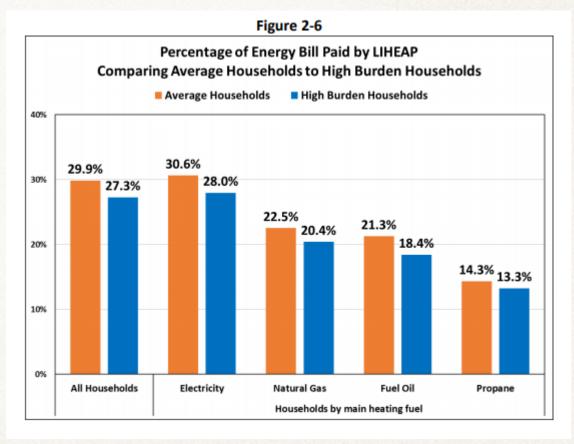
LIHEAP Performance Measures State Snapshot

Does LIHEAP pay more of the energy bill for high burden households across all fuel types?

No. In FY 2019, high burden households in Oregon had less of their bill paid with LIHEAP than average households, *regardless of fuel type.*

However, this graph also shows that *for all households*, the percentage of bill paid with LIHEAP varies significantly between fuel types.

State Snapshot: Oregon Example





LIHEAP Performance Measures State Executive Summary and Snapshot

Data Reliability Assessment Tool - Main Heating Expenditures.

APPRISE sends each LIHEAP Grantee their Executive Summary each year (after the Performance Data Form is reviewed and approved).

Grantees can also access previous years' Executive Summaries on the LIHEAP Performance Management Website at:

https://liheappm.acf.hhs.gov/p erformance-measures/

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DASHBOARD						
LIHEAP Perfor	mance Measure	S			LIHE	<u>'AP Glossary</u> <u>Site feedback</u>
• Grantee Prof	iles — One-page s	napshots of state LIHEAP F	Programs.			
What are LIH	EAP Performance	Measures? — Information	on the four LIHEA	AP Performa	nce Measures.	
State Snapsh	ots and Executive	Summaries — Resources t	o help interpret l	Performance	e Measures data.	
State Perfe	ormance Measures Ex	ecutive Summary — One-page e	explanation of each g	rantee's Perfo	rmance Measures resul	ts.
State Perfe	ormance Measures Sn	apshots — Step-by-step walkthr	ough of the Perform	ance Measures	reported by grantees.	
LIHEAP Per	rformance Field-by-F	ield Guide — How each field is o	alculated in Section	V of the Perfo	rmance Data Form.	
 Accessing Per 	rformance Measur	es Data through the Data	Warehouse — Gui	idance for u	sing the Data Ware	house.



The LIHEAP Data Warehouse

Grantees can also build custom reports using their Performance Data in the **Data Warehouse section** of the LIHEAP Performance Management website.

HOME PUBLICATIONS DA DASHBOARD IIHEAP Performance Grantee Profiles – What are LIHEAP P State Snapshots ar Accessing Perform The LIHEAP Data War	One-page snapshot erformance Measur	anagement GRANTEE RESOURCES s of state LIHEAP es? — Information	GRANTEE FORUM P Programs. n on the four L	IMPORTANT LINKS	WHAT'S NEW?	LIHEAP Glossary	NCE MEASURES
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	ance Measures Data	through the Dat	a Warehouse —	Guidance for u	ising the Dat	a Warehouse.	
	house contains dynami data through the Stand				ormance Measu	res data. Users can	access
For more information,	consult the Data Wareh	ouse Tutorial:					
	house Tutorial - PDF D on using the Data Warel						
Standard Reports	— Single State — Access	s Performance Measu	ures data for each	state's LIHEAP Pro	ogram.		
Custom Reports -	Create customizable r	eports for more flex	ibility in interpret	ting your Performa	ance Measures	data.	
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LIHEAP Performance Management

DATA CASE STUDIES: ENERGY BURDEN TARGETING



ADMINISTRATION FOR CHILDREN & FAMILIES

Data Case Studies Team

Role: Examine ways in which grantees use data to inform program decisions and highlight examples through reports, webinars, and multimedia presentations.

Members:

- 1. Tracy Smetana (MN) Presenter
- 2. Christine Taylor (IA) Contributor
- 3. Debra Brown (CA) Contributor
- 4. Brian Sarensen (WA) Contributor
- 5. Brian Whorl (PA) Contributor
- 6. Sharnice Peters (OCS) Contributor



Energy Burden Targeting Results: Minnesota

Observation: Index scores were about the same in FY 17 and FY 18 but increased in FY 19.

Factors to assess:

- 1. Did we make program changes (e.g. benefit levels)? Are these results what we expected?
- 2. Were energy costs different? Weather different?
- 3. Did client demographics or housing characteristics change?

Benefit Targeting Index

Average Benefit	FY 17	FY 18	FY 19
High Burden	\$899	\$1,001	\$1,077
All Households	\$681	\$766	\$767
Index	132	131	140

Share of Bill Paid	FY 17	FY 18	FY 19
High Burden	39.1%	41.7%	40.0%
All Households	36.4%	39.0%	35.3%
Index	107	107	113



Energy Burden Targeting Results: California

Observation: We have limited information on our clients who use delivered fuels. What information is available to help us develop targeted benefit determination procedures while treating these households equitably?

What and how to assess:

- 1. Assess public data sources (e.g. EIA's SEDS)
- 2. Form working group to develop procedures

Benefit Targeting Index

Average Benefit	FY 17	FY 18	FY 19
High Burden	\$461	\$480	\$516
All Households	\$387	\$388	\$419
Index	119	124	123

Share of Bill Paid	FY 17	FY 18	FY 19
High Burden	11.6%	13.3%	12.3%
All Households	15.6%	19.9%	17.5%
Index	75	67	70



Energy Burden Targeting Results: lowa

Observation: We target higher benefits but not burden reduction to high burden households. What factors could we use to better target energy burden?

What and how to assess:

Use demographic, housing characteristics, and energy bill data collected through the Performance Measures initiative to simulate changes to the benefit matrix prior to implementation to assess potential impact.

Benefit Targeting Index

Average Benefit	FY 17	FY 18	FY 19
High Burden	\$552	\$515	\$519
All Households	\$468	\$474	\$456
Index	118	109	114

Share of Bill Paid	FY 17	FY 18	FY 19
High Burden	23.9%	24.5%	23.1%
All Households	27.0%	27.6%	25.0%
Index	89	89	92



Energy Burden Targeting Results: Pennsylvania

Observation: Our benefit and burden reduction targeting improved. What caused these measures to improve?

Factors to assess:

- 1. Did we make program changes (e.g. benefit levels)? Are these results what we expected?
- 2. Were energy costs different? Weather different?
- 3. Did client demographics or housing characteristics change?

Benefit Targeting Index

Average Benefit	FY 17	FY 18	FY 19
High Burden	\$491	\$479	\$498
All Households	\$349	\$324	\$323
Index	141	148	154

Share of Bill Paid	FY 17	FY 18	FY 19
High Burden	20.4%	18.5%	19.1%
All Households	21.1%	18.2%	17.4%
Index	96	102	110



Energy Burden Targeting Results: Washington

Observation: Some of our clients receive a utility-funded energy assistance program in addition to LIHEAP. How do outcomes if we factor in those additional benefits?

What and how to assess:

Using information from our statewide database, we can examine the combined impact of LIHEAP and the utility-funded assistance program. We can calculate the targeting indexes for clients who received both programs and compare to clients who only received LIHEAP to assess the additional impact of ratepayer-funded assistance.

Benefit Targeting Index

Average Benefit	FY 17	FY 18	FY 19
High Burden	\$576	\$632	\$603
All Households	\$402	\$435	\$415
Index	143	145	145

Share of Bill Paid	FY 17	FY 18	FY 19
High Burden	31.4%	32.7%	33.2%
All Households	31.2%	32.1%	31.9%
Index	101	102	104



Energy Burden Targeting: Next Steps for Team

- Among data case studies team members, three of our states have relatively high Benefit Targeting Index results in FY 2019 (MN = 144, PA = 154, and WA = 145) while two have lower Benefit Target Index results (IA = 118, CA = 123)
 - Conduct in-depth case study on ways to improve benefit targeting in lowa by examining performance measures data and modeling changes to benefit determination procedures.
- Performance among data case studies team members has been relatively consistent over time, but in Pennsylvania, the Benefit Targeting Index results increased from 141 in FY 2017 to 154 in FY 2019.
 - Explore why the benefit targeting improved in Pennsylvania as a good lesson in how to "move the needle."



Accessing your Performance Measures data

You can access your own Performance Measures data on the LIHEAP Performance Management Website.

We'll take a look at some of the resources available to you, starting with the Data Warehouse.

https://liheappm.acf.hhs.gov



Welcome to the LIHEAP Performance Management Website!

This federal website provides resources, tools, and a dynamic Data Warehouse to help local program administrators, policymakers, and the public access performance management information and performance measurement data for the Low Income Home Energy Assistance Program (LIHEAP).



LIHEAP Performance Management

NEXT STEPS IN PMIWG TRAINING CURRICULUM



ADMINISTRATION FOR CHILDREN & FAMILIES

Data Reliability Team

Role: To research grantee concerns about the quality of their Performance Measures data and how that data can best be used to inform good decisions. Team members also create and organize tools and resources that will help grantees assess the reliability of their data.

Members:

- 1. Sheri Shepherd (MT) Presenter
- 2. Jenni Sullivan (MT) Contributor
- 3. Lorraine Portis (MS) Contributor
- 4. Kinisha Floyd (TN) Contributor
- 5. Casey Killion-Letran (OK) Contributor
- 6. Peter Edelman (OCS) Contributor



Training Overview - Webinars

Upcoming Webinars			
Month	Presenters	Торіс	
March	APPRISE	LIHEAP Performance Management Website Updates	
April	PMIWG Data Reliability Team	Data Reliability Tool for Electric Baseload Expenditures	
May	PMIWG Data Case Studies Team	Benefit Matrix Case Studies	
June	PMIWG Performance Measures Integration Team	Benefit Matrix Updates: Planning and Process	



CHILDREN & FAMILIES

Performance Management Website Updates

- New System
 - Improved access on mobile devices
 - Additional security
- New Structure
 - Helping you find what you need

ADMINISTRATION FOR CHILDREN & FAMILIES



HOME PUBLICATIONS - DATA WAREHOUSE PERFORMANCE MEASURES GRANTEE RESOURCES IMPORTANT LINKS WHAT'S NEW? DASHBOARD HELP LOG IN

Welcome to the LIHEAP Performance Management Website

This federal website provides resources, tools, and a dynamic Data Warehouse to help local program administrators, policymakers, and the public access performance management information and performance measurement data for the Low Income Home Energy Assistance Program (LIHEAP).



- New Accessibility
 - The public will have access to more data

Create Reports and Analyze Data

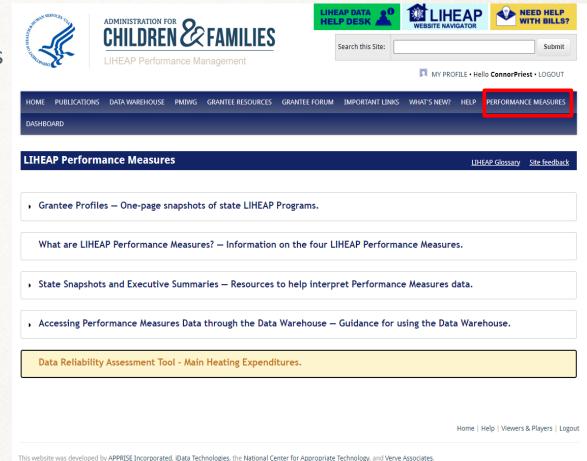
The LIHEAP Data Warehouse contains data reported by grantees and developed by the Office of Community Services (OCS) since 2001. The Data Warehouse has four different options for accessing data:

- The Grantee Profiles tool allows you to access 1-page profiles for each LIHEAP state grantee, compiled using annual LIHEAP data.
- The Guided Search tool provides you with step-by-step guidance in accessing LIHEAP data and creating data reports, tables, and graphs. This tool contains information on national, regional, and state level LIHEAP program statistics.
- The Advanced Data & Analytics tool allows you to develop and download more complex tables and graphics using LIHEAP program data reported by grantees and other data on low-income households made available by OCS.
- The **Reports by Data Source** tool allows you to create standard tables and charts by selecting a specific data source, including reports submitted by LIHEAP Grantees and data made available by OCS.



Data Reliability Team

- June 2020 Webinar
 - Main Heating Expenditures
 Assessment Tool
- March 2021 Webinar
 - Electric Baseload Data Assessment Tool
- In Development
 - Household Income
 Assessment Tool
 - Main Heating Fuel Type
 Assessment Tool
 - Benefit Assessment Tool



The Web site is funded by the U.S. Department of Health & Human Services under contract #HHSP233201500094I.

All content on this website is intended to be accessible to people with disabilities and is periodically reviewed for compliance with Section 508 of the Rehabilitation Act. Should you encounter any



Data Case Studies Team

- Ongoing
 - Self-Assessment
- May 2021 Webinar
 - **Iowa Benefit** Determination Assessment

Soon

Wisconsin Benefit Determination Vignette



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NEED HELP

WITH BILLS

Submit

HOME PUBLICATIONS DATA WAREHOUSE PMIWG	GRANTEE RESOURCES	GRANTEE FORUM	IMPORTANT LINKS	WHAT'S NEW?	HELP	PERFORMANCE MEAS	URES DASHBOARD	
	PMIWG COMMUNICA	TIONS						
Home » Grantee Resources » Data Case Studies	INFO FOR GRANTEES							
	TOOLS FOR GRANTEE	s						
	DATA CASE STUDIES	-			LI	HEAP Glossary	Site Feedback	
LIHEAP Data Case Studies	REQUIREMENTS							
In 2018, the LIHEAP Performance Management Ir programmatic decisions.	FAQ (IIWG) developed a data case study approa				ach for	ch for examining and using data to make		
	GRANTEE SEARCH PO	RTAL						

Changes in Targeting Vulnerable Populations Over Time

ADMINISTRATION FOR

This case study examines how Indiana has served its income-eligible population and vulnerable low-income households over time. Access the report here. [PDF]

The report provides key insights into the topic of targeting vulnerable populations by using charts from the Data Warehouse Standard Reports. The appendix provides a tutorial for accessing the data, and grantees are encouraged to examine this case study through the lens of the training exercises conducted during the 2018 National Training Conference, available here.

Energy Burden Targeting

This case study examines how Minnesota has home energy burden reduction through its benefit determination procedures and shows the outcome using FY 2016 program data reported for the LIHEAP Performance Measures. Access the report here. [PDF]

The report provides key insights into the topic of energy burden targeting and burden reduction by using charts from the Data Warehouse Standard Reports. The appendix provides a tutorial for accessing the same LIHEAP Performance Measures data for other states.



Performance Measures Integration Team

- June 2021 Webinar
 - Benefit Matrix Update: Planning and Process
- Ongoing
 - Grantee Reports Database
 - Updates to LIHEAP Virtual Library and LIHEAP Website Navigator





Facilitator Comments

- Lauren Christopher LIHEAP Performance Management History
- Melissa Torgerson LIHEAP Performance Management Framework
- Lisa Goben PMIWG Tools and Resources
- Tracy Smetana Data Case Studies: Energy Burden Targeting
- Sheri Shepherd Next Steps in the PMIWG Training Curriculum



Questions?

Reminder: Questions can be submitted via the Zoom chat box.

