

# Outcomes

Starting April 20, 2018, TA Providers will begin selecting from a list of HUD standardized outcomes in the expected outcomes section of work plans in the TA Portal. This guidance provides an overview of the implementation of these new requirements and the new TA Portal interface.

Please note that this guidance is written with the most common types of work plans and work plan formats in mind. If you have any questions or unique situations, you should reach out to your GTM/POTAC or GTR for direction.

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## Development of standardized outcomes

From 2014 to 2016, HUD staff worked with TA Providers to develop 13 standardized outcomes, which replace an open text field in the TA Portal where TA Providers have previously entered expected outcomes. The process for developing the 13 standardized outcomes involved the identification of very specific outcomes which were then consolidated into broader categories that are applicable across different HUD Program Offices. In 2016, HUD tasked a TA Provider to complete a TA survey pilot, and one goal of that pilot was to assess the extent to which the proposed outcomes covered the range of existing work plans. Through specialized focus groups with the pilot participants, HUD received feedback on the outcomes, which helped to further clarify and refine the resulting 13 standardized outcomes.

A primary purpose of the new TA Portal outcomes interface is to add structure to the outcomes information entered by TA Providers. Additionally, the new interface will enable more focused data analysis. Being able to report on standardized outcomes will benefit TA Providers, HUD, and key HUD stakeholders. Further, once standardized outcomes are established and utilized, the use of TA surveys will generate data in future years that will inform many aspects of the TA lifecycle, including grantee needs, best practices, areas needing improvement, and funding decisions based on TA Provider past performance .

The HUD Outcome Categories are as follows:

- **HUD Outcome Category #1: Improved capacity to develop plans and priorities informed by community needs and program/policy goals**
  - 1A: Improved capacity to collect, analyze, and share data
  - 1B: Improved capacity to gather and use resident and community input
  - 1C: Improved capacity to develop high-quality, compliant plans that identify clear priorities and accurately reflect community needs and input
  - 1D: Improved coordination and alignment with other community or regional plans
- **HUD Outcome Category #2: Improved capacity to design strategies that align with plans and priorities**
  - 2A: Improved capacity to select programmatic strategies that address program or policy goals and community
  - 2B: Improved capacity to design system-wide strategies that address community needs
  - 2C: Improved capacity to design effective partnerships or cross-jurisdictional relationships that address community needs
  - 2D: Improved alignment of resources with program-, system- or community-wide goals
- **HUD Outcome Category #3: Improved capacity to deliver projects, programs or systems that address community needs**
  - 3A: Improved staffing or organizational structure
  - 3B: Improved administrative processes or infrastructure
  - 3C: Improved financial management systems, controls, oversight to conform with 2 CFR Part 200 (OMB Omniscircular) and generally accepted accounting principles
  - 3D: Improved program, grant, and regulatory compliance
  - 3E: Improved capacity to substantively change the ways partners interact or conduct their work in order to address community needs

To view the full text of the 13 HUD outcomes, see [APPENDIX II: HUD OUTCOME CATEGORIES](#).

## What is an outcome?

An outcome is the effect or level of achievement that occurred because of an activity or service provided. For TA, expected outcomes are the intended results or effects the TA will have on a community, issue, or topic once the TA is completed. An expected outcome describes what will be different as a result of the TA. For the application of this new TA Portal interface, expected outcomes are the near-term results, effects, and differences after TA. Near-term is defined as a range beginning at TA completion to no later than 90 days post-TA.

To determine an outcome(s) for a TA engagement, ask yourself questions such as:

- What will change?
- Once the TA is complete, what will the TA enable the recipient to accomplish?
- What will result from the TA recipient's increase in knowledge and/or ability?
- What are the effects the TA is expected to have on the recipient?
- What change will demonstrate that the TA has been successful for the recipient?
- What kinds of measurable benefits might result from the TA?
- What current problem is the TA trying to solve?
- What is the expected benefit of the TA to American taxpayers?
- How would you determine if the TA was successful in the near-term?

## What outcome information will be entered in the new interface?

The new expected outcomes interface in the TA Portal will contain three fields:

- Outcome Category: The TA Provider will select from the three outcome categories.
- Outcome: The TA Provider will select from the 13 HUD standardized outcomes.
- Outcome Description: In an open text field, the TA Provider will enter a more detailed description of the outcome for a specific TA engagement.
- Associated Task: The TA Provider will associate the outcome and outcome description with a "task" or the "entire work plan."

The screenshot shows a web interface for selecting outcomes. At the top, there is a checked checkbox for "HUD Outcome Category #1: Improved capacity to develop plans and priorities informed by community needs and program/policy goals." Below this, the text "Select Outcomes:" is followed by a table with three columns. The first column is labeled "Outcome" and contains a checkbox next to "1A: Improved capacity to collect, analyze, and share data (e.g., improved data on populations served, program results or impacts, or community conditions)". The second column is labeled "Outcome Description" and is currently empty. The third column is labeled "Associated Task(s)" and is also empty. Three yellow circles with numbers 1, 2, and 3 are overlaid on the interface, pointing to the "Outcome" column header, the "Outcome Description" column header, and the "Associated Task(s)" column header, respectively.

## How do learning objectives, outputs, and outcomes differ?

- **Learning Objectives** describe the knowledge or skills received from a product, curriculum, or training and reflect the immediate impact. These apply to Training Delivery and Product Development work plans only.
- **Outputs** describe what was produced or delivered as a result of TA and apply to all work plan types.
  - The Community Compass NOFA defines outputs as *“Deliverables such as products and group learning opportunities that are usually quantified by number produced, number delivered, number of attendees, etc. Outputs do not measure a change in a customer’s behavior.”*
- **Outcomes** describe the near-term intended results or effects of the TA and apply to all work plan types.
  - The Community Compass NOFA defines outcomes as *“Results achieved or benefits derived from technical assistance or capacity building, such as changes in a customer’s management or operation of HUD-funded programs and activities.”*

LEARNING OBJECTIVES	OUTPUTS	OUTCOMES
The knowledge or skills received from a product, curriculum, or training	Usually described with numbers (quantity, percentage, etc.)	The effects HUD TA has on the community or on issues
	Do not address the effects or impact of the TA services provided but rather represent the quantification of TA activities	The changes that occurred because of the TA provided
	Measurable and readily determined	Measurable and time limited, though it may take a while to realize or determine the full effect
	Describe what was produced	Statements of meaningful results or the value created

To see examples of outcomes, see [APPENDIX III: EXAMPLES OF OUTCOMES](#).

## Which types of work plans require outcomes?

Outcomes apply to all TA Portal work plan types.

## Which work plan statuses will require outcomes starting April 20, 2018?

On April 20, 2018, TA Providers will be required to select from the list of 13 HUD standardized outcomes and enter a description for each outcome selected for work plans that are in certain statuses, as well as for all work plans that are edited on or after that date (including modifications and amendments).

Work Plan Status on April 20, 2018	Outcomes Required
To Be Drafted	Yes
Draft	Yes
Edit in Progress	Yes
In Review GTR	No
In Review GTR: Rejected/sent back by GTR	Yes
On Hold	No
On Hold: Edits on or after April 20, 2018	Yes
Canceled	No
Canceled: Edits on or after April 20, 2018	Yes
Active – Approved	No
Active – Approved: Edits on or after April 20, 2018	Yes
Completed	No
Completed: Edits on or after April 20, 2018	Yes
Assignment made on or after April 20, 2018	Yes

The following provides additional guidance on select work plan statuses.

### In Review GTR

Work plans in *In Review GTR* status do not require selection of HUD’s 13 outcomes, unless the work plan is rejected by the GTR and sent back to the TA Provider.

### On Hold | Canceled

Work plans in *On Hold* status do not require selection of HUD’s 13 outcomes, even after the hold is removed. The same is true if a work plan in *Canceled* status is reactivated. However, if a TA Provider edits a work plan that was *On Hold* or *Canceled*, the TA Portal will require selection of HUD’s 13 outcomes.

### Active – Approved: No edits on or after April 20, 2018

Work plans in *Active – Approved* status that are not edited on or after April 20, 2018, do not require selection of HUD’s 13 outcomes. Please note that TA Providers are not required to amend previously-approved work plans simply to select from HUD’s 13 outcomes.

### Active – Approved: Edited on or after April 20, 2018

If a TA Provider makes any edits to a work plan that is in *Active – Approved* status on or after April 20, 2018, the TA Portal will require selection of HUD’s 13 outcomes before the work plan can be resubmitted to the GTR.

Expected outcomes already exist in each TA Portal work plan. TA Providers should align the previously-established outcome(s) to the most applicable of the 13 HUD standardized outcome categories. This will also be an opportune time to ensure the previously-developed expected outcomes adhere to the standards in this guidance. Engage your POTAC/GTM if new or additional outcome descriptions are needed. Edits to current outcomes and the addition of any others will require approval by the POTAC/GTM and the GTR via a TA Portal work plan amendment.

For On Call work plans approved prior to April 20, 2018, selection of HUD's 13 outcomes will be required for each new On Call assignment (which generally requires an edit) made on or after April 20, 2018. Edits to On Call engagements assigned prior April 20, 2018, will also require selection of HUD's 13 outcomes.

On Call engagements identified by recipient as a specific stand-alone task (see below "One Task Per Engagement" On Call guidance) that are not being edited will require template language. Providers must ensure there is an "Entire Work Plan" level outcome to satisfy the requirement that all tasks are covered by an outcome. For the "Entire Work Plan" level outcome, use the following template language: *"This On Call work plan was approved prior to April 20, 2018. Therefore, not all On Call taskings will have aligned expected outcomes. On Call assignments to this work plan, or edits to existing assignments, made on or after April 20, 2018, will have task-level expected outcomes."*

### **Completed**

TA Providers are not required to amend work plans that are in *Completed* status on April 20, 2018, simply to select from the 13 HUD outcome categories. However, like with work plans in *Active – Approved* status, if a TA Provider makes any edits to a completed work plan, the TA Portal will require the TA Provider to select from the 13 HUD outcomes in the work plan. Regardless of the type of edit, the TA Provider should add the following template language for the "Entire Work Plan" in the "4D: Other" description text box in the "Not Applicable HUD Outcome Category" section: *"This work plan was marked Complete on [DATE], before the launch of standardized outcomes, and the TA Provider does not need to add standardized outcomes to this work plan."*

If a TA Provider reopens a "Completed" work plan and makes no edits to the work plan, the TA Provider will be able to mark the work plan complete again without being required to select from the 13 HUD outcomes.

### **Assignments made on or after April 20, 2018**

Any Direct TA, On Call, Regional Outreach, Needs Assessment, Training Delivery, and Product Development assignment made on or after April 20, 2018 will require the TA Provider to select from the 13 HUD outcomes when developing the work plan.

## How many outcomes does each work plan need?

Each work plan must have at least one expected outcome. If a work plan does not have at least one expected outcome, the work plan cannot be submitted. There is no limit to the number of expected outcomes that can be added for a work plan.

## Who identifies expected outcomes?

Outcomes may be identified by HUD or the TA Provider:

- *Outcomes identified by HUD:* HUD may identify outcomes when it makes an assignment to the TA Provider. For those assignments, the TA Provider should add the HUD-identified outcomes to the work plan in the TA Portal. The TA Provider should contact HUD if the TA Provider feels that the outcomes identified by HUD should be adjusted.
- *Outcomes identified by the TA Provider:* When HUD does not identify outcomes at the time of assignment, the TA Provider will be responsible for developing the outcomes. Though outcomes will be approved by the GTR during the TA Portal work plan approval process, HUD encourages TA Providers to reach out to relevant GTMs/POTACs and Field Office staff during work plan drafting to discuss outcomes and ensure work plans adequately capture HUD's intentions and expectations. The purpose of these discussions is to get HUD input during the work plan drafting process and to inform the TA Provider's creation of outcomes for the work plan. Please note that this is not a new requirement or an added level of approval; input and discussions with HUD staff have always been part of work plan drafting, and this guidance simply reinforces the value of those discussions.

## Does each TA engagement within a work plan need an expected outcome?

For work plans that contain multiple TA engagements, each TA engagement will need an expected outcome.

## Work plans with multiple outcome descriptions for a single HUD outcome

Once a HUD outcome (e.g. 1A or 2B) is selected for a given work plan, all outcome descriptions for that outcome must be entered into the same outcome description text box. If there are multiple distinct outcomes that a TA Provider wants to insert within a single outcome section, they can be added to the same "Outcome Description" text box together using the format prescribed in this guidance. For example, a work plan might have four expected outcomes, one for 1A, one for 2B, and two for 3A. The TA Provider will add a single outcome description to the "Outcome Description" text boxes for 1A and 2B; however, for 3A, both outcome descriptions need to be added to the "Outcome Description" text box. When there are multiple outcome descriptions within a single "Outcome Description" text box, they should be separated by a hard return and blank line (rather than a single text string in paragraph format). Example:

### **Outcome**

3A: Improved staffing or organizational structure (e.g., revised job descriptions to reflect skills required to implement program, merged departments to achieve greater efficiency or alignment)

### **Outcome Description**

Little Town, ID: Improvements in staffing requirements and hiring standards will enable Little Town to better administer grant funds.

Big City, NY: The requirements for an organization realignment have been established, and a proposal is drafted.

## Naming conventions for outcome descriptions

### **TA Work Plans with a Single Engagement**

For work plans that have a single recipient, or a single engagement with multiple recipients and the same expected outcome for all recipients, the TA Provider does not need to include the grantee name as a prefix to the outcome description. This is most often the case with Direct TA.

### **Training & Product Development Work Plans with no specific recipient**

Since Training Delivery and Product Development work plans typically do not identify specific recipients, the TA Provider does not need to include the grantee name as a prefix to the outcome description.

## TA Work Plans with Multiple Engagements

For all On Call work plans and any TA work plan with multiple recipients that do not have the same outcomes, the TA Provider must include the recipient as a prefix in the outcome description. It is necessary to link a recipient to an outcome/outcome description for use with TA surveys, as well as for accountability and data analysis. When drafting an outcome for these types of work plans, it should follow this structure:

**[Grantee Name, State/CoC Name, Number]: [SPECIFIC Outcome description for the TA engagement].**

Examples:

- **Big City, NY: Outcome description.**
- **Little Town, ID: Outcome description.**
- **Westmoreland County Public Housing Authority, PA: Outcome description.**
- **Western Virginia Continuum of Care, VA-513: Outcome description.**

Each individual “Outcome Description” text box is limited to 2000 characters in the TA Portal. See [On Call work plan considerations](#) for more information.

## Can expected outcomes be added by task rather than by work plan?

Yes, expected outcomes can be added by task. If expected outcomes are added by task, all tasks must have an expected outcome if there is not at least one expected outcome at the work plan level. A work plan can have a combination of work plan-level (“Entire Work Plan”) and task-level outcomes.

## Do administrative tasks require outcomes?

Administrative-related tasks such as work plan development and coordination do not require expected outcomes. However, if there is not at least one ‘Entire Work Plan’ outcome, it will be necessary to acknowledge that a task is administrative by selecting one of the four “Not Applicable” HUD Outcome options:

### Not Applicable HUD Outcome Category

- 4A: Task is related to work plan development or management of work
- 4B: Task is related to coordination
- 4C: Task is related to closeout
- 4D: Other

4A, 4B, and 4C should only be used for tasks related to administration, coordination, and closeout. Use the following template language in the “Outcome Description” text box for 4A, 4B, or 4C: *“This task is administrative in nature and therefore does not require an expected outcome.”* (Note: For 4B insert “coordination” and 4C insert “closeout”.)

4D “Other” should only be used in rare circumstances, such as when there are multiple work plans (planned or unplanned) supporting the same TA engagement (see [FAQs](#)). HUD program staff, the GTR, and the Provider must agree to the use of 4D.

Examples:

<u>By Entire Work Plan</u>	<u>Outcome</u>
<b>Task 1 – Work Plan Dev/Admin</b>	(No outcome needed for this task since Task 2 & 3 are work plan-level outcomes.)
<b>Task 2 – Planning/Outreach</b>	2A HUD Outcome category – work plan level
<b>Task 3 – Conduct TA</b>	2B HUD Outcome category – work plan level
<b>Task 4 – Coordination</b>	(No outcome needed for this task since Task 2 & 3 are work plan-level outcomes.)
<u>By Task</u>	<u>Outcome</u>
<b>Task 1 – Work Plan Dev/Admin</b>	4A template language –task level
<b>Task 2 – Planning/Outreach</b>	2A HUD Outcome category – task level
<b>Task 3 – Conduct TA</b>	2B HUD Outcome category – task level
<b>Task 4 – Coordination</b>	4B template language –task level

See [Appendix IV: Work Plan Examples](#) for scenarios on how to add outcomes.

## Specific work plan type considerations

### On Call work plan considerations

On Call work plans can pose additional challenges regarding expected outcomes and the new TA Portal interface. On Call work plans generally have multiple planned or expected engagements, but the recipient or exact TA need is not always known ahead of time. Therefore, drafting an accurate expected outcome is not always possible.

For On Call work plans, TA Providers will need to add an outcome for the “Entire Work Plan” initially, then edit the work plan as engagements are assigned to add specific expected outcomes for each engagement.

The template language for an initial On Call work plan-level outcome is: *“Expected Outcomes will be added at the task level as On Call engagements are assigned.”*

If the engagements and recipients are known ahead time for an On Call work plan, expected outcomes for each engagement should be added when the work plan is being developed.

Upon assignment of an On Call engagement, Providers will need to edit the work plan to add expected outcomes. When assigning a new on-call assignment, POTACs and GTMs will remind TA Providers that expected outcomes are needed.

Editing expected outcomes is an amendment and therefore must be reviewed and approved by the POTAC/GTM and the GTR.

In general, there are two different On Call work plan constructs. One method has one task for multiple engagements and the other uses one task for each engagement. (It should be noted, the preferred method is one task per engagement.)

**‘One Task for Multiple Engagements’ On Call guidance:**

TA Providers must write the outcome description correctly according to the guidance (**[Grantee Name, State/CoC Name, Number]: [SPECIFIC Expected Outcome of the TA engagement]**). It is important to differentiate the outcomes by the engagement since they are not linked back to a unique work plan task that contains recipient detail.

Outcomes can be associated either to the single On Call task or the “Entire Work Plan.” In most cases, associating to the “Entire Work Plan” is the best option.

**‘One Task Per Engagement’ On Call guidance:**

As assignments are made by HUD, the Provider will follow prior instructions from its POTAC on procedures specific to the program office’s On Call work plans and edit the work plan to include expected outcomes. These outcomes will be at the task level and associated to the respective task.

Remember that when expected outcomes are added by task, all individual tasks require an expected outcome or there must also be an expected outcome for the “Entire Work Plan.” When the work plan was first submitted, template language was used at the work plan level. This template language can remain in the work plan.

Including the recipient name in the outcome description may be required (similar to ‘One Task for Multiple Engagements’ work plans) if any of the recipients share a common HUD outcome and have a different outcome description. Remember that all outcome descriptions for a single HUD outcome must be added in the same text box for a given work plan. If a recipient is not named, then there is no way to attribute the outcome to the recipient, and that will cause challenges with TA surveys. See example:

HUD Outcome Category #1: Improved capacity to develop plans and priorities informed by community needs and program/policy goals.

Select Outcomes:

Outcome	* Outcome Description	* Associated Task(s)
<input checked="" type="checkbox"/> 1A: Improved capacity to collect, analyze, and share data (e.g., improved data on populations served, program results or impacts, or community conditions)	<p>Big City CoC, PA-101: The CoC is better equipped to analyze collected data to inform programmatic decisions.</p> <p>Small City CoC, WV-201: The CoC has the tools and ability to use them to collect data from populations served.</p>	<p>2 Selected</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Entire Work Plan</li> <li><input type="checkbox"/> Task 1: Work Plan Development and Management</li> <li><input checked="" type="checkbox"/> Task 2: On-call TA: Big City CoC, PA-101</li> <li><input checked="" type="checkbox"/> Task 3: On-call TA: Small City CoC, WV-201</li> </ul>

See [Appendix IV: Work Plan Examples](#) for scenarios on how to add outcomes.

## Product Development & Training Delivery work plan considerations

Product Development and Training Delivery work plans will have learning objectives associated with them (for work assigned or edited after December 21, 2017). Providers should ensure that learning objectives and expected outcomes align in Product Development and Training Delivery work plans.

Many Product Development and Training Delivery work plans create products and tools for the entire housing grantee community. As a result, outcome descriptions should be written with the broad array of TA recipients in mind.

## Processing outcomes in the TA Portal

### Selecting outcomes for a work plan in the TA Portal

Outcomes are entered in the Work Plan Scope tab in the Work Plan module of the TA Portal, and each “Description” text box is limited to 2000 characters. A TA Provider will not be able to submit a work plan to the GTR for review until there is at least one outcome and corresponding outcome description added for either the “Entire Work Plan” or outcomes have been added for all tasks.

1. Under the “Outcome” column in the TA Portal, select a HUD Outcome Category (1,2,3,4) and then an outcome (e.g., 1A, 2A, 3C, 4A, etc.).
2. Under the “Outcome Description” column in the TA Portal, type in the expected outcome description, including the recipient name when appropriate.
3. Under the “Associated Task(s)” column, select the appropriate tasks that are applicable or “Entire Work Plan.”

See [Appendix V: Step-by-Step Screenshots of TA Portal](#) for step-by-step instructions.

### Editing and deleting outcomes in the TA Portal

An outcome can be both edited and deleted after it has been added to a work plan in the TA Portal. When a TA Provider edits or deletes an outcome after the work plan is approved by the GTR, that action will be considered a work plan amendment (*not* a modification) and will require POTAC/GTM and GTR approval. **TA Providers need to select “amendment” when submitting edited outcomes in the TA Portal.**

Please note that an outcome can only be removed if the work plan has more than one outcome selected. If a work plan has only one outcome selected, the TA Provider cannot remove the outcome; rather, the TA Provider will need to add a new outcome and then remove the old outcome that is no longer needed. Outcome descriptions can be edited.

Any changes to the expected outcomes section in the TA Portal will be tracked and viewable through the TA Portal’s “Compare Versions” feature.

## Approval of outcomes

Outcomes will be approved during the normal work plan approval process, and there will be no separate process to receive GTR approval for outcomes. If the only edit to a work plan is an edit to an outcome or description, the TA Provider should alert the POTAC and GTR by commenting, *“This submission is an amendment due to the change/addition of an outcome.”*

## Keep in mind: How will expected outcomes work in a TA survey?

In future guidance, TA Providers will be given instructions on implementation of TA surveys. TA surveys will measure the effectiveness of TA engagements in achieving their expected outcomes. HUD anticipates rolling out the TA survey requirement during the summer of 2018.

TA Providers will be expected to create and administer surveys for each Direct TA, On Call, Needs Assessment, and Regional Outreach work plan. TA surveys will not be used for Training Delivery or Product Development work plans. Training Delivery work plans use *training* surveys to measure the effectiveness of a training and the achievement of a training’s learning objectives.

TA Providers will use the TA Portal to create TA surveys that are based on the approved expected outcomes. Therefore, a TA Provider should keep in mind the format of the TA surveys when creating expected outcomes for a work plan. See [APPENDIX VII: EXCERPT OF THE TA](#) to become more familiar with the survey formats. Expected outcomes should be concise and clear, and they should coherently fit into the format of the surveys. If an expected outcome will not make sense in the TA survey, the TA Provider should revise the expected outcome as necessary at the work plan development stage and engage the GTM/POTAC and GTR as needed.

Because expected outcomes are the measures for TA surveys, it is critical for TA Providers and HUD staff to ensure the expected outcomes developed are accurate, achievable, and at the right level of detail. Work plans with poor, inaccurate, insufficient, or missing expected outcomes will not result in TA survey results that will be meaningful or useful and could reflect poorly on the TA Provider in terms of past performance in future cooperative agreement competitions where survey results are used as part of the scoring.

## Appendix I: FAQs

**Question:** When will the new outcome features in the TA Portal be effective?

**Answer:** HUD anticipates rolling out the standardized outcomes functionality in the TA Portal by April 20, 2018.

**Question:** Where do I add outcomes in DRGR?

**Answer:** The new outcomes functionality is only in the TA Portal, not DRGR. You do not need to add outcomes to DRGR at this time.

**Question:** How do outcomes relate to outputs that are identified at the task level of a work plan?

**Answer:** The outputs associated to tasks in a work plan describe what will be produced (number of training sessions, number or type of products, etc.). Expected outcomes are the intended results, effects, or changes the TA will have on a community, issue, or topic once the TA is completed. In many cases, outputs describe the tools that will be used to affect outcomes. Outputs also may form the building blocks and foundations for outcomes. There is not necessarily a one-to-one ratio between outputs and outcomes.

**Question:** Do I have to add both learning objectives *and* outcomes to Product Development and Training Delivery work plans?

**Answer:** Yes. Learning objectives and outcomes are different, and both are required for Product Development and Training Delivery work plans. Please see section [How do learning objectives, outputs, and outcomes differ?](#) and [Appendix III](#) for more information. TA surveys will not be used for Training Delivery and Product Development work plans.

**Question:** In-person training surveys were launched on March 13, 2018. When will TA surveys be launched, and how will they complement these recent Portal enhancements of learning objectives and outcomes?

**Answer:** HUD will roll out TA surveys in the summer of 2018. TA Providers will be given guidance on how to create and administer the surveys. Learning objectives form the basis for training surveys, and outcomes will form the basis for TA surveys.

**Question:** I need to edit a work plan that was approved before April 20, 2018. I only need to make edits to one of the tasks or work plan elements that was already in the previously-approved work plan. Since the TA Portal will require me to add at least one expected outcome in the new outcome interface before I can resubmit the work plan, will I be required to add them for the work plan or just for the task that I'm editing?

**Answer:** This edit will trigger the system to require the TA Provider to select at least one of the 13 HUD standardized outcomes. Expected outcomes already exist in each TA Portal work plan approved before April 20, so TA Providers should align the previously-established outcome(s) to the most applicable of the HUD outcome categories. TA Providers can consult with HUD program staff and field staff on any refinements needed for the outcomes, or to add additional outcomes. Outcomes can be at either the work plan or task level, but either way, outcomes

should be sufficient to capture all major expected outcomes of the TA engagement and be meaningful in the follow-on TA survey.

**Question:** Will I be able to survey a TA engagement that does not use the new outcomes interface?

**Answer:** No, the TA survey functionality requires a work plan with approved outcomes that use the new outcome interface. To issue surveys for older work plans, the TA Provider, in consultation with HUD staff, should edit the work plan to add the standardized outcomes and corresponding outcome descriptions.

**Question:** How do I handle expected outcomes for TA assignments that are on multiple work plans and or awards?

**Answer:** This is a situation that does occur in TA, both planned and unplanned. There are too many scenarios to possibly address them all, nor is there one possible solution. In general, consult your GTR and GTM/POTAC to discuss the situation and develop a plan that is logical and results in good measurable outcomes. Outcomes could be repeated on multiple work plans (this does not mean multiple TA surveys must be generated), or outcomes could be entered on one of the work plans for the purposes of the TA survey, then on the other work plan(s), HUD outcome 4D could be utilized for the "Entire Work Plan." If there are multiple work plans that have outcomes that are unique to each work plan, then each could be separate and surveyed (if applicable) as such. Document what the plan is to capture and track outcomes for TA if the assignment is split and on multiple work plans. Documentation can be in the Work Plan Scope field or in HUD outcome 4D as appropriate.

**Question:** The guidance describes expected outcomes as the near-term results, effects, or differences after TA. Near term is defined as a range beginning at TA completion to no later than 90 days after TA. Does TA completion mean the end of the work plan? What is meant by TA completion?

**Answer:** TA completion is not going to be the same for every work plan, nor is there one definition to satisfy all potential scenarios. Determining the end of TA should be done in consultation with HUD program staff. TA completion, in general, is not the work plan period of performance end date, but rather a prior point in time when work plan deliverables and task completions occur and no further TA is expected by the recipient nor planned by the Provider. TA completion would be the beginning time (of near-term) where expected outcomes could possibly begin to be achieved and surveyed.

## Appendix II: HUD Outcome Categories

**HUD Outcome Category #1:** Improved capacity to develop plans and priorities informed by community needs and program/policy goals.

- **1A: Improved capacity to collect, analyze, and share data** (e.g., improved data on populations served, program results or impacts, or community conditions)
- **1B: Improved capacity to gather and use resident and community input** (e.g., implemented new strategies for identifying needs, for determining priorities and developing plans, or for measuring results of actions taken)
- **1C: Improved capacity to develop high-quality, compliant plans that identify clear priorities and accurately reflect community needs and input** (e.g., improved PHA Plans, Consolidated Plans, Indian Housing Plans)
- **1D: Improved coordination and alignment with other community or regional plans** (e.g., HUD plans aligned with plans of other HUD or federal programs, local and regional government agencies, service providers, or nonprofit organizations)

**HUD Outcome Category #2:** Improved capacity to design strategies that align with plans and priorities.

- **2A: Improved capacity to select programmatic strategies that address program or policy goals and community needs** (e.g., determined which eligible activities could most effectively address needs)
- **2B: Improved capacity to design system-wide strategies that address community needs** (e.g., designed innovative multi-disciplinary strategies, designed coordinated place-based development to leverage neighborhood impacts)
- **2C: Improved capacity to design effective partnerships or cross-jurisdictional relationships that address community needs** (e.g., developed a framework for collaboration, established new or innovative partnerships, developed governance charters or memoranda of understanding)
- **2D: Improved alignment of resources with program-, system- or community-wide goals** (e.g., developed an investment plan to support a system-wide strategy, developed resource allocation processes to improve targeting of resources to plan goals)

**HUD Outcome Category #3:** Improved capacity to deliver projects, programs or systems that address community needs

- **3A: Improved staffing or organizational structure** (e.g., revised job descriptions to reflect skills required to implement program, merged departments to achieve greater efficiency or alignment)
- **3B: Improved administrative processes or infrastructure** (e.g., improved cost and participant eligibility verification procedures, instituted new policies and procedures to improve consistency of operations or decision-making, streamlined process steps that reduce application processing times, established new systems for monitoring conditions of assets or obligating funds, implemented new sub-recipient risk assessment and monitoring protocols)

- **3C: Improved financial management systems, controls, oversight to conform with 2 CFR Part 200 (OMB Omni Circular) and generally accepted accounting principles** (e.g., completed A-133 or other financial audits, closed A-133 or other financial audit findings, implemented internal controls, demonstrated adequate Quick Ratio)
- **3D: Improved program, grant, and regulatory compliance** (e.g., improved staff understanding of regulations, improved quality or timeliness of reporting, resolved audit or monitoring findings)
- **3E: Improved capacity to substantively change the ways partners interact or conduct their work in order to address community needs** (e.g., implemented innovative multi-agency strategies, implemented coordinated place-based development to align resources from various funders to yield more substantial results, implemented coordinated entry process to improve targeting and access to homeless assistance)

**Not Applicable HUD Outcome Category**

- 4A: Task is related to work plan development or management of work
- 4B: Task is related to coordination
- 4C: Task is related to closeout
- 4D: Other

## Appendix III: Examples of Outcomes

TA Portal Work Plan Type	Topic	Learning Objective(s)  (for Training Delivery and Product Dev WPs)	Outcome(s)	Outcome Description  (NOTE: Some outcome descriptions will require the recipient name. See guidance)
Direct TA	HOME Troubled Projects	Not Applicable	3D: Improved program, grant, and regulatory compliance	The PJ will have the tools to determine the administrative relief that it requires from HUD for an existing HOME assisted rental project including investing additional HOME funds to rehabilitate and recapitalize the project to preserve HOME units.
Direct TA	HOPE VI Redevelopment/Repositioning Plan & capital program	Not Applicable	3A: Improved staffing or organizational structure	Grantee staff are trained to have the knowledge and tools to undertake their roles.
Direct TA	Phase II-Housing Rehab Program	Not Applicable	3D: Improved program, grant, and regulatory compliance	The grantee will adopt and begin to implement program guidelines that will result in improving the quality of the housing stock currently owned and occupied by low income households.

TA Portal Work Plan Type	Topic	Learning Objective(s)  (for Training Delivery and Product Dev WPs)	Outcome(s)	Outcome Description  (NOTE: Some outcome descriptions will require the recipient name. See guidance)
Direct TA	Recovery of Energy Performance Contracting (EPC) Project	Not Applicable	3B: Improved administrative processes or infrastructure	The grantee implements corrective actions to fulfill the goals of the EPC project.
Needs Assessment	Addressing Revolving Loan Funds (RLF)	Not Applicable	1C: Improved capacity to develop high-quality, compliant plans that identify clear priorities and accurately reflect community needs and input	The grantee will begin to re-design their Community Development Block Grants RLF Program to maximize use of RLF funds to meet community needs in a timely manner.
Needs Assessment	CDBG Program Management	Not Applicable	3D: Improved program, grant, and regulatory compliance	Corrective action steps related to the CDBG formula grant program to address program inconsistencies are finalized and implementation begins.
Training Delivery	2 CFR Part 200 Training	The TDHEs/Tribes will be able to state the required timeline for implementation	3C Improved financial management systems, controls, oversight to conform with 2 CFR Part 200 (OMB	The TDHE/Tribe meets the implementation timeline for financial management controls and financial audits.

TA Portal Work Plan Type	Topic	Learning Objective(s)  (for Training Delivery and Product Dev WPs)	Outcome(s)	Outcome Description  (NOTE: Some outcome descriptions will require the recipient name. See guidance)
		of 2 CFR Part 200.	Omniscircular) and generally accepted accounting principles	
			3D Improved program, grant, and regulatory compliance	The TDHE/Tribe is equipped to meet the implementation timeline for 2 CFR 200 through completed and timely A-133 submissions.
		The TDHE or Tribe will be able to identify applicable exceptions to 2 CFR Part 200.	3D Improved program, grant, and regulatory compliance	The TDHE/Tribe staff have an improved understanding of regulations to properly document or request exceptions to 2 CFR 200.
Training Delivery	Environmental Review Training	The PHA will be able to summarize the Environmental Review requirements for the Public Housing program.	3D Improved program, grant, and regulatory compliance	PHA has a trained staff to more effectively comply with requirements to complete ERRs.
Training Delivery	CNA e-Tool Trainings	Assessors and/or Lenders will be able to describe how	3D: Improved program, grant, and regulatory compliance	Lenders and assessors will be able to better comply with the requirements for undertaking and

TA Portal Work Plan Type	Topic	Learning Objective(s)  (for Training Delivery and Product Dev WPs)	Outcome(s)	Outcome Description  (NOTE: Some outcome descriptions will require the recipient name. See guidance)
		HUD expects the CNA e-Tool to be used.		<p>completing a CNA using the e-Tool.</p> <p>Lenders will be able to improve the quality of their CNA e-Tool submissions.</p>
Product Development	Housing Counseling	Housing counseling grantees will be able to navigate and locate key information in 2 CFR 200 most pertinent to the program.	3C: Improved financial management systems, controls, oversight to conform with 2 CFR Part 200 (OMB Omniscircular) and generally accepted accounting principles	Grantees are equipped to manage the administrative and financial aspects of federal awards.

## Appendix IV: Work Plan Examples

### Example 1: Training Delivery Work Plan

This Training Delivery work plan includes two tasks:

- Task 1: Work Plan Development and Management
- Task 2: Delivery of 2 CFR Part 200 in-person training

At least one expected outcome will be required at the “Entire Work Plan” level for this work plan. If expected outcomes are added at the task level for task 2, then administrative template language will be required for Task 1 (4A). For this work plan, it is recommended to use the “Entire Work Plan” level option for expected outcomes.

### Example 2: Product Development Work Plan

This Product Development work plan includes four tasks:

- Task 1: Work Plan Development and Management
- Task 2: Gap Analysis
- Task 3: Outreach
- Task 4: Resource Development

Expected outcomes should be at the “Entire Work Plan” level for this work plan. Adding outcomes by task for this work plan is not recommended as the tasks are sequential in nature and culminate in Task 4 where the resources are developed. Expected outcomes should be added for the “Entire Work Plan” that demonstrate expected capability changes and the value the products will have.

### Example 3: Direct TA Work Plan

This Direct TA work plan includes four tasks:

- Task 1: Work Plan Development and Management
- Task 2: Assist with Grant Certification Package
- Task 3: Assist with Action Plan Development
- Task 4: Limited Needs Assessment for Follow-up TA

At least one expected outcome will be required at the “Entire Work Plan” level for this work plan. If each of the program-related tasks (Task 2, 3, and 4) have expected outcomes, then adding expected outcomes and associating each to its respective task is permitted. If outcomes are added by task, then administrative template language will be required for Task 1 (4A). For this work plan, it is generally recommended to use the “Entire Work Plan” level option for expected outcomes.

#### **Example 4: On Call TA Work Plan - #1 ('One Task for Multiple Engagements')**

This On Call work plan has two tasks:

- Task 1: Work Plan Development and Management
- Task 2: On Call TA Delivery

Because it is likely that neither the recipient nor the exact nature of the TA needed will be known at the time of work plan creation and submission, template language will be required for the “Entire Work Plan” to submit the work plan for approval. Template language is, *“Expected Outcomes will be added at the task level as On Call engagements are assigned.”* If any expected outcomes (at the work plan or task level) are known, they can be added at work plan creation. To add an outcome, both the recipient and actual TA need to be known. As assignments are made through the TA Portal or by the POTAC/GTM, it will be necessary to add outcomes for the specific engagements as they are assigned. It is very important to follow the outcome description writing guidance and properly refer to the recipient in each of the associated outcome descriptions. This is a requirement since there is no other way to link the outcomes to a recipient given one task for all On Call TA.

For this example:

- 1) Start with template language for the “Entire Work Plan,” and/or include any work plan outcomes that may be known.
- 2) Insert any known task-level expected outcomes.
- 3) As assignments for On Call engagements are made, add expected outcomes for each engagement at the task level (include the name of the recipient in the outcome description as a prefix). Without including the name of the recipient in the description, there is no way to associate outcomes to the recipient.

NOTE: This work plan development method is not recommended for On Call as it is difficult from a reporting perspective to track who has received TA. See Example 5 for the recommended model.

#### **Example 5: On Call TA Work Plan - #2 ('One Task Per Engagement')**

This On Call work plan has seven tasks:

- Task 1: Work Plan Development and Management
- Task 2: Coordination
- Task 3: {CoC, name number} Remote TA 1
- Task 4: {CoC, name number} Remote TA 2
- Task 5: {CoC, name number} Remote TA 3
- Task 6: {CoC, name number} Remote TA 4
- Task 7: {CoC, name number} Remote TA 5

Example 5 shares much with Example 4 (see above).

For this example:

- 1) Start with template language for the “Entire Work Plan” (see Example 4), and/or include any work plan outcomes that may be known.
- 2) Insert any known task-level expected outcomes.

- 3) As assigned an On Call engagement, add expected outcomes for each engagement at the task level.
- 4) Including the CoC name in the outcome description might be required as in Example 4. The reason the recipient name might be required in this example despite separate tasks for each engagement is because the recipients may share a common standard HUD outcome and have different outcome descriptions. Remember that all outcome descriptions for a single HUD outcome must be added in the same text box for a given work plan. Without recipient name as a prefix, there is no way to attribute the descriptions to the correct recipient. If each of the tasks above (Task 3, 4, 5, 6, and 7) had different HUD outcomes then using a prefix would not be needed.

## Appendix V: Step-by-Step Screenshots of TA Portal

The following are step-by-step screenshots for TA Providers and HUD staff on how to enter, edit, view, and compare changes to outcomes in the TA Portal.

### TA Providers

How to enter outcomes in a work plan

1. First enter your tasks.
2. Then enter your outcomes.
  - a. Select an applicable Outcome Category—#1, #2, #3, or Not Applicable—and then a more specific Outcome (i.e., 1A, 2B, 3C, 4A).
  - b. Enter the outcome description.
  - c. Select either “Entire Work Plan” or one or more tasks to associate to the outcome.
3. Click “Save.”

Once you click “Save,” you will be able to view the information selected and entered.

**\* Expected Outcomes**  
At least one is required. Each task must be associated with an outcome.  
Note: You must add at least one task to the work plan before adding expected outcomes.

**Assign Outcome to Tasks**  
The following tasks still need to be associated with at least one outcome.

- Task 1: Work Plan Development and Management
- Task 2: Assist with Grant Certification Package
- Task 3: Assist with Action Plan Development

HUD Outcome Category #1: Improved capacity to develop plans and priorities informed by community needs and program/policy goals.

HUD Outcome Category #2: Improved capacity to design strategies that align with plans and priorities.

HUD Outcome Category #3: Improved capacity to deliver projects, programs or systems that address community needs

Not Applicable HUD Outcome Category

Outcome	* Outcome Description	* Associated Task(s)
<input type="checkbox"/> <b>3A: Improved staffing or organizational structure</b> (e.g., revised job descriptions to reflect skills required to implement program, merged departments to achieve greater efficiency or alignment)		
<input type="checkbox"/> <b>3B: Improved administrative processes or infrastructure</b> (e.g., improved cost and participant eligibility verification procedures, instituted new policies and procedures to improve consistency of operations or decision-making, streamlined process steps that reduce application processing times, established new systems for monitoring conditions of assets or obligating funds, implemented new sub-recipient risk assessment and monitoring protocols)		
<input type="checkbox"/> <b>3C: Improved financial management systems, controls, oversight to conform with 2 CFR Part 200 (OMB Omniscircular) and generally accepted accounting principles</b> (e.g., completed A-133 or other financial audits, closed A-133 or other financial audit findings, implemented internal controls, demonstrated adequate Quick Ratio)		
<input checked="" type="checkbox"/> <b>3D: Improved program, grant, and regulatory compliance</b> (e.g., improved staff understanding of regulations, improved quality or timeliness of reporting, resolved audit or monitoring findings)	The grantee will adopt and implement program guidelines that will result in improving the quality of the housing stock currently owned and occupied by low income households.	1 Selected

### How to edit outcomes in a work plan

You may select additional outcome categories or deselect an outcome category you previously selected. At least one outcome category must be selected.

You may edit the content of the Outcome Description. Some text must be entered in this field.

You may select additional tasks or deselect a task you previously selected. At least one item must be selected in the “Associated Tasks” dropdown.

Once you have made edits, you must select “Amendment” when submitting the work plan.

### HUD Staff

#### How to view outcomes in a work plan

Go to the Work Plan Scope Tab and scroll down to “Expected Outcomes.” You will see a table of the outcome categories and outcomes selected, outcome descriptions entered, and the associated work plan tasks.

You may also go to the Tasks tab to view outcomes associated with specific tasks.

## Appendix VI: Template Language

The table below represents common situations where an outcome description can default to the recommended template language. These situations are described throughout this document and are compiled here as a reference.

Situation	Template language to add to “Outcomes” open text field in the TA Portal
The TA Provider edits a work plan that was in <i>Completed</i> status on or after April 20, 2018.	This work plan was marked <i>Complete</i> on [DATE], before the launch of aligned outcomes, and the TA Provider does not need to add aligned outcomes to this work plan.
Adding task-level outcomes requires that all tasks have outcomes. If a work plan does not have an “Entire Work Plan” level outcome, then the Administrative tasks also need to have a Not Applicable HUD Outcome (4A, 4B, 4C, or 4D).	This task is administrative in nature and therefore does not require an expected outcome. (Note: For 4B insert “coordination” and 4C insert “closeout”.)
On Call work plans where the exact engagements are not known at the time of assignment will need an “Entire Work Plan” level outcome.	Expected Outcomes will be added at the task level as On Call engagements are assigned.
On Call work plan approved prior to April 20, 2018: Add an “Entire Work Plan” level outcome. However, new On Call assignments for this work plan approved beforehand will require task level outcomes, as will edits to previously approved assignments.	This On Call work plan was approved prior to April 20, 2018. Therefore, not all On Call taskings will have aligned expected outcomes. On Call assignments to this work plan, or edits to existing assignments, made on or after April 20, 2018, will have task-level expected outcomes.

# HUD DIRECT TA SURVEY: TA RECIPIENT VERSION

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Your organization, [TA RECIPIENT], recently received HUD-funded technical assistance led by [LEAD TA PROVIDER ORGANIZATION]. You may have received assistance from multiple firms on various topics during this engagement, but please think about the assistance coordinated through [LEAD TA PROVIDER ORGANIZATION] as you are completing this survey.

[The following description will be pre-filled for the respondent when they receive the survey.]

## **TECHNICAL ASSISTANCE ENGAGEMENT DETAILS**

LEAD TA PROVIDER ORGANIZATION:

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PERIOD OF PERFORMANCE: XX/XX/XXXX-XX/XX/XXXX

ADDITIONAL TA PROVIDER(S) INVOLVED IN THIS TA ENGAGEMENT:

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TA DESCRIPTION:

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**We would like to ask you a few questions regarding your experience with this specific engagement and your impression of the effectiveness of the TA.** Before proceeding, please confirm that you were directly involved in this TA program and feel qualified to provide general feedback on the Direct TA engagement, including questions about how well it met intended outcomes.

- Yes, I was directly involved in this TA program and feel qualified to answer this survey.
- No, I am not the right person to participate in this survey.

**IF RESPONSE = NO, I am not the right person to participate in this survey;** Please enter the name and email for an individual who had direct experience with the technical assistance provided to your organization and whom would be qualified to answer questions regarding achievement of intended outcomes and general feedback.

The correct respondent is:

\_\_\_\_\_ [NAME]  
\_\_\_\_\_ [EMAIL]

**Please complete this survey by [DATE].**

If you have any questions while taking this survey, please contact [communitycompass@hud.gov](mailto:communitycompass@hud.gov).

**Note:** Please do not use the "Back" or "Forward" buttons on the top of your browser while in the survey. By doing so, the survey will not work properly, and your responses will not be saved.

## SURVEY QUESTION 1: SATISFACTION WITH TA PROVIDED

1A. Overall, how satisfied were you with the TA provided?

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied
- I don't know

1B. How satisfied were you with the following TA elements:

Direct TA Elements	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	I don't know
Provider knowledge and skills	<input type="checkbox"/>				
Provider organization and management of the work	<input type="checkbox"/>				
Provider communication	<input type="checkbox"/>				
Provider follow-through	<input type="checkbox"/>				
Length of TA Engagement	<input type="checkbox"/>				
Level of TA Support Provided	<input type="checkbox"/>				
Focus of the TA Engagement	<input type="checkbox"/>				
Coordination among parties, including the TA recipient(s), TA provider(s), and HUD/Field Office staff	<input type="checkbox"/>				
Other, please specify: _____ _____ _____	<input type="checkbox"/>				

Please provide any additional comments related to your ratings:

---

## ANTICIPATED OUTCOMES FOR THIS TA ENGAGEMENT

[This section comes pre-filled for the survey respondent; Questions 2-5 will be asked for each Outcome]

At the start of this engagement, the TA provider(s) and your organization agreed to work toward improving your organization's capacity in the following areas:  
[List HUD Outcomes and TA provider-supplied outcome descriptions in table format]

## SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

To what extent has your organization [insert outcome]? See attachment at end for a sample of how this would look for a respondent.

100%-Outcome fully achieved  80%  60%  40%  20%  0%-Outcome was not achieved  I don't know

## SURVEY QUESTION 3: FOLLOW-UP ON FACTORS RELATED TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 20-100% on Question 2)]

3A. What factors contributed to the improvement in the identified area? (select all that apply)

- Guidance or support provided by the TA provider
- Guidance or support provided directly by HUD
- Increase in funding or revenue dedicated to the area
- Increase in number of staff assigned to work in that area
- New organizational structure or new/increased leadership support for the area
- New political leadership
- Improvement in local economy or other external factors
- Other, please specify:

---

I don't know

3B. How likely do you think it is that your organization will sustain improvement in the identified area over the next year?

- Very Likely
- Likely
- Unlikely
- Very Unlikely
- I don't know/ Not applicable

## SURVEY QUESTION 4: FOLLOW-UP ON FACTORS RELATED TO BARRIERS TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 0-80% on Question 2)]

In your opinion, which of the following prevented your organization from fully achieving this outcome? [Select all that apply]

- Assistance from the TA Provider was not adequate (please explain specific concern in the comments section)
- Guidance provided directly by HUD was not adequate (please explain specific concern in the comments section)
- Level of engagement of our organization's staff was not adequate
- Turnover in our organization's staff or leadership
- Insufficient number of available staff at our organization
- Inadequate support from our organization's leadership/management
- Decrease in or insufficient political support
- Decrease in funding or revenue dedicated to this area
- Decline in economy or other external factors
- Other, please specify:

---

I don't know

Please provide any additional comments related to factors affecting progress toward outcomes:

---

## SURVEY QUESTION 5: STATUS OF THE TECHNICAL ASSISTANCE

Is the TA provider continuing to provide support to your organization on this issue as part of a follow-up TA engagement?

- Yes
- No
- I don't know

Please explain your response:

---

## SURVEY QUESTION 6: RECOMMENDATIONS FOR IMPROVING HUD'S TA PROGRAM

Please provide any recommendations for ways to improve HUD's technical assistance program:

EXAMPLE SURVEY QUESTION 2 – TA RECIPIENT RESPONDENT VIEW

SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

Outcome	Outcome Description
<p><b>Improved capacity to design system-wide strategies that address community needs</b> (e.g., designed innovative multi-disciplinary strategies, designed coordinated place-based development to leverage neighborhood impacts)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: preparation of a redevelopment/Repositioning Plan for the 9 priority sites identified by PRPHA and HUD and to provide recommendations for prioritizing modernization and development projects.</p>

To what extent has your organization [improved capacity to design system-wide strategies that address community needs]?

- 100% -Outcome was fully achieved
- 80%
- 60 %
- 40%
- 20%
- 0%-Outcome was not achieved
- I don't know

Outcome	Outcome Description
<p><b>Improved coordination and alignment with other community or regional plans</b> (e.g., HUD plans aligned with plans of other HUD or federal programs, local and regional government agencies, service providers, or nonprofit organizations)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: recommendations regarding PRPHA's Five (5) Year Plan, including alignment with the strategic plan from regional advisory board and the city's Five (5) Year Plan.</p>

To what extent has your organization [improved coordination and alignment with other community or regional plans]?

- 100%-Outcome was fully achieved
- 80%
- 60%
- 40%
- 20%
- 0%-Outcome was not achieved
- I don't know



**Note:** Please do not use the "Back" or "Forward" buttons on the top of your browser while in the survey. By doing so, the survey will not work properly, and your responses will not be saved.

## SURVEY QUESTION 1: SATISFACTION WITH TA PROVIDED

How satisfied were you with the following TA elements:

Direct TA Elements	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	I don't know
Length of TA Engagement	<input type="checkbox"/>				
Level of TA Support Provided	<input type="checkbox"/>				
Focus of the TA Engagement	<input type="checkbox"/>				
Coordination among parties, including the TA recipient(s), TA provider(s), and HUD/Field Office staff	<input type="checkbox"/>				
Other, please specify: _____ _____ _____	<input type="checkbox"/>				

Please provide any additional comments related to your ratings:

---

## ANTICIPATED OUTCOMES FOR THIS TA ENGAGEMENT

[This section comes pre-filled for the survey respondent; Questions 2-5 will be asked for each Outcome]

At the start of this engagement, your organization and the TA recipient agreed to work toward improving the TA recipient organization's capacity in the following areas:

[List HUD Outcomes and TA provider-supplied outcome descriptions in table format]

## SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

To what extent has the TA recipient organization [insert outcome]? See attachment at end for a sample of how this would look for a respondent.

100%-Outcome fully achieved  80%  60%  40%  20%  0%-Outcome was not achieved  I don't know

### SURVEY QUESTION 3: FOLLOW-UP ON FACTORS RELATED TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 20-100% on Question 2)]

3A. What factors contributed to the improvement in the identified area? (select all that apply)

- Guidance or support provided directly by HUD
- Increase in funding or revenue dedicated to the area
- Increase in number of staff assigned to work in that area
- New organizational structure or new/increased leadership support for the area
- New political leadership
- Improvement in local economy or other external factors
- Other, please specify:

---

I don't know

3B. How likely do you think it is that the TA recipient organization will sustain improvement in the identified area over the next year?

- Very Likely
- Likely
- Unlikely
- Very Unlikely
- I don't know/ Not applicable

### SURVEY QUESTION 4: FOLLOW-UP ON FACTORS RELATED TO BARRIERS TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 0-80% on Question 2)]

In your opinion, which of the following prevented you from fully achieving this outcome? [Select all that apply]

- Engagement Scope was not adequate (e.g. period of support, level of support, focus of the engagement)
- Guidance provided directly by HUD was not adequate (please explain specific concern in the comments section)
- HUD response to the TA request was not adequate (e.g., delays in approving TA assignment, workplan or amendments)
- Level of engagement of recipient staff was not adequate
- Turnover in recipient staff or leadership
- Insufficient number of recipient staff available
- Inadequate support from recipient leadership/ management
- Decrease in or insufficient political support
- Decrease in funding or revenue dedicated to this area

- Decline in economy or other external factors
- Other, please specify:

---

I don't know

Please provide any additional comments related to factors affecting progress toward outcomes:

---

### SURVEY QUESTION 5: STATUS OF THE TECHNICAL ASSISTANCE

Are you continuing to provide support on this issue to this TA recipient organization as part of a follow-up TA engagement?

- Yes
- No
- I don't know

Please explain your response:

---

### SURVEY QUESTION 6: RECOMMENDATIONS FOR IMPROVING HUD'S TA PROGRAM

Please provide any recommendations for ways to improve HUD's technical assistance program:

---

EXAMPLE SURVEY QUESTION 2 – TA PROVIDER RESPONDENT VIEW

SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

Outcome	Outcome Description
<p><b>Improved capacity to design system-wide strategies that address community needs</b> (e.g., designed innovative multi-disciplinary strategies, designed coordinated place-based development to leverage neighborhood impacts)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: preparation of a redevelopment/Repositioning Plan for the 9 priority sites identified by PRPHA and HUD and to provide recommendations for prioritizing modernization and development projects.</p>

To what extent has the TA recipient organization [improved capacity to design system-wide strategies that address community needs]?

- 100% -Outcome was fully achieved
- 80%
- 60 %
- 40%
- 20%
- 0%-Outcome was not achieved
- I don't know

Outcome	Outcome Description
<p><b>Improved coordination and alignment with other community or regional plans</b> (e.g., HUD plans aligned with plans of other HUD or federal programs, local and regional government agencies, service providers, or nonprofit organizations)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: recommendations regarding PRPHA's Five (5) Year Plan, including alignment with the strategic plan from regional advisory board and the city's Five (5) Year Plan.</p>

To what extent has the TA recipient organization [improved coordination and alignment with other community or regional plans]?

- 100%-Outcome was fully achieved
- 80%
- 60%
- 40%
- 20%
- 0%-Outcome was not achieved
- I don't know

# HUD DIRECT TA SURVEY: HUD STAFF VERSION

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**We would like to ask you a few questions about a Community Compass technical assistance (TA) engagement that was recently delivered in your HUD region.** Specifically, [TA RECIPIENT ORGANIZATION(S)] recently received technical assistance from [LEAD TA PROVIDER ORGANIZATION]. [TA RECIPIENT ORGANIZATION(S)] may have received assistance from multiple firms on various topics during this engagement, but please think about the assistance provided by [LEAD TA PROVIDER ORGANIZATION] as you are completing this survey. You may have been the person to request the TA on behalf of [TA RECIPIENT ORGANIZATION(S)], or you may have been informed about the TA as it was tasked and/or involved as the TA was delivered.

[The following description will be pre-filled for the HUD staff respondent when they receive the survey.]

## **TECHNICAL ASSISTANCE ENGAGEMENT DETAILS**

TA RECIPIENT ORGANIZATION(S):

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LEAD TA PROVIDER ORGANIZATION:

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ADDITIONAL TA PROVIDER(S) INVOLVED IN THIS TA ENGAGEMENT:

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PERIOD OF PERFORMANCE: XX/XX/XXXX – XX/XX/XXXX

WORK PLAN #:

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TA DESCRIPTION:

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**Before proceeding, please confirm that you were directly involved in this TA program and feel qualified to provide general feedback on the Direct TA engagement, including questions about how well it met intended outcomes.**

- Yes, I was directly involved in this TA program and feel qualified to answer this survey.
- No, I am not the right person to participate in this survey.

**IF RESPONSE = NO, I am not the right person to participate in this survey;** Please enter the name and email for another HUD staff member who had direct experience with the technical assistance provided and whom would be qualified to answer questions regarding achievement of intended outcomes and to provide general feedback.

The correct respondent is:

[NAME]

[EMAIL]

**Please complete this survey by [DATE].**

If you have any questions while taking this survey, please contact [communitycompass@hud.gov](mailto:communitycompass@hud.gov).

**Note:** Please do not use the "Back" or "Forward" buttons on the top of your browser while in the survey. By doing so, the survey will not work properly, and your responses will not be saved.

### SURVEY QUESTION 1: SATISFACTION WITH TA PROVIDED

How satisfied were you with the TA provided to the TA Recipient?

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied
- I don't know

How satisfied were you with the following TA elements:

Direct TA Elements	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	I don't know
Provider knowledge and skills	<input type="checkbox"/>				
Provider organization and management of the work	<input type="checkbox"/>				
Provider communication	<input type="checkbox"/>				
Provider follow-through	<input type="checkbox"/>				
Length of TA Engagement	<input type="checkbox"/>				
Level of TA Support Provided	<input type="checkbox"/>				
Focus of the TA Engagement	<input type="checkbox"/>				
Coordination among parties, including the TA recipient(s), TA provider(s), and HUD/Field Office staff	<input type="checkbox"/>				
Other, please specify: _____ _____ _____	<input type="checkbox"/>				

Please provide any additional comments related to your ratings:

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## ANTICIPATED OUTCOMES FOR THIS TA ENGAGEMENT

[This section comes pre-filled for the survey respondent; Questions 2-5 will be asked for each Outcome]

At the start of this engagement, the TA provider and the TA recipient(s) agreed to work toward improving the TA recipient organization's capacity in the following areas:

[List HUD Outcomes and TA provider-supplied outcome descriptions in table format]

## SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

To what extent has the TA recipient organization [insert outcome]? See attachment at end for a sample of how this would look for a respondent.

100%-Outcome fully achieved  80%  60%  40%  20%  0%-Outcome was not achieved  I don't know

## SURVEY QUESTION 3: FOLLOW-UP ON FACTORS RELATED TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 20-100% on Question 2)]

3A. What factors contributed to the improvement in the identified area? (select all that apply)

- Guidance or support provided by the TA provider
- Guidance or support provided directly by HUD
- Increase in funding or revenue dedicated to the area
- Increase in number of staff assigned to work in that area
- New organizational structure or new/increased leadership support for the area
- New political leadership
- Improvement in local economy or other external factors
- Other, please specify:

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I don't know

3B. How likely do you think it is that the TA recipient organization will sustain improvement in the identified area over the next year?

- Very Likely
- Likely
- Unlikely
- Very Unlikely

I don't know/ Not applicable

## SURVEY QUESTION 4: FOLLOW-UP ON FACTORS RELATED TO BARRIERS TO SUCCESS

[Note: This is a skip pattern question (dependent on score of 0-80% on Question 2)]

In your opinion, which of the following prevented this outcome from being fully achieved? [Select all that apply]

- Assistance from the TA Provider was not adequate (please explain specific concern in the comments section)
- Engagement Scope was not adequate (e.g. period of support, level of support, focus of the engagement)
- Guidance provided directly by HUD was not adequate (please explain specific concern in the comments section)
- HUD response to the TA request was not adequate (e.g., delays in approving TA assignment, work plan or amendments)
- Level of engagement of recipient staff was not adequate
- Turnover in recipient staff or leadership
- Insufficient number of recipient staff available to support this work
- Inadequate support from recipient leadership/ management support to do this work
- Decrease in or insufficient political support
- Decrease in funding or revenue dedicated to this area
- Decline in economy or other external factors
- Other, please specify:

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I don't know

Please provide any additional comments related to factors affecting progress toward outcomes:

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## SURVEY QUESTION 5: STATUS OF THE TECHNICAL ASSISTANCE

Is the TA provider continuing to provide support on this issue to the TA recipient organization as part of a follow-up TA engagement?

- Yes
- No
- I don't know

Please explain your response:

## SURVEY QUESTION 6: RECOMMENDATIONS FOR IMPROVING HUD’S TA PROGRAM

Please provide any recommendations for ways to improve HUD’s technical assistance program:

### EXAMPLE SURVEY QUESTION 2 – HUD STAFF RESPONDENT VIEW

## SURVEY QUESTION 2: PROGRESS TOWARD ACHIEVING SELECTED OUTCOME(S)

Outcome	Outcome Description
<p><b>Improved capacity to design system-wide strategies that address community needs</b> (e.g., designed innovative multi-disciplinary strategies, designed coordinated place-based development to leverage neighborhood impacts)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: preparation of a redevelopment/Repositioning Plan for the 9 priority sites identified by PRPHA and HUD and to provide recommendations for prioritizing modernization and development projects.</p>

To what extent has the TA recipient organization [improved capacity to design system-wide strategies that address community needs]?

- 100% -Outcome was fully achieved
- 80%
- 60 %
- 40%
- 20%
- 0%-Outcome was not achieved
- I don’t know

Outcome	Outcome Description
<p><b>Improved coordination and alignment with other community or regional plans</b> (e.g., HUD plans aligned with plans of other HUD or federal programs, local and regional government agencies, service providers, or nonprofit organizations)</p>	<p>Provide Technical Assistance and Capacity Building to the Puerto Rico Public Housing Administration and the Puerto Rico Department of Housing to include: recommendations regarding PRPHA's Five (5) Year Plan, including alignment with the strategic plan from regional advisory board and the city’s Five (5) Year Plan.</p>

To what extent has the TA recipient organization [improved coordination and alignment with other community or regional plans]?

- 100%-Outcome was fully achieved
- 80%
- 60%
- 40%
- 20%
- 0%-Outcome was not achieved
- I don't know