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NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Introduction to ROMA

*Results-Oriented
Management and Accountability*

February 24 2015

NASCSP

Objectives

- Provide historical origins of ROMA
- Introduce the IM 49 and the ROMA Cycle
- Discuss performance management and the focus on results
- Identify some ROMA tools

Why ROMA?



Historical Perspective

- The Economic Opportunity Act of 1964 established the Community Action Network
- There was a direct federal-local relationship with local Community Action Agencies when implementation of this act began.

Relationship Change

- The Omnibus Reconciliation Act of 1981 changed the relationship – establishing the Community Services Block Grant (CSBG), transitioning funding to a block grant to the states.

Accountability...

always a part of the program



- In the early years of Community Action many different approaches were taken to reporting on the accomplishments of the CAAs to meet the purposes of the federal funding.
- Systems include basic reporting on services and participant counts, but included requirements that asked agencies to identify what they planned to do and what they planned to achieve.

Legislative Guidance

In 1993, Congress passed the

Government Performance and Results Act (GPRA)

"The purposes of this Act are to improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction."

GPRA -- Section 2 (b) Purposes

The CSBG Network Responds



The **Monitoring and Assessment Task Force** was formed.

(in response to GPRA and other forces related to accountability and performance)

OCS convened this work group, consisting of staff from national, state, and local community action sectors. These individuals, taken together, represented the field of practitioners and administrators across the country.

The Human Services Amendments of 1994 Reauthorized CSBG for 1995 - 1998



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In 1994,
the MATF Force produced a
National Strategic Plan
which endorsed a “results-oriented” approach
for CAAs.
The term “Results-Oriented Management and
Accountability,”
or **ROMA**, was identified as the system to be
used across the entire network.

Identifying Goals

The MATF plan identified
Six National Goals,
so that all CAAs could talk about
their results
using one or more of these goals.

The Six National Goals



Goal 1. Low-income people become more self-sufficient. **(Family)**

Goal 2. The conditions in which low-income people live are improved. **(Community)**

Goal 3. Low-income people own a stake in their community. **(Community)**

Goal 4. Partnerships among supporters and providers of services to low-income people are achieved. **(Agency)**

Goal 5. Agencies increase their capacity to achieve results. **(Agency)**

Goal 6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. **(Family)**

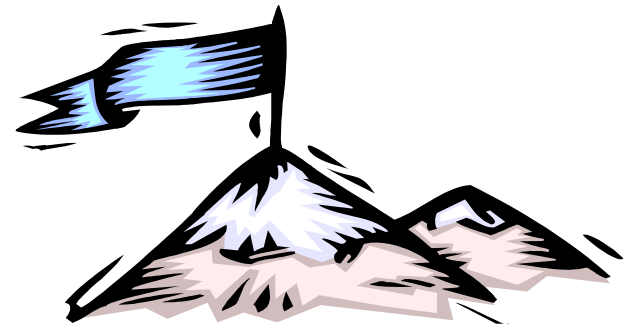
Next, in 1998, the CSBG Act was Amended



Amendments mandated implementation of a comprehensive performance-based management system across the entire Community Services Network.

Results-Oriented Management and Accountability was identified as such a system.

Required performance reporting from all partners in the Network began October 1, 2001.



ROMA Defined

“a sound **management** practice
that incorporates the use of
outcomes or results
into the **administration**,
management
and **operation**
of human services.”

ROMA **Built On** the Rich History of CAAs



It was not just a new name for an old approach, but...

- A fundamental shift in the way we define ourselves and what we do.
- A shift from an agency-centric to a client-centric view of our work.
- A process for evaluating and measuring performance success or failure.

Information Memorandum 49, 2001



Set out core activities for local Eligible Entities and for State CSBG offices

And provided guidance regarding reporting of activities beyond CSBG

Core Activities Constituting ROMA Implementation for Eligible Entities



1. The entity and its board complete regular assessments of the **entity's overall mission, desired impact(s) and program structure.**
2. Identify specific improvements, or results, in the lives of individuals, families, and/or the community as a whole

Core Activities for Eligible Entities, cont.

3. Organizes and operates toward accomplishing these improvements, or outcomes, including linking with other agencies in the community .
4. Provides reports to the State that describe client and community outcomes.

The Results Oriented Management and Accountability Cycle

Report to state office (to national, NPIs); other external reports

May use scales, or other tools to monitor progress



Core Activities Constituting ROMA Implementation for State Agencies



1. Develop a State-wide vision statement (goals and purposes of community action); participate in, and contribute to, broader State anti-poverty /community development initiatives compatible with ROMA;
2. Trained all its eligible entities (staff and boards) in outcome-based management, and entities use ROMA concepts

Core Activities State Agencies, cont.

3. Plans received from eligible entities describe projected outcomes and program reports evaluate results based on measurable improvements of conditions
4. Submits complete, accurate, and timely annual reports on the "measured performance of the State and the eligible entities in the State

ROMA is about the Entire Agency



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Considering:

1. CSBG authorizing legislation which speaks to program coordination requirements both within and beyond eligible entities
2. ROMA implementation activities that have occurred to date which address broad agency outcomes

OCS concluded that it is both necessary and appropriate to apply ROMA concepts to the work of community action, not CSBG alone.



The Community Action network expects local agencies to help people change their lives for the better, and help communities become better places to live.

Therefore, CAAs are **change agents**
– not simply service providers –
and the **“change”** we focus on is
the **“transition to self sufficiency.”**

Take Me Out to the Ballgame:

Baseball Case Study



And the fans say,

“SO WHAT?”

because the team is **still in last place**,
without a **single player**
who deserves to be on
the **All-Star Team**.



The fans don't care
about the **process**, if they don't get
the results.

What they care about
is

WINNING!

Playing Ball with Community Action



NASCS

The **Board of Directors**

is like the **Owner and General Manager** of a ball team.

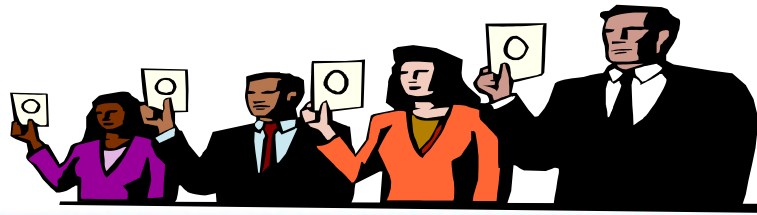
The **Executive Director**

is like the **Manager**.

The **funders, community, and clients**

are like the **fans** who **want to see results**.



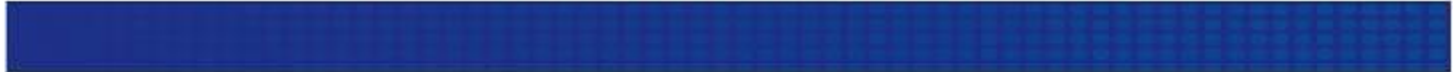


If we only ask the community
(who are our fans),
what services we provide
they may also say:

“SO WHAT?”

**They don't care about the
process, if they don't see that
we get **the results.****

For Community Action Agencies...



Changing lives
and improving communities
is how we score runs and win games.



Documenting the achievement of
results
is how we prove that we are a
winning team!

While it is Easy to Measure Things Like:



- the number of food baskets distributed
- the number of Meals-on-Wheels delivered
- the number of children attending Head Start centers
- the number of families receiving WIC services
- the number of adults attending GED classes
- the number of clients served per day

We knew we must also be able to identify how these interventions produce results, and what the results look like.

WE NEEDED PERFORMANCE INDICATORS.

So this means that, in addition to reporting what the agency has done, the agency is expected to be able to identify *what has happened* as a result of what they have done.

Remember, results can be individual/family, agency or community level.

Implementation of National Indicators of Community Action Performance



OCS reviewed the data submitted by local CAAs and State offices as a result of mandatory reporting beginning in **2001**.

This data review, and a response to the identification of a need for a standardized system of reporting CAA results, led to the establishment of National Indicators of Community Action Performance (also known as the “**National Performance Indicators**” or NPIs) as of **2005**.

Brief Overview of NPIs

The NPIs are organized under the Six National Goals

- They identify some, not all, of the changes that are observed by the CAAs.
- They also include a mix of both outputs and outcomes.*
- A guide and lexicon is provided to standardize the measures across the country.



Being able to project what will be accomplished is an important part of good management practices, and referred to in GPRA.

Establishing performance goals (or “**targets**”) is incorporated into a few of the NPIs.

In these items, CAAs are to project, not only the number of units of service they will provide/the number of people to be served, but also to identify the number of **results that will be achieved**.

NASCSP Standard Monitoring Principles and Practices for CSBG



- ❑ Originally presented by NASCS for comment in 2004, the Standard Monitoring Principles are a guide for state offices to use in updating and improving their monitoring responsibilities and practices.
- ❑ The Standards are routinely reviewed by the network to determine the best ways to assure ROMA principles to included in the monitoring practices.
- ❑ The Standards focus on the concept of: “beyond compliance to excellence.”

How will “Lives be Changed?”

In what ways will “Communities be Improved?”



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- It is important that your agencies are able to identify and understand:
 - the needs and resources of their own community,
 - the mission of the agency and the legislation,
 - the results that are to be achieved by agency activities

- They must be able to connect ***what they are doing*** to ***what they expect to achieve.***

How do CAAs know what Services to Provide?



- They review their mission statement.
- They do a community assessment to identify needs and resources.
- They get input from clients, partners, staff and supporters.
- They consider the results they want to achieve.
- Only then do they identify the strategies would enable them to get these results.

ROMA Activities

Start at the base of the pyramid.

- Design & develop services and activities based on the identified outcomes to be achieved, priorities established and resources.



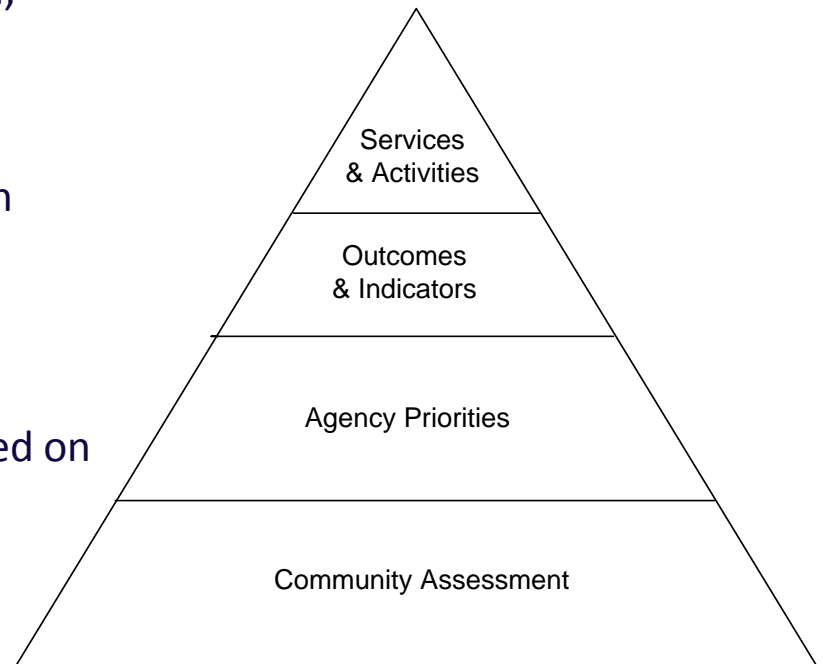
- Identify outcomes and indicators that align with the agency priorities and community assessment.



- Develop priorities to address needs -- based on mission and vision.



- Identify needs and resources of the community.



ROMA Tells Us



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We can think of the ROMA system as being about looking at the CAA/CSBG network from two views:

- What is happening in the agency?
 - ✓ Mission,
 - ✓ Plan,
 - ✓ Implementation of Services,
 - ✓ Reports accurate and timely?
 - ✓ Managing it's money well?

- What kinds of outcomes are being observed, documented and reported?
 - ✓ What has changed? What is better?

Performance Management is based on Data



Data about community needs and resources

Identify the nature and scope of community issues

Data used during strategic planning

Identify agency resources (\$, facilities, staff, etc) the agency has/needs

Identify the results the agency expects to achieve

Identify what services are expected to produce results

The number of individuals, families, communities that are projected to be served

And the number expected to achieve identified results

Data collected during implementation of services

Actual numbers of served

Demographic information about those served

Data collected to identify achievement of results

The number of those served who made movement toward their goals and who achieved the end results expected (or different results)



ROMA Tools

The Logic Model Scales

ROMA Logic Model



Organization/Program _____			Level: __ family __ agency __ community		
Need	Service or Activity	Outcome	Indicator	Evidence (the tool will be used to measure)	Data collection processes and personnel
Mission Statement:					

Note: the “**Actual Results**” column is missing from this graphic. Once service is delivered, actual results must be compared with projected results.



Scales to Help Understand our Work

Identifying steps (progress) towards
the long term outcomes

Identifying Movement of a Family towards Self Sufficiency

Benchmark	Description of status
Thriving (Self Sufficient)	The ability to meet family basic needs without assistance, and to have sufficient discretionary income for savings and emergency expenses.
Safe	The ability to meet family basic needs without public assistance.
Stable	The ability to meet family basic needs.
Prevention Line	
Vulnerable	The in-ability to meet all of the family basic needs.
In-Crisis	The in-ability to meet all of the family basic needs, with some needs in a critical state (eviction notice expired or homeless, no food in the house, utilities shut off).

Movement Toward Self-Sufficiency, cont.



- **Basic Needs:** housing, utilities/telephone, childcare, food, transportation, health care, clothing and household items, and taxes (minus federal and state tax credits).
- **Public Assistance:** public benefits in the form of cash or vouchers (i.e. child care assistance, energy assistance, SNAP, WIC, TANF and Medicaid)
- **Sufficient Discretionary Income for Savings and Emergency Expenses** may well be beyond the scope of most CAA programs, but movement toward this state is supported



A Re-cap: What ROMA IS

ROMA is a full performance measurement and management system designed to help Community Action Agencies improve their ability to achieve results.

Questions?



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