

DEVELOPING OUTCOME METRICS

HUD EnVision Center Demonstration Industry Public Comment

Docket ID:HUD-2017-0078-0001

FR-6069-N-01 Advanced Notice of EnVision Center Demonstration
Comment Due Date: Feb 12, 2018

National Minority Technology Council
Looking Forward Research & Development

nmtc

LOOKING FORWARD

Industry Public Comment

National Minority Technology Council



Building a Nation of Producers™

www.nmtcouncil.org

The National Minority Technology Council (NMTTC) is actively serving our nation by engaging in strategic design-based research while acting as a steward to 65,000+ minority technology companies. These proud American owned companies produce \$100+ Billion in annual sales and employ over 500,000 people both here and abroad. NMTTC is organized as a 501(c)6 Virginia non-stock trade association representing the minority technology industry.

Minority technology companies are growing rapidly and hiring! As a sector of business owners with ideas, capital, capacity and jobs, HUD's challenge to evoke economic mobility allows industry an opportunity to support growth. NMTTC is purpose driven to make a difference by targeting skills-based training, community building to increase awareness of the benefits of work, and the increase of entrepreneurial activity in communities of need.

NMTTC is building from a trusted profit and growth algorithm framework. NMTTC's Vendor Governance Market Research (vendorgovernance.org) certification and performance measurement process allows for design-based cooperative research agreements and other procurement methods.



Department of Housing and Urban Development Advanced Notice of EnVision Center Demonstration

Regulations.gov Link

<https://www.regulations.gov/document?D=HUD-2017-0078-0001>

Through this notice, HUD solicits comment on a demonstration designed to test the effectiveness of collaborative efforts by government, industry, and nonprofit organizations to accelerate economic mobility of low-income households in communities that include HUD-assisted housing through EnVision Centers, centralized hubs for supportive services focusing on the four pillars of Economic Empowerment, Educational Advancement, Health and Wellness, and Character and Leadership. Approximately 10 communities, selected from across the country, are anticipated to participate in the demonstration. The purpose of the demonstration is to explore the potential of a new service-delivery mechanism to provide HUD-assisted households the ability to benefit from life-changing opportunities that the advancement of the four pillars affords.

QUESTION SOLICITED FOR PUBLIC COMMENT WE ANSWERED

What data sources or data linkage is needed to develop outcome metrics such as, return on investment, involvement of local institutions of higher learning, employment and economic opportunities for Section 3 residents and businesses, and a public process for reviewing outcomes and lessons learned?



Developing Outcome Metrics

Outcome Metrics Defined

Outcome Metrics can be powerful tools for demonstrating accountability, transparency, trends and improvement. Clearly defined outcome metrics help stakeholders to continuously adapt and improve. Outcome Metrics (OM) are derived by defining outcome indicators, data collection methods, analytical techniques and presentation vehicles that collectively show a rich picture of organizational/community/individual process or performance.

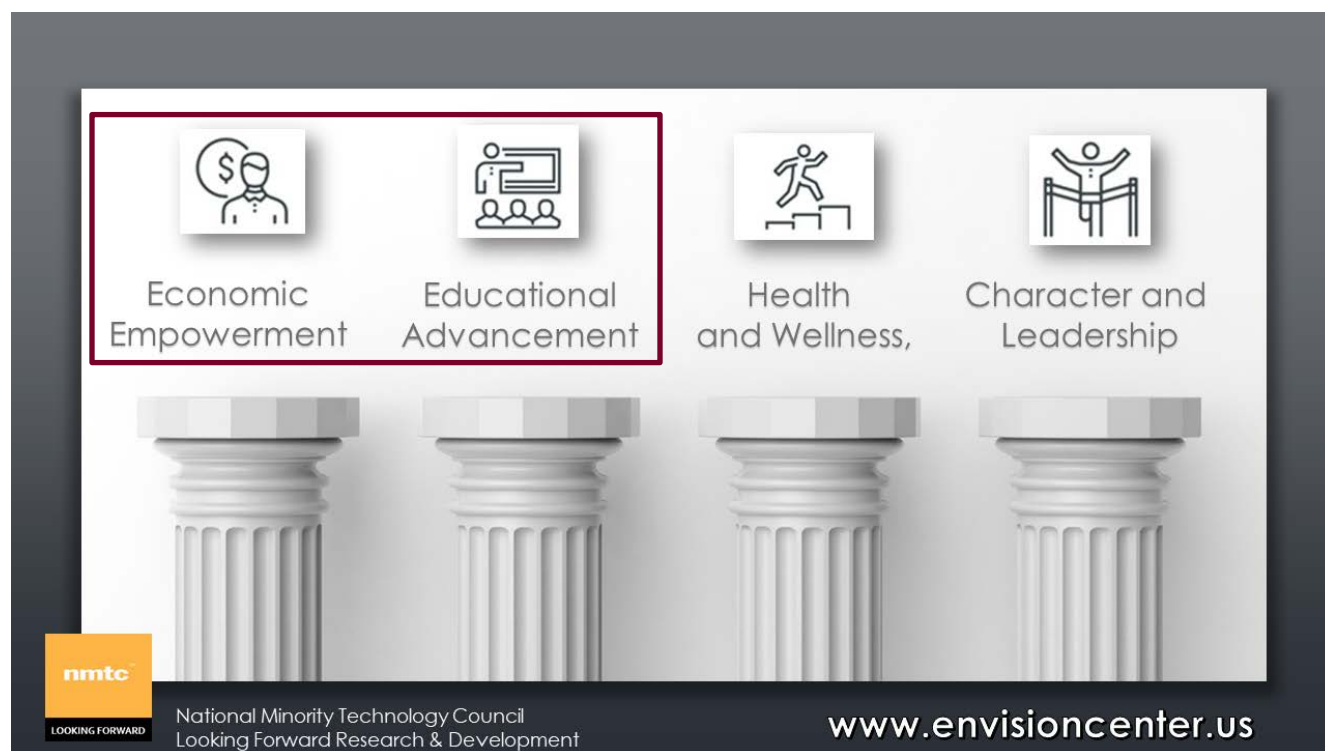
OM is not only focused on measurement of static data. There is a need to also focus on process measures. These measures are the specific steps in a process that lead, either positively or negatively, to a particular outcome metric. This is a critical OM diagnosis as the sequencing methodology of program delivery is critical for human performance, particularly when cognitive behavioral approaches are implemented with efforts to modify methodology in a person-centric approach.

Industry often considers improvement in context. For example Key Performance Indicators (KPIs) is a quantifiable measure used to determine how well a process is aligned with a set of operational and strategic goals. It is important to be aware that different stakeholders potentially have variant performance criteria or priorities so negotiating standards are important to Public Private Partnerships and important to include in the definition of OM.

Outcome Metrics Considerations Economic Empowerment & Educational Advancement

The Economic Empowerment pillar is designed to improve the economic sustainability of individuals residing in HUD-assisted housing by empowering them with opportunities to improve their economic outlook. The Education pillar seeks to bring educational opportunities directly to HUD-assisted housing and includes partnering with public and private organizations that approach education in non-traditional ways on non-traditional platforms.

These are two areas of focus for the National Minority Technology Council and our design-based research. The outcome metrics for these two “Pillars” must in part be in alignment with the Government Performance and Results Act (GPRA) Modernization Act of 2010 ¹ which articulates the need for evidence-based strategies for reaching intended objectives. Regardless of HUD’s intent to not directly fund the EnVision Center Initiative, except for a limited purpose, it remains essential that performance measurements are shared among the engaged stakeholder partnerships.



¹ GPRA MODERNIZATION ACT OF 2010 - [GAO Link](#)

Data Source | Data Linkage

When considering the development of Outcome Metrics, particularly from a policy perspective, considerations on data access, privacy, data validity, and methodology all come into to question. If the design elements have an interest in person-centric data linkages, then considerations as to whether the data is matched or owned by a specific person increases both complexity and cost. In consideration of the opportunity for Public/Private partnership whereby individual transaction-level performance is part of the outcome metrics methodology, privacy and data ownership require significant consideration and the risk evaluated.



Given the demonstration projects seem to be proposed as a federated model concepts of data source become potentially problematic at the physical layer. Who would own the servers/service delivery if stakeholder data collection is to be centralized by EnVision Center. Would HUD play an enterprise role in the data collection process? Could data collection and reporting be leveraged as an asset to attract corporate/foundational funding?

INFORMATION GOVERNANCE

HUD policy makers should consider a framework to balance the use and security of information. Considering the evidence-based strategy and the desire to provide for discovery through some kind of knowledge management process, it is necessary to consider who owns what up front. Transparency, risk management and proprietary business intelligence can coexist but only through careful recognition of information governance policies and procedures.

Data Source | Data Linkage

MOBILE SOCIAL NETWORK

Part of the innovation of the EnVision Center is an opportunity for ongoing innovation with a HUD Mobile App. This presents an opportunity for participant connectivity at a social networking level. An example of this would be the development of interest groups or “virtual communities” like a “Section 3 Owners Group”. This kind of data linkage has evolved and with the development of smartphone apps is an area that could present a new set of virtual location-based services to increase privacy and economic mobility.



STATE LONGITUDINAL DATA SYSTEM AS A DATA SOURCE



STATEWIDE LONGITUDINAL DATA
SYSTEMS GRANT PROGRAM

[HTTPS://NCES.ED.GOV/PROGRAMS/SLDS/](https://nces.ed.gov/programs/slds/)

As a point of innovation NMTC is recommending HUD consider partnering with the U.S. Department of Education’s National Center for Education Statistics’s StateWide Longitudinal Data System (SLDS). These systems are intended to enhance the ability of States to efficiently and accurately manage, analyze, and use education data, including individual student records.

KEY PERFORMANCE INDICATORS FOR ENVISION CENTERS

Finally, as an illustration, below is a list of Outcome Metrics that EnVision Center Demonstration Stakeholders and HUD policy makers may consider for both the Economic Empowerment and Education Advancement pillars.

Pillar	Outcome Metric
Economic Empowerment	Number of Jobs attained
Educational Advancement	Number of Apprenticeships
Educational Advancement	Number of Mentorships
Educational Advancement	Number of Participants Trained
Economic Empowerment	Number of employers engaged in partnerships
Economic Empowerment	Number of people employed through employer partnerships
Educational Advancement	Number of Participants who gained education financial assistance
Educational Advancement	Number of Participants who had a skills assessment
Educational Advancement	Number of Participants to gain Industry Certification
Economic Empowerment	Percent of participants enrolled in the Family Self-Sufficiency program who have sustained wage increases
Economic Empowerment	Percent of Section 3 residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding
Economic Empowerment	Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding
Economic Empowerment	Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding

Economic Empowerment	Number of self-certified Section 3 businesses in HUD's registry nationwide
Economic Empowerment	Number of states with Section 3 certified businesses in HUD's registry
Economic Empowerment	Percent of public housing households with school-age children in EnVision Center communities with at-home high-speed Internet
Economic Empowerment	Number of HUD-assisted households that gain high-speed internet access through EnVision Center Partnership
Economic Empowerment	Percent of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units*
Economic Empowerment	Federal/State/Local dollars awarded based on EnVision Center partnership solicitation
Economic Empowerment	Amount of existing federal funds more effectively utilized due to technical assistance and capacity building
Economic Empowerment	Number of new local partnerships formed as a result EnVision Center Implementation
Economic Empowerment	Public Housing occupancy rate
Economic Empowerment	Percent of Section 8 Housing Assistance Payment contracts renewed
Economic Empowerment	FHA minority borrowers
Economic Empowerment	Percent of housing counseling clients that gain access to resources to improve their housing situation
Economic Empowerment	Percent of housing counseling clients with whom a counselor developed a sustainable household budget

The logo for the National Minority Technology Council (nmtc) is displayed within an orange square. The letters 'nmtc' are in a white, lowercase, sans-serif font, with a small 'SM' trademark symbol to the upper right of the 'c'.

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