

Digital Bridge Trust Fund, HR 4477

Performance Management and Total Quality Management

1. Rationale for Performance Measurement

The Digital Bridge Trust Fund Act, HR 4477 seeks to close the gaps on information technology by providing federal funding for community technology centers that will: 1) expand access to computers, technology training and technological tools in underserved rural, urban and Native American areas; and 2) provide the training necessary to improve their educational performance and employment competitiveness utilizing computer technology.

In order to improve the digital divide a program design, organization structure and budget have been developed. The program design includes the responsibilities for Board of Trustees, Digizone Administrator and the Regional Task Forces and determines criteria for grant allocations. The digizone offices highlight the proposed organization structure. The budget report presents excellent distribution based on the criteria.

The fund is provided in next 10 years; however, the performance of the fund should be evaluated in each year and improves programs year by year. Considering the human and financial resources, information technology innovation and economic growth, evaluation is essential.

Goals to be measured

The program should be measured against criteria relevant to the appropriate definition of success. While increasing technological competitiveness and access to underserved rural, urban and Native American communities are the overarching goals of the legislation, the Board of Trustees will also target tangible program-related goals. Total quality management will assess the review board, regional coordinators, state liaisons and the program manager's ability to deliver a national notification campaign that is clear, comprehensive and far-reaching. The review board and the regional coordinator will be responsible for conducting an efficient, fair and reasoned review and selection and distribution of annual grants. Finally, it will be the responsibility of the State liaisons and the program managers to provide critical support and assistance to grant recipients and to ensure targeted populations are reached and program goals are adhered to.

Summary of Goals:

- ~~///~~ The selection and distribution of funds is conducted in an efficient and fair manner.
- ~~///~~ The national notification campaign is clear and comprehensive and reaches a wide variety of potential applicants.
- ~~///~~ Ensure support and assistance provided to grant-recipients is timely and appropriate.
- ~~///~~ Each community technology center targets underserved communities -providing technological tools for educational and professional competitiveness.

Performance Indicator *

Goal 1: The selection and distribution of funds is conducted in an efficient and fair manner.

Input Measures

- Total expenditures on needs assessment
- Total expenditure (personnel, communications, supplies, travel) of board of trustees and review board
- Total board of trustees staff hours devoted to review and distribution to six digizone
- Total board of trustees members working on review and distribution to six digizone
- Total expenditure (personnel, communications, supplies, travel) of 6 digizone offices
- Total 6 digizone staff hours devoted to review, selection and distribution to community technology centers
- Total 6 digizone staff members working on review, selection and distribution to community technology centers

Output Measures

- Number of funds allocated to each digizone
- Number of application received*
- Number of application screened out of review process*
- Number of applications approved/selected
- Duration of time for review board decision
- Duration of time between selection and awarding
- Number and dollar value of grants

Outcome Measures

- Number of recipients
- Geographic distribution of recipients
- Number of complaints**
- Number of exiting community technology centers as a recipient
- Number of new community technology centers as a recipient
- Number of corroboration with other programs

Impact Measure

- Quality of Community Technology Centers

Goal 2: The national notification campaign is clear and comprehensive and reaches a wide variety of potential applicants.

Input Measures

- Total expenditures (personnel, communications, printing, supplies, travel, equipment)
- Total digizone staff hours devoted to notification
- Total digizone staff members working on notification

Output Measures

- Number of brochures distributed
- Number of Town meetings
- Responses to requests for information*
- Number of application printed vs. number sent
- Geographic distribution of town meetings
- Geographic distribution of request for information
- Geographic distribution of request for application
- Geographic distribution of applications received

Outcome Measures

- Number of calls/questions*
- Number of participants in town meetings
- Number of request for information*
- Number of request for application*
- Number of applications received*

Impact Measures

- Quality of application receive

Goal 3: Ensure office support and assistance provided to grant-recipients is timely and appropriate.

Input Measures

- Total expenditures (personnel, communications, printing, supplies, travel, equipment)
- Total digizone staff hours devoted to support and assistance
- Total digizone staff members working on support and assistance

Output Measures

- Number of information services to community technology centers*
- Number of community technology center visits made by digizone staff
- Number of meetings with community technology centers

Outcome Measures

- Duration of time awaiting response to question
- Improvement of community technology centers
 - ?? Number of Internet accesses
 - ?? Number of computers
 - ?? Number of programs
 - ?? Number of participants
- Number of community technology centers achieving their goal*
- The number of Community Technology centers starting on time*
- Number of complaints**

Impact Measures

- Community Technology Centers reaching target populations and operating efficiently and effectively

Goal 4: Each community technology center targets underserved communities -providing technological tools for educational and professional competitiveness.

Input Measures

- Amount of grants
- Total expenditure (personnel, communications, printing, supplies, travel, equipment)
- Total community technology center staff hours devoted to manage a community technology center
- Total community technology center staff members working on support and assistance

Output Measures

- Number of participants of a community technology center*
- Number of alumni of community technology center*
- Survey of achievement test
- Survey of exit questionnaires

Outcome Measures

- Impacts of providing community access to technology on individual "users"
 - ?? Improve computer, technology and job skills
 - ?? Increase self confidence with technological tools
 - ?? Increase access to employment
- The impacts of providing access to technology on the communities in which these centers are located
 - ?? Average Household income of the communities
 - ?? Ratio of employment
 - ?? Ratio of higher education

- ?? Number of Participation in Civic and Community Activities through community technology centers
- The conditions and programmatic components that produce beneficial outcomes, as well as less desirable effects
 - ?? Number of participants' opinion of increasing Job Skills and Access to Employment Opportunities
 - ?? Number of participants who reported new or changed ideas and goals for learning and educational attainment
 - ?? Number of participants who feel of pride, achievement, and competence
- Assessing the impact of providing access to technology in informal community settings, especially for members of groups that have unequal access to educational opportunities and resources
 - ?? Number of participants who get an access to Internet (home, school, library etc)
 - ?? Number of participants who get an opportunity to use the computer
 - ?? The location of communities (regard of above participants)
 - ?? Household Income (regard of above participants)
 - ?? Attitude of education (regard of above participants)

Efficiency Measures

In addition to monitoring and evaluation the inputs, outputs and outcomes detailed above, the board of trustees and digizone office will also institute efficiency measures into the Total Quality Management System. Over the project five years of the program, the flowing ratios will be calculated and analyzed.

- Application that do not meet criteria / overall number of applications
- Number of community centers not starting on time / total number of community technology center
- Ratio of total community technology centers expenditures to total grants awarded
- Ratio of total community technology centers expenditures to number of alumni

Research Methods

- A. Application Files
- B. Notes/Minutes from Town meetings
- C. Phone/Internet Records
- D. 6 Digizone annual report
- E. Semi-annual reports from community technology center

- F. Achievement Tests
- G. Exit Survey
- H. Site Visit and Interviews
- I. Budget and Staffing Data
- J. A third party evaluation report

Reporting Method

The progress and successes of the board of trustee will be reported through a variety of internal and external mechanisms. Internal reporting include grantees' biannual progress reports to digizone committees, regional digizone committees' annual reports to the board of trustee, and a third party's semi-annual progress reports to the board of trustee. Moreover, digizone administrator initiates periodic meeting with regional digizone presidents, and communicate each digizone's progress to the Board of Trustee. External reporting will be included the mandated yearly report to President and the United States Congress.

- A. President and the United States Congress
- B. The Board of Trustee
- C. Digizone Administrator
- D. Regional Digizone committees
- E. Grantees
- F. A Third Party (outside auditor)

Use of Data

- A. Process Evaluation – the analysis of quantitative and qualitative data will offer voluminous information on the work processes and overall operations of the program. It is measured by grantees' biannual progress reports, regional digizone committees' annual reports, a third party's semi-annual progress reports to the board of trustee, and digizone administrator's periodic meeting with regional digizone presidents and the Board of Trustee. Processes that are inefficient or ineffective must be clarified and redesigned. If the process is unnecessary or duplicative, it should be eliminated.
- B. Outcome Evaluation – Outcome evaluation is examined the immediate or direct effects of the program on participants. It is measured by an achievement test and an exit survey for all participants. The third party's yearly evaluation will officer detailed feedback on the program's overall outcomes. Results of the evaluation should shape or contribute to future community technology center reform initiative or legislation.

The impact of the community technology center program should be primarily considered on underserved rural, urban, and Native American communities. Quarterly demographic assessments are also conducted in

order to ascertain what percentage of the “target population” is being reached.

Implementing TQM

The community technology center program will rely on the Board of Trustee for the implementation of total quality management. Personnel assigned to the community technology center program will actively participate in the performance assessment process. Total quality management, if done correctly, will become standard operating procedure in the program.

-
- * Basically larger number is better.
 - ** Basically smaller number is better.