

Introduction to the LIHEAP Performance Management Integration Guide

Presented by the Office of Community Services (OCS) in the Administration for Children and Families (ACF) hosted by APPRISE under contract to OCS

March 22, 2017

Presenters:

Melissa Torgerson (Verve)
Kevin McGrath (APPRISE)
Lorraine Portis (MDHS, Mississippi)
Jennifer Lee (ADECA, Alabama)
Heather Jones (DSS, Missouri)



ADMINISTRATION FOR
CHILDREN & FAMILIES

Welcome

Welcome and Introductions

- Leon Litow, OCS

Webinar Speakers

- Melissa Torgerson, Verve
- Kevin McGrath, APPRISE
- Lorraine Portis, MDHS, Mississippi
- Jennifer Lee, ADECA, Alabama
- Heather Jones, DSS, Missouri

Webinar Agenda

During this webinar, presenters will discuss:

- PM Integration Guide framework – purpose, pieces
- Field-by-Field Definitions Tool
- State Performance Measures Snapshot
- What-If Analysis Tool for Performance Management
- Next steps

Performance Management

What is Performance Management?

Performance Management is the process of evaluating performance measurement data, and then using this data (together with other information) to make educated program decisions.

Performance Management Cycle

Performance Management uses information to facilitate continuous **learning** and **improvement** over time.



Program Evaluation and Planning

Key Questions

EVALUATION



- What has happened in the past?
- Do our program outcomes match expectations? Are we accomplishing what we wanted to do?
- What changes have occurred? How does this impact our goals or outcomes?

PLANNING



- What goals and priorities do we have for the coming year(s)?
- How can we make modifications to our program that will lead to improved outcomes?
- What best practices are other states implementing that we can consider?

Performance Management Integration Guide: An Overview

The Performance Management Integration Guide is being designed by the PMIWG to help grantees ***understand and use their data for Performance Management.***

The set of resources in this guide are intended to help grantees answer the following questions:

What...

are the data telling us about the households we serve, and the way we serve them?

What If...

we want to improve LIHEAP outcomes among particular households?

Then...

what are the kinds of program changes our state might consider?

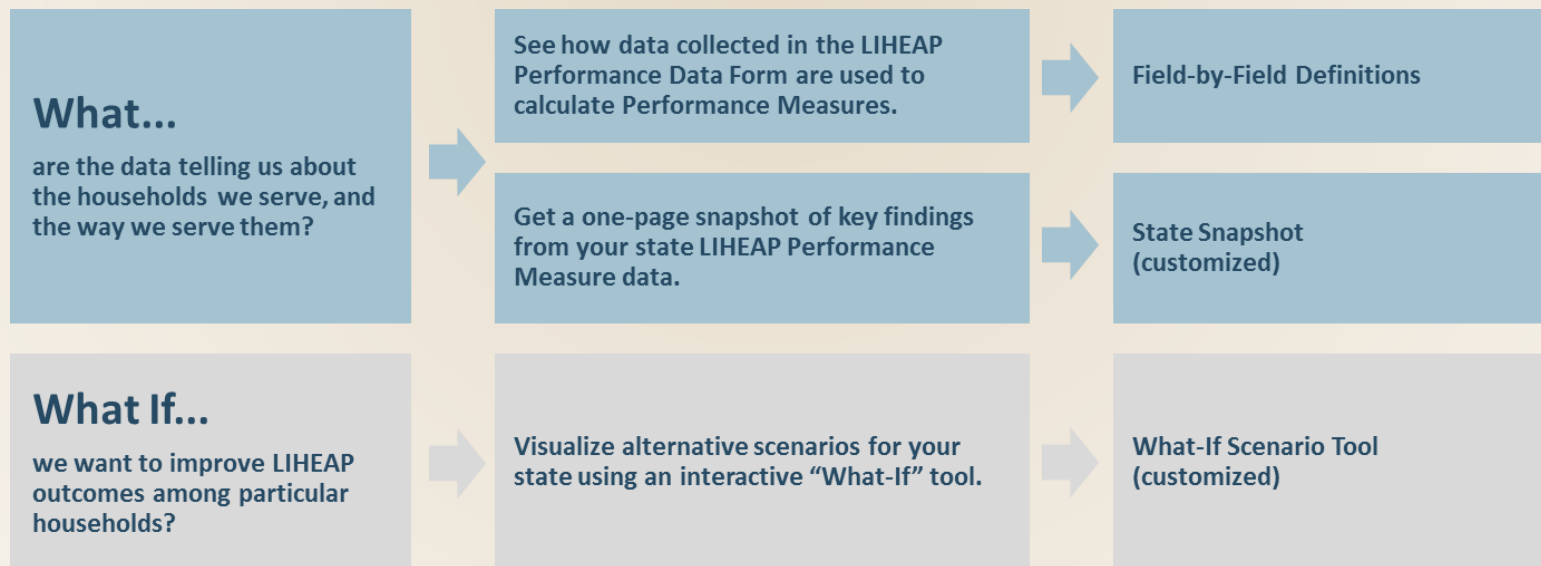
How...

do we implement changes?

Performance Management Integration Guide: An Overview

PMIWG members used their own experiences, as well as insight from their peers to:

- Identify areas where grantees need help understanding or using data
- Work with APPRISE to develop resources or tools to meet this need



Performance Management Integration Guide: PM Field-by-Field Definitions

Overview of Field-by-Field Definition Tool

Lorraine Portis

State of Mississippi

Performance Management Integration Guide: **PM Field-by-Field Definitions**

The overarching purpose of the **Field-by-Field Definitions Tool** is *to help grantees understand how the data they collect and report is being used to calculate LIHEAP Performance Measures.*

More specifically, this resource is designed to:

- Explain how the Performance Measures and other fields in *Section V* of the *LIHEAP Performance Data Form (LPDF)* are calculated.
- Provide examples of the calculations performed in each field.
- Help LIHEAP Grantees visualize how fields in the LIHEAP Performance Data Form are interrelated.

Performance Management Integration Guide: PM Field-by-Field Definitions

For each of the auto-calculated fields in *Section V* of the *LIHEAP Performance Data Form (LPDF)*, this tool provides:

- A field definition
- The formula used in its calculation
- An example to illustrate how the formula is used

The **table on page 2** lists the fields from *Section V of the LPDF*, in the order they appear on the form. Users can navigate to specific fields by clicking the hyperlinks within the table.

Note: *Users can return to the table on page 2 at anytime by clicking the “Back to Performance Data Form” hyperlink at the top of each page.*

Performance Management Integration Guide: PM Field-by-Field Definitions

Demonstration: Performance Measures Field-by-Field Definitions

Field-by-Field Guide to the LIHEAP Performance Measures

OVERVIEW

The purpose of this Field-by-Field Guide is to provide grantees with a resource that defines how the Performance Measures and other fields in *Section V. Energy Burden Targeting* of the *LIHEAP Performance Data Form (LPDF)* are calculated in the Online Data Collection (OLDC) system. It serves as a reference point for grantees interested in visualizing how the fields are interrelated, and it provides examples to demonstrate the calculations that are performed. Grantees can use this guide as a companion source when reviewing and interpreting their Performance Measures results.

How to use this guide:

The table on page 2 lists the fields from *Section V* Fields that are auto-calculated in OLDC are defined using the table on page 2 and clicking to return to the table on page 2 clicking the "Back to each page with field definitions.

For each auto-calculated field in *Section V* of the formula used in its calculation, and an example to

Quick Definitions

- Energy Burden:** Energy Burden is the share of a household's income that is spent on utility bills. It is expressed in terms of percentage.
- High Burden Households:** High Burden Households are households with the highest Energy Burden. High Burden Households are defined as households with an Energy Burden of 10% or higher.
- Unduplicated Number:** The concept of an unduplicated number is that each household is counted only once, regardless of how many different types of benefits it receives, and cooling assistance benefits, and cooling assistance benefits, and cooling assistance benefits.

LIHEAP Performance Data Form
LIHEAP Performance Measures
V. Energy Burden Targeting

| Field Name | Calculated by |
|---|------------------------|
| A. Unduplicated Number of LIHEAP Bill Payment-Assisted Households | Calculated by grantees |
| B. All Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | Calculated by grantees |
| 1. Unduplicated Number of Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | Calculated by grantees |
| 2. Average Annual Household Income | Calculated by grantees |
| 3. Average Annual Total LIHEAP Benefits per Household (Including Heating, Cooling, Crisis, Supplemental Benefits) | Calculated by grantees |
| 4. Average Annual Main Heating Fuel Bill | Calculated by grantees |
| 5. Average Annual Electricity Bill | Calculated by grantees |
| 6. Average Annual Total Residential Energy Bill | Calculated by grantees |
| 7. Average Annual Burden Before Receiving LIHEAP | Calculated by grantees |
| 8. Average Annual Burden After Receiving LIHEAP | Calculated by grantees |
| 9. Average Percentage Point Change in Energy Burden | Calculated by grantees |
| 10. Average Percentage Reduction in Energy Burden | Calculated by grantees |
| C. High Burden Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | Calculated by grantees |
| 1. Unduplicated Number of High Burden Households (Top 25% with 12 Consecutive Months of Bill Data) | Calculated by grantees |
| 2. Average Annual Household Income for High Burden Households | Calculated by grantees |
| 3. Average Annual Total LIHEAP Benefits per High Burden Household (Including Heating, Cooling, Crisis, Supplemental Benefits) | Calculated by grantees |
| 4. Average Annual Main Heating Fuel Bill for High Burden Households | Calculated by grantees |
| 5. Average Annual Electricity Bill for High Burden Households | Calculated by grantees |
| 6. Average Annual Total Residential Energy Bill for High Burden Households | Calculated by grantees |
| 7. Average Annual Burden Before Receiving LIHEAP for High Burden Households | Calculated by grantees |
| 8. Average Annual Burden After Receiving LIHEAP for High Burden Households | Calculated by grantees |
| 9. Average Percentage Point Change in Energy Burden for High Burden Households | Calculated by grantees |
| 10. Average Percentage Reduction in Energy Burden for High Burden Households | Calculated by grantees |
| D. Benefit Targeting Index for High Burden Households | Calculated by grantees |
| E. Burden Reduction Targeting Index for High Burden Households | Calculated by grantees |

Field-by-Field Definitions [Back to Performance Data Form](#)

B6. Average Annual Total Residential Energy Bill

Definition: The sum of the Average Annual Main Heating Fuel Bill (Line B4) and the Average Annual Electricity Bill (Line B5).

Formula: Average Annual Main Heating Fuel Bill (Line B4) + Average Annual Electricity Bill (Line B5)

Example: Average Annual Main Heating Fuel Bill (Line B4) = \$1,000
Average Annual Electricity Bill (Line B5) = \$1,200
Average Annual Total Residential Energy Bill (Line B6) = \$1,000 + \$1,200 = \$2,200

Average Annual Total Residential Energy Bill

| Category | Value |
|---------------------------------|----------------|
| Average Annual Heating Bill | \$1,000 |
| Average Annual Electricity Bill | \$1,200 |
| Total | \$2,200 |

Performance Management Integration Guide: PM Field-by-Field Definitions

- The overarching purpose of the Field-by-Field Definition Tool is to help grantees understand how their data is being used to calculate LIHEAP Performance Measures.
- Grantees can use the Field-by-Field Definitions as a companion source when reviewing and interpreting their Performance Measures results.
- As grantees begin reviewing and interpreting their Performance Measure data, the PMIWG welcomes feedback regarding additions or revisions to make this tool more useful.

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Performance Management Integration Guide: State Performance Measures Snapshot

Overview of State PM Snapshot

Jennifer Lee

State of Alabama

Performance Management Integration Guide: **State Performance Measures Snapshot**

The overarching purpose of the **State Performance Measures Snapshot** is *to provide state grantees with the key findings from their Performance Measures data submitted in FY 2016.*

More specifically, this resource is designed to:

- Answer the question, “What are my data telling me?” by interpreting key findings and telling the PM story for each state.
- Take the PM data reported under **Energy Burden Targeting** and **Prevention/Restoration of Home Energy Service Loss** and turn them into concise, easy to understand charts.
- Combine data items from the LIHEAP Performance Data Forms to help grantees visualize how the items are interrelated.

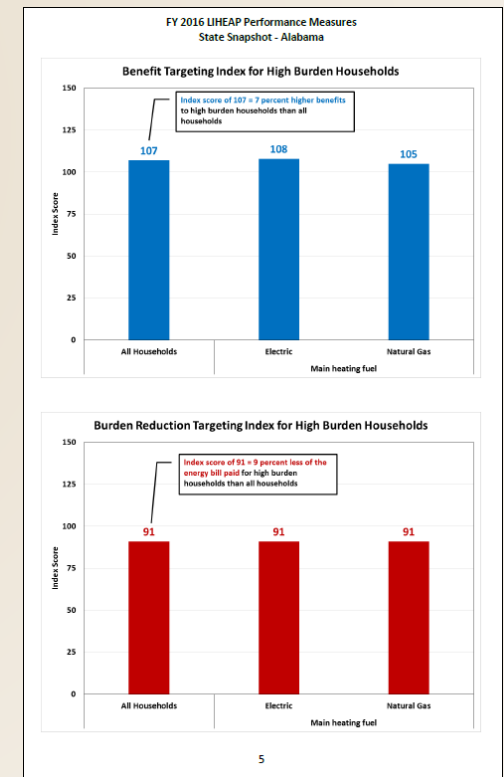
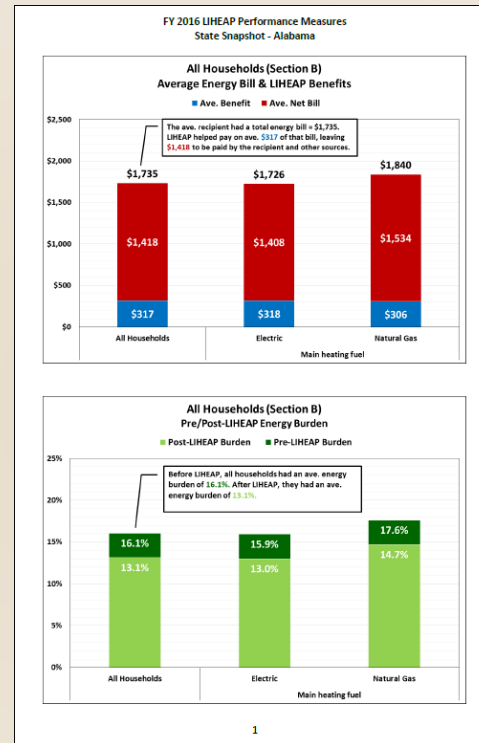
Performance Management Integration Guide: **State Performance Measures Snapshot**

For each of the sections in the mandatory Performance Measures for FY 2016, the state PM snapshot provides charts and summary text to understand and interpret key findings:

- Energy Burden Targeting (Section V)
 - LIHEAP benefits & energy bills (All Households & High Burden Households)
 - Pre/Post-LIHEAP burden (All Households & High Burden Households)
 - Benefit Targeting Index for High Burden Households
 - Burden Reduction Targeting Index for High Burden Households
- Prevention/Restoration of Home Energy Service Loss (Sections VI & VII)
 - Due to Bill Payment Issues
 - Due to Home Energy Equipment Issues

Performance Management Integration Guide: State Performance Measures Snapshot

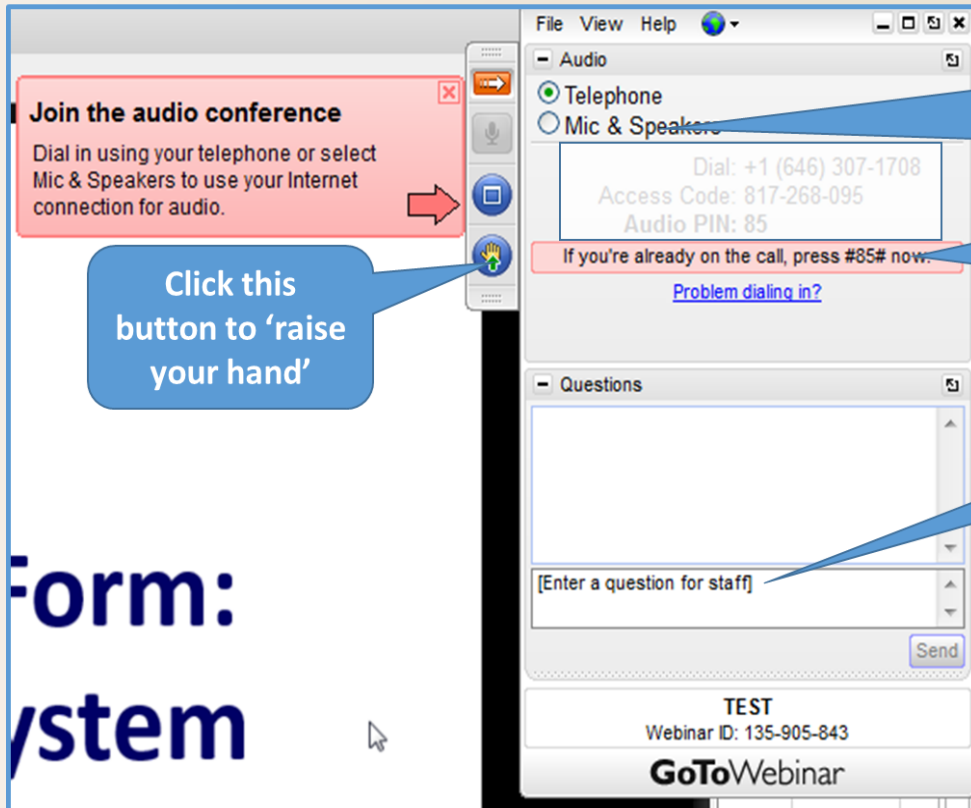
Demonstration: State Performance Measures Snapshot



Performance Management Integration Guide: State Performance Measures Snapshot

- The overarching purpose of the State PM Snapshot is to provide state grantees with the key findings from their Performance Measures data submitted in FY 2016.
- Each state grantee will receive a customized PM Snapshot with their own PM data prior to the national training.
- Grantees can use the State PM Snapshot to better understand **what their programs are achieving** and think about whether that aligns with their goals.
- As grantees begin reviewing and interpreting their Performance Measure data, the PMIWG welcomes feedback regarding additions or revisions to make the Snapshot more useful.

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Performance Management Integration Guide: What-If Analysis Tool for PM

Overview of What-If Analysis Tool for Performance Management

Kevin McGrath
APPRISE

Performance Management Integration Guide: **What-If Analysis Tool for PM**

The overarching purpose of the **What-If Analysis Tool** is *to provide state grantees with an interactive resources that allows them to systematically visualize alternative scenarios for their programs using PM data.*

More specifically, this resource is designed to:

- Explore the question, “What if our goals for the PM differ from our results?”
- Choose alternative scenarios and work backwards, starting with your program parameters and a new goal scenario for a Performance Measure, and visualizing how the program changes under that scenario.

Performance Management Integration Guide: **What-If Analysis Tool for PM**

The What-If Analysis Tool is an Excel workbook that will be customized for each state with their own PM data for FY 2016. Grantees can use the tool to examine alternative scenarios for the following.

- Energy Burden Targeting of High Burden Households (Section V)
 - Benefit Targeting Index for High Burden Households
 - Burden Reduction Targeting Index for High Burden Households
 - Net Burden after Receiving LIHEAP
- Prevention/Restoration of Home Energy Service Loss (Sections VI & VII)
 - Due to Bill Payment Issues
 - Due to Home Energy Equipment Issues

Results are shown in both summary tables/charts, and as they would appear on the LPDF, to help users visualize the impacts of the alternative scenarios.

Note: A “quick start guide” accompanies the tool to walk users through how to use it.

Performance Management Integration Guide: What-If Analysis Tool for PM

Demonstration: What-If Analysis Tool for Performance Management

LIHEAP Performance Data Form - Performance Measures
What-If Analysis Tool
REPORTED DATA Tab

V. ENERGY BURDEN TARGETING

| | All Households | Bill Payment-Assisted Household Main Fuel | | | | |
|--|----------------|---|-------------|----------|----------|-------------|
| | | Electricity | Natural Gas | Fuel Oil | Propane | Other Fuels |
| A. Unduplicated Number of LIHEAP Bill Payment-Assisted Households | 20,600 | 10,000 | 10,000 | 2,500 | 500 | 2,600 |
| B. All Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | | | | | | |
| 1. Unduplicated Number of Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | 22,650 | 10,000 | 10,000 | 1,500 | 150 | 1,000 |
| 2. Average Annual Household Income | \$10,359 | \$10,000 | \$12,000 | \$14,000 | \$9,000 | \$6,000 |
| 3. Average Annual Total LIHEAP Benefit per Household (Including Heating, Cooling, Crisis, Supplemental Benefits) | \$227 | \$250 | \$400 | \$500 | \$400 | \$100 |
| 4. Average Annual Main Heating Fuel Bill | \$1,020 | \$1,500 | \$600 | \$800 | \$700 | \$900 |
| 5. Average Annual Electricity Bill | \$401 | \$0 | \$500 | \$1,000 | \$500 | \$500 |
| 6. Average Annual Total Residential Energy Bill | \$1,481 | \$1,500 | \$1,400 | \$1,800 | \$1,400 | \$1,400 |
| 7. Average Annual Burden Before Receiving LIHEAP | \$3,306 | \$5,000 | \$11,700 | \$2,300 | \$2,000 | \$2,700 |
| 8. Average Annual Burden After Receiving LIHEAP | \$9,306 | \$2,500 | \$8,300 | \$3,300 | \$1,500 | \$2,500 |
| 9. Average Percentage Point Change in Energy Burden | 3.0% | 2.5% | 3.3% | 3.8% | 5.0% | 1.7% |
| 10. Average Percentage Reduction in Energy Burden | 22.1% | 16.7% | 29.6% | 27.8% | 29.0% | 6.3% |
| C. High Burden Households with 12 Consecutive Months of Bill Data (Main Fuel and Electric) | | | | | | |
| 1. Unduplicated Number of High Burden Households (Top 25% with 12 Consecutive Months of Bill Data (Main Fuel and Electric)) | 5,650 | 2,250 | 2,250 | 550 | 150 | 500 |
| 2. Average Annual Household Income for High Burden Households | \$5,107 | \$5,000 | \$5,000 | \$10,000 | \$6,000 | \$5,000 |
| 3. Average Annual Total LIHEAP Benefit per High Burden Household (Including Heating, Cooling, Crisis, Supplemental Benefits) | \$400 | \$250 | \$500 | \$500 | \$400 | \$100 |
| 4. Average Annual Main Heating Fuel Bill for High Burden Households | \$1,400 | \$2,000 | \$1,000 | \$1,000 | \$1,100 | \$1,000 |
| 5. Average Annual Electricity Bill for High Burden Households | \$420 | \$0 | \$700 | \$1,000 | \$500 | \$500 |
| 6. Average Annual Total Residential Energy Bill for High Burden Households | \$1,878 | \$2,000 | \$1,700 | \$1,950 | \$2,000 | \$1,600 |
| 7. Average Annual Burden Before Receiving LIHEAP for High Burden Households | 23,276 | 25,000 | 20,800 | 19,500 | 29,400 | 36,000 |
| 8. Average Annual Burden After Receiving LIHEAP for High Burden Households | \$9,306 | \$2,500 | \$14,700 | \$4,000 | \$23,200 | \$24,000 |
| 9. Average Percentage Point Change in Energy Burden for High Burden Households | 5.6% | 4.4% | 5.9% | 5.5% | 6.3% | 2.8% |
| 10. Average Percentage Reduction in Energy Burden for High Burden Households | 21.7% | 17.5% | 28.6% | 28.2% | 21.3% | 5.8% |
| D. Benefit Targeting Index for High Burden Households: | 125 | 100 | 125 | 100 | 100 | 100 |
| E. Burden Reduction Targeting Index for High Burden Households: | 90 | 105 | 100 | 102 | 85 | 89 |

VI. RESTORATION OF HOME ENERGY SERVICE

| | All Households | Energy Source (where LIHEAP benefit was applied) | | | | |
|---|----------------|--|-------------|----------|---------|-------------|
| | | Electricity | Natural Gas | Fuel Oil | Propane | Other Fuels |
| A. All Occurrences of LIHEAP Households that Had: | 170 | 150 | 300 | 30 | 40 | 130 |
| 1. Energy Service Restored After Disconnection | 458 | 150 | 300 | 30 | 40 | 130 |
| 2. Fuel Delivered to Home that Ran Out of Fuel | 170 | 150 | 300 | 30 | 40 | 130 |
| 3. Repair/Replacement of Inoperable Home Energy Equipment | 170 | 150 | 300 | 30 | 40 | 130 |

LIHEAP Performance Data Form - Performance Measures
What-If Analysis Tool
ENERGY BURDEN Tab

What to Examine: Energy Burden Targeting of High Burden Households

Choose a Scenario (click on the purple boxes below to access drop-down menus)

Step 1) Measure to Examine: Choose whether you want to examine changes to the Benefit Targeting Index, Burden Reduction Targeting Index, or average annual burden after receiving LIHEAP (net burden) for high burden households.

Step 2) Households to Examine: Choose whether you want to examine all high burden households, or high burden households for a specific fuel type. If All Households & Main Heating Fuel Type is selected, the scenario will be applied to the "All Households" column in the LPDF but changes will also be observed for households in the columns for each fuel type. If a specific fuel type is selected (e.g. electric), the scenario will be applied to those households (e.g. electric) and changes will also be observed in the "All Households" column in the LPDF, but not for other fuel types. For more information on how the scenarios are applied, see the accompanying Quick Start Guide tutorial.

Step 3) Scenario to Examine: Based on the selections above, choose a goal outcome.

Submit Scenario
Clear All Selections

Summary Results - Energy Burden Targeting of High Burden Households (Section V, Parts C, D, & E on LPDF)

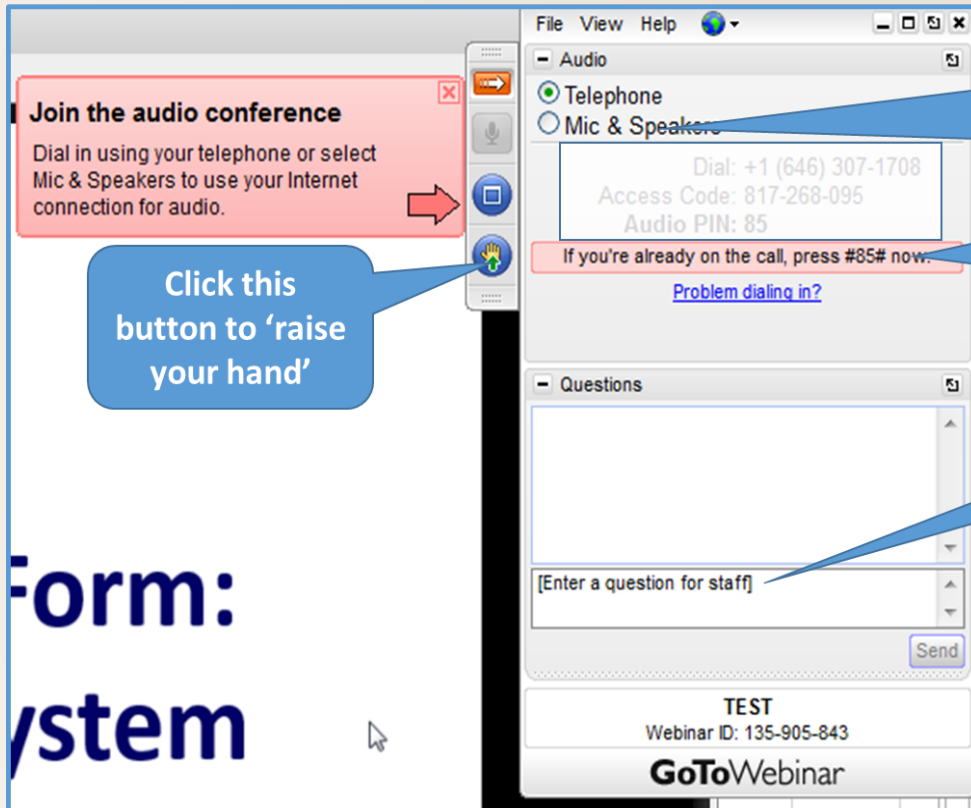
| Household Group | Average Household Benefits | | | Net Burden After Receiving LIHEAP | | Benefit Targeting Index Score | | Burden Reduction Targeting Index Score | |
|----------------------------------|----------------------------|-----|------------|-----------------------------------|-----|-------------------------------|-----|--|-----|
| | Original | New | Difference | Original | New | Original | New | Original | New |
| All Households | \$108 | NA | NA | 18.5% | NA | 125 | NA | 95 | NA |
| Electric Main Heat Households | \$100 | NA | NA | 20.0% | NA | 140 | NA | 105 | NA |
| Natural Gas Main Heat Households | \$100 | NA | NA | 14.7% | NA | 115 | NA | 100 | NA |
| Fuel Oil Main Heat Households | \$100 | NA | NA | 14.0% | NA | 110 | NA | 102 | NA |
| Propane Main Heat Households | \$100 | NA | NA | 21.2% | NA | 136 | NA | 89 | NA |
| Other Fuels Main Heat Households | \$100 | NA | NA | 14.0% | NA | 108 | NA | 89 | NA |

REPORTED DATA | ENERGY BURDEN SCENARIOS | ENERGY SERVICE LOSS SCENARIOS | DETAILED RESULTS | STATE DASHBOARD CHARTS

Performance Management Integration Guide: **What-If Analysis Tool for PM**

- The overarching purpose of the What-If Analysis Tool is to provide state grantees with a resource to systematically examine alternative scenarios for their programs “on paper”.
- Each state grantee will receive a customized What-If Analysis Tool with their own PM data prior to the national training.
- Grantees can use the What-If Analysis Tool, in combination with the other resources, to:
 - 1) Understand what their programs are achieving, and
 - 2) Examine what their programs might look like under different goals.
- As grantees begin exploring their Performance Measure data under alternative scenarios, the PMIWG welcomes feedback regarding additions or revisions to make the What-If Analysis Tool more useful.

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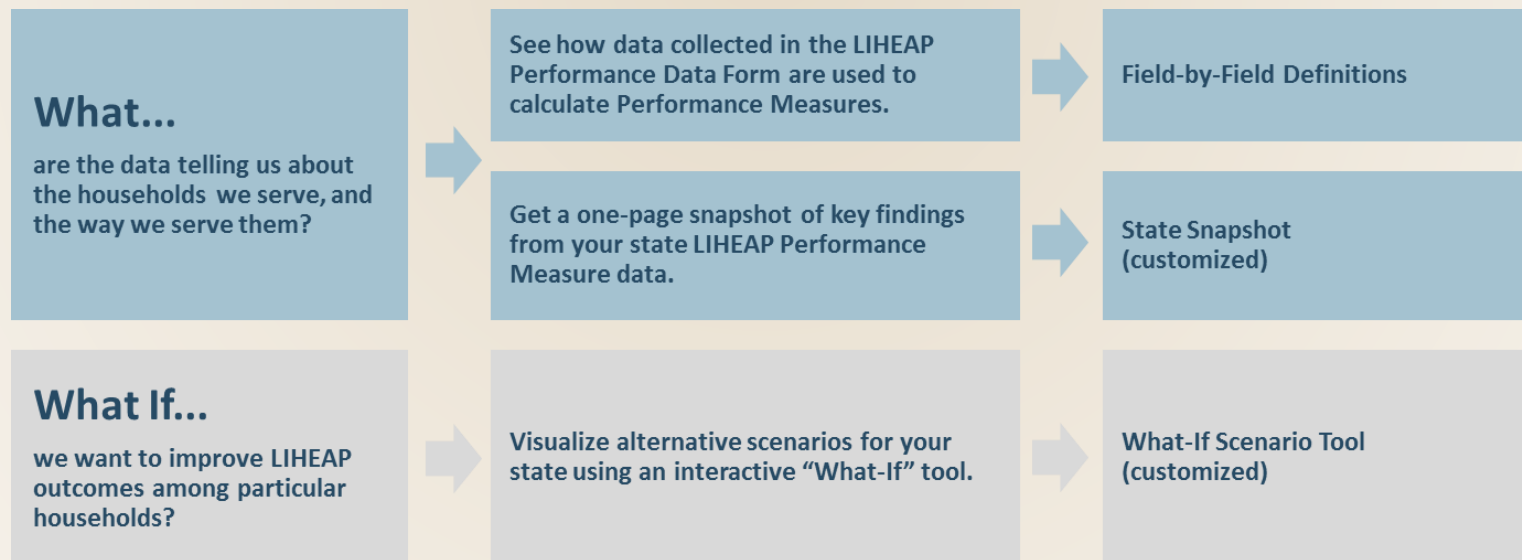
Performance Management Integration Guide: Next Steps

Performance Management Integration Guide Next Steps

Heather Jones
State of Missouri

Performance Management Integration Guide: Next Steps

- The Performance Management Integration Guide is being designed to help grantees ***understand and use their data for Performance Management.***
- The current version of the guide primarily focuses on the evaluation and planning stages of Performance Management.



Performance Management Integration Guide: Next Steps

- After the LIHEAP National Training in April, PMIWG members will begin working on additional resources for the guide to help grantees with all aspects of Performance Management.

Then...

what are the kinds of program changes our state might consider?



Select customized recommendations and grantee examples based on your state data or desired outcomes.

How...

do we implement changes?

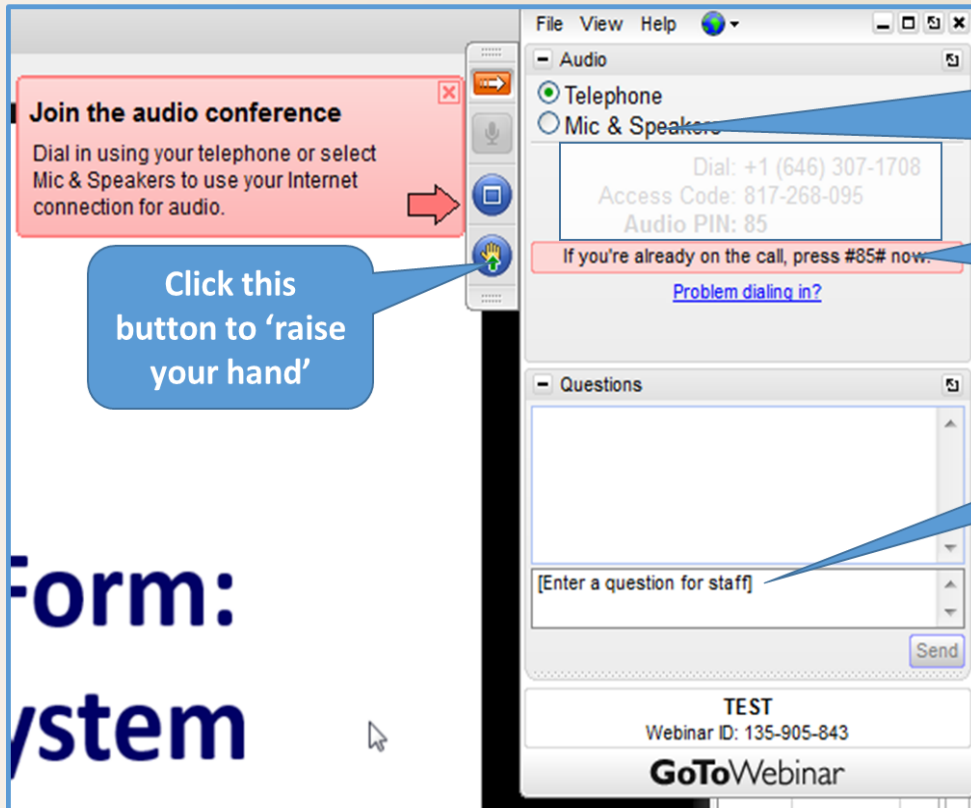


Obtain ideas and resources for integrating program changes into day-to-day LIHEAP administration, operations.

Performance Management Integration Guide: **Next Steps**

- The Performance Management Integration Guide should be considered a “work in progress.”
- **The PMIWG will rely heavily on grantee feedback to refine tools and resources within this guide.**

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Performance Management Integration Guide: **Wrap-Up**

What can grantees expect in the coming weeks?

- Field-by-Field Definitions Tool will be made available on the PMW
- States will receive a customized PM snapshot and What-If Analysis Tool
 - APPRISE is reviewing the PM data submitted for FY 2016 and will be reaching out to states with feedback and questions to better customize the snapshot
- PMIWG will continue to develop the guide in order to move from “What if” to “Then” and “How”
 - **Feedback from grantees is welcome!**

Upcoming Training and Webinars

- **LIHEAP National Training**
April 3-5, New Orleans
- **Using Energy Expenditure Data in Benefit Determination Procedures Webinar**
Scheduled for May 17, 2017, at 1 PM ET

Performance Management Resources for LIHEAP Grantees

LIHEAP Performance Management Website:

<https://liheappm.acf.hhs.gov/>

Data Warehouse - Resources and Tutorial Tab:

https://liheappm.acf.hhs.gov/data_warehouse/index.php?report=homepage

▶ **Advanced Data & Analytics**

▶ **Reports by Data Source**

▼ **Resources and Tutorial**

Access resources explaining how to use the Data Warehouse and providing background information on LIHEAP data collection and reporting.

LIHEAP Glossary - PDF Document

The LIHEAP Glossary includes detailed definitions of LIHEAP terms, as well as references to key reports and resources for further information.

Background on LIHEAP Data Collection and Reporting

Explore a variety of resources related to how LIHEAP data is collected, reported, and used.

Methodology and Sources Used to Develop LIHEAP Income Eligible Population Estimates

Learn about how the LIHEAP Income Eligible Population statistics are estimated using Census information.

Data Warehouse Tutorial

This tutorial will provide an overview and step-by-step guidance for using the Data Warehouse to find, build, and customize reports according to your needs.

Performance Management Resources for LIHEAP Grantees

LIHEAP Virtual Library:

<https://liheappm.acf.hhs.gov/assessment/#nbb>

LIHEAP Clearinghouse:

<https://liheapch.acf.hhs.gov/stateplans.htm>

ACF Training Resources Website:

<https://www.acf.hhs.gov/ocs/resource/liheap-trainings>

Performance Management Resources for LIHEAP Grantees

For more information, please contact:

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Melissa@verveassociates.net

503-706-2647

Dan Bausch

Daniel-Bausch@appraiseinc.org

609-252-9050

Kevin McGrath

Kevin-McGrath@appraiseinc.org

609-252-2081

Wrap Up

Outstanding Questions?

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