



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

CSBG Orientation

Intro to ROMA – ROMA Next Generation

Presenters

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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), and transitioning funding to a block grant to the states.



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.

Seeds of ROMA

1993

- Congress passed the Government Performance and Results Act (GPRA)
- Response to a renewed emphasis on accountability by focusing on results, service quality, and customer satisfaction.

1994

- The Monitoring and Assessment Task Force (MATF) was created and produced a National Strategic Plan which endorsed a “results-oriented” approach for CAAs.

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)**

ROMA History

1998 – CSBG Act was amended.

Reauthorization of CSBG Act included language to mandate implementation of a comprehensive performance-based management system and ROMA was identified as the system.

2001- Direction from OCS through Information Memorandum (IM) 49 -- provided guidance regarding the implementation of ROMA in CAAs

2005 - Mandated Reporting includes National Indicators of Community Action Performance

112 STAT. 2728	PUBLIC LAW 105-285—OCT. 27, 1998
42 USC 9801 note.	SEC. 119. REPEAL OF HEAD START TRANSITION PROJECT ACT. The Head Start Transition Project Act (42 U.S.C. 9855-9855g) is repealed.
	TITLE II—COMMUNITY SERVICES BLOCK GRANT PROGRAM
	SEC. 201. REAUTHORIZATION. The Community Services Block Grant Act (42 U.S.C. 9901 et seq.) is amended to read as follows:
Community Services Block Grant Act.	“Subtitle B—Community Services Block Grant Program
42 USC 9901 note.	“SEC. 671. SHORT TITLE. “This subtitle may be cited as the ‘Community Services Block Grant Act’.
42 USC 9901.	“SEC. 672. PURPOSES AND GOALS. “The purposes of this subtitle are— “(1) to provide assistance to States and local communities, working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient (particularly families who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)); and “(2) to accomplish the goals described in paragraph (1) through— “(A) the strengthening of community capabilities for planning and coordinating the use of a broad range of Federal, State, local, and other assistance (including private resources) related to the elimination of poverty, so that this assistance can be used in a manner responsive to local needs and conditions; “(B) the organization of a range of services related to the needs of low-income families and individuals, so that these services may have a measurable and potentially major impact on the causes of poverty in the community and may help the families and individuals to achieve self-sufficiency; “(C) the greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty and of community breakdown; “(D) the maximum participation of residents of the low-income communities and members of the groups served by programs assisted through the block grants made under this subtitle to empower such residents and members to respond to the unique problems and needs within their communities; and

What ROMA is NOT:

- ROMA is not just about reporting.
 - ROMA is not a program or a service.
-

What ROMA IS:

- ROMA is a **complete** management and accountability **process** that is focused on the **results** achieved from your agency's activities.

ROMA Defined

A sound management practice that integrates outcomes/results into a Community Action Agency's administration, management, operation and evaluation of programs and services.

1998, CSBG Act

The Results Oriented Management and Accountability Cycle

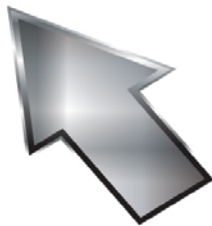
Assessment

Community needs and resources,
agency data



Evaluation

Analyze data, compare with
benchmarks



Achievement of Results

Observe and report progress



Implementation

Services and strategies produce
results



Planning

Use agency mission statement and
assessment data to identify results
and strategies



ROMA answers these questions:

- **What does Community Action do?**
 - Are Community Action Agencies managed efficiently?
 - What services and/or strategies does Community Action provide?
 - Does Community Action use CSBG to provide services or are funds used mostly for administrative support?
 - Is Community Action responding to current community needs?
 - Can Community Action tackle systemic, complex community issues?
 - Who is Community Action serving?
- **What does Community Action achieve?**
 - What is Community Action's impact on the lives of people with low incomes and the communities in which they live?
 - What has changed?
- **How do you know?**
 - What is measured? How is it measured? How is it reported?

ROMA TOOLS

The Logic Model

Scales and Matrices

ROMA Logic Model

Organization/Program _____

Level: __ family __ agency __ community

Need	Service or Activity	Outcome	Indicator	Evidence (the tool used to measure)	Data collection processes and personnel

Mission Statement:

Identifying Status Using a Scale

Benchmark	Description of Status
Thriving	The ability to meet family basic needs, and to have sufficient discretionary income for both savings and to meet emergency expenses.
Safe	The ability to meet family basic needs with some discretionary income to meet emergency expenses.
Stable	The ability to meet family basic needs.
Vulnerable	The inability to meet all of the family basic needs.
In-Crisis	The inability 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).

Progress Happens in Multiple Domains

- Movement toward self-sufficiency is not just about income, or even the income/expense relationship.
- It is about other aspects of “meeting family needs” that include many different life domains.
- These can be tracked using a matrix (a series of scales side by side).

Outcome Matrix

Sample Family Outcome Matrix – Initial Assessment-Feb. 1, Second Assessment-May 1, Third Assessment-Aug. 2

Dimensions	Income	Employment	Housing	Education	Transportation	Childcare
Benchmarks						
Thriving (9-10)	> 200% of poverty adjusted for family size. (10)	Full-time work above minimum wage with employer-provided benefits. (10)	Home Ownership (10A) Condominium Ownership (10B) Co-Op Home Ownership (10C) Non-subsidized rental housing (10D)	Post-Secondary degree: masters or doctorate. (10) Post-Secondary degree: bachelors, associates. (9)	Family members always have transportation needs met through public transportation, a car, or a regular ride. (10)	Child enrolled in unsubsidized, licensed childcare setting of own choice. (10)
Safe (7-8)	Between 176%-200% of poverty adjusted for family size. (8)	Full-time work above minimum wage without employer benefits. (8)	Safe and secure non-subsidized housing, <u>choices limited</u> due to moderate income, homeowner. (8A) Safe and secure non-subsidized housing, choices limited due to moderate income, renter. (8B)	Post high school vocational education, non-college business, or technical or professional training, or some college credits. (8)	Family members have most transportation needs met through public transportation, a car, or a regular ride. (8)	Child enrolled in licensed, subsidized child care of own choice. (8) Child enrolled in licensed, subsidized childcare, limited choice. (7)
Stable (5-6)	Between 126%-175% of poverty adjusted for family size. (6)	Full-time work at minimum wage with employer-provided benefits. (6) Full-time work at minimum wage without employer provided-benefits. (5)	Safe and secure <u>subsidized</u> Section 8 housing. (6A) Safe and secure <u>subsidized</u> rental apartment. (6B) Safe and secure <u>subsidized</u> public housing. (6C)	High school diploma or G.E.D. (6)	Family members have some transportation needs met through public transportation, a car, or a regular ride. (6)	Child provided childcare by a family member or friend. (6)
	Aug. 2	Aug. 2	Aug. 2	Feb. 1 May 1 Aug. 2	May 1	May 1
Prevention Line						
Vulnerable (3-4)	Between 100%-125% of poverty adjusted for family size. (4)	Part-time employment with benefits. (4) Part-time employment without benefits. (3)	Safe and secure <u>transitional</u> housing. (4) <u>Unaffordable</u> home (3A) <u>Unaffordable</u> non-subsidized rental (3B) <u>Unaffordable</u> subsidized rental (3C) Temporary shelter (3D)	Reading, writing, and basic math skills present, possible TABE, no high school diploma or G.E.D. (4)	Family members rarely have transportation needs met through public transportation, a car, or a regular ride. (3)	Child on waiting list for enrollment in childcare. (3)
	May 1	Feb. 1 May 1	Feb. 1 May 1		Feb. 1	Feb. 1
In-Crisis (0-2)	Between 50%-100% of poverty (by family size.) (2) Between 0% - 49% of poverty (by family size) 0	Unemployed with work history and skills. (2) Unemployed without work history or skills(0)	<u>Living with relatives</u> (2) <u>Substandard</u> or <u>unsafe</u> housing (1) <u>Homeless</u> (0)	Reading, writing, and basic math skills absent. (0)	Family members do not have public transportation, a car, or regular ride. (0)	Child not enrolled in childcare. (2) Child enrolled in unregulated or unlicensed childcare facility. (0)
	Feb. 1					

THE NEXT WAVE

WHY DO WE NEED THE “NEXT GENERATION” OF ROMA?

Why ROMA NG?

- “Accountability is not only what we do, but what we *do not do* for which we are accountable.”
- While we have had a dozen years of ROMA implementation, we have not done some things that we could have done to have a “results orientation” and high quality “management” and “accountability.”

CONTINUOUS IMPROVEMENT | THE NEXT WAVE

- When GPRA established the requirement that Federal programs engage in performance management activities such as setting performance goals, measuring results and reporting progress, a performance management wave was felt in both the public and private sector.
- **In 2010, the GPRA Modernization Act set new expectations for focusing on analyzing data on results and using information to improve programs and the outcomes achieved – for management too, not just for accountability.**

IMPROVED PERFORMANCE MANAGEMENT

“Our goal is to create a performance management framework that encourages good management and innovation without fear of penalty for failing to achieve every ambitious target that has been set but with heightened pressure to achieve breakthrough gains on priorities.”

OMB, M-11-17, April 14, 2011 Executive Office of the President of the United States, Delivering on the Accountable Government Initiative and Implementing the GPRA Modernization Act of 2010.

Improving Performance Management

- Under the IS reporting system we found some things missing:

Which have been added to the new Annual Report

Reporting of services and strategies

Data on state and federal accountability measures

Data on Organizational Standards

Additional Community Level outcomes (new NPIs)

Ability to show progress on community work over time

Additional infrastructure for multi level data analysis

OMB clearance for 3 years (as of January 2017)

ROMA NEXT GENERATION

BUILDING ON THE ROMA FOUNDATION

Improved Performance Management

- ROMA NG is about strengthening the **performance management culture** of Community Action.
 - ROMA Next Generation builds upon **Organizational Standards** and **State and Federal Accountability Measures** to help achieve the full potential of CSBG.
 - ROMA Next Generation supports a system for **continuous quality improvement** of CSBG services, strategies, and outcomes.
 - ROMA Next Generation is focused on creating **learning organizations** at all levels of the CSBG network.

ROMA Next Generation

- OCS, States and CAAs *use performance data to achieve greater stability and economic security* for families and communities.
- Each level of the CSBG Network
 - executes the *full* ROMA cycle.
 - turns data about people, services, and outcomes into information for decision making.

What's new in ROMA Next Generation?

- The adoption of a **National Community Action Theory of Change**.
- Renewal of the CSBG network understanding of the necessity of working toward **community change** as well as individual and family outcomes.
- Focus on **improved collection and analysis of data**.
 - Increased use of data at every point of the full ROMA Cycle
 - Integration of the phases of the ROMA Cycle

COMMUNITY ACTION THEORY OF CHANGE

The foundation of ROMA NG is the National Community Action Theory of Change.

What is the Community Action Theory of Change?

- The National Community Action TOC is the articulation of the underlying beliefs and assumptions that guide a service delivery strategy.
- It identifies the “why” and the “how” of the activities undertaken and it identifies the “what” of change and improvement produced.
- This national statement can be adapted for specific local needs and approaches by local CAAs.

Why We Need It

- Make a complicated system easier to understand.
- Unify the network.
- Articulate core principles.
- Identify national goals.

The National Community Action Network Theory of Change

Community Action Goals

Individuals and families with low incomes are stable and achieve economic security.

Communities where people with low incomes live are healthy and offer economic opportunity.

People with low incomes are engaged and active in building opportunities in communities.

Services and Strategies

(some examples from the network)



Health Assessment



Housing Placement



Family Support Services



Employment Coaching



Educational Programs



Policy Change



Community Development



Partnerships



Collective Impact



Advocacy

Community Action Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Pursue positive individual, family and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal and community resources
- Advocate for systemic change

Performance Management

How Well Does the Network Operate?

What Difference Does the Network Make?

Network Excellence

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

Robust Results

- National Performance Indicators for Individuals and Families
- National Performance Indicators for Communities

A national network of over 1,000 high-performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

To learn more, check out the Community Action Theory of Change Report. www.nascsp.org



Consider:

- Combination of Goals One and Six.
- Retain Goals Two and Three.
 - Continued focus on engagement of participants
- No agency level goals.
 - Partnerships recognized as a strategy
 - Agency Capacity is identified as the foundation upon which all is built

How can the national TOC be used?

- Share information with stakeholders using a simple graphic to explain complex work of Community Action
- Use the information to guide discussions about the community needs assessment and during the strategic planning process
- As a comparison with review of annual report data – does what we have accomplished this year match what we hope to accomplish as a national network?

Local Theory of Change

- CAAs will build their own TOC:
 - How the agency is supposed to work.
 - What is supposed to change because of their work.
- The TOC thinking process essentially answers the question “How will this agency affect the movement of people with low-incomes to stability and economic security?” and also, “How will it affect the well-being of the community?”.

Frame the National CSBG Annual Report

- Local agency Theories of Change will help to frame the new data collection for the CSBG Annual Report.
- New NPIs (for individuals and families and for communities).
- Separate listing of outputs (to differentiate outcomes from services and strategies)
- New demographic data report to help understand who we are serving.

TOC Focus on Community Level Work

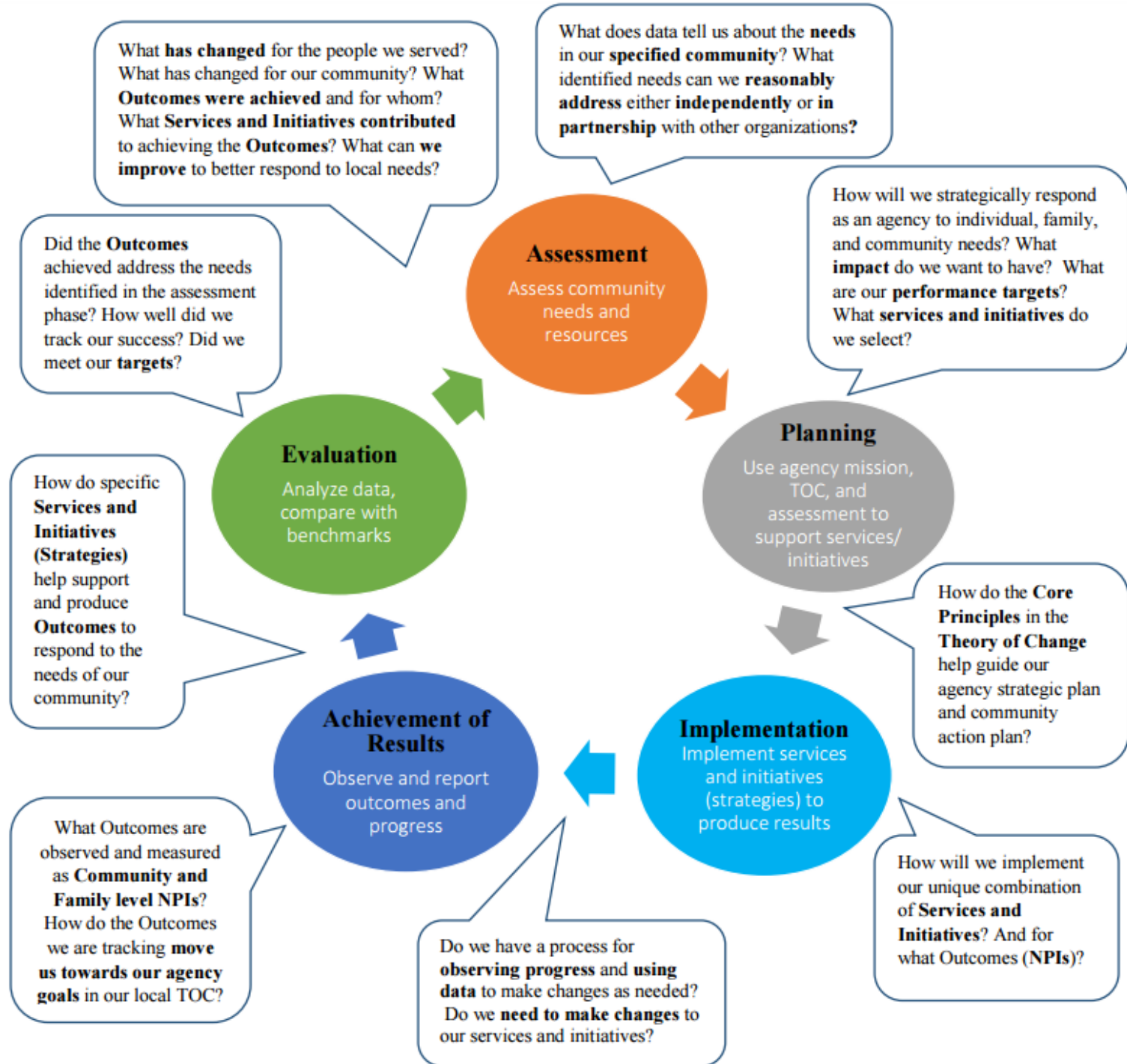
- Renewal of the CSBG network's understanding of the necessity of working toward community change, as well as individual and family outcomes.
 - Helps demonstrate connections:
 - “What is the point?” and
 - “Why do we need to do it?”

Community Level Work

- Community Level NPIs.
- Community Strategies.

IMPROVED DATA ANALYSIS AND USE INTEGRATION OF THE ROMA CYCLE

Focus on improved collection and analysis of data – and use of data at every point of the full ROMA Cycle



ROMA NG and the ROMA CYCLE

Assessment

Assess
community needs
and resources

What does data tell us about the **needs** in our **specified community**? What identified needs can we **reasonably address** either **independently** or **in partnership** with other organizations?

ROMA NG and the ROMA CYCLE

Planning

Use agency mission, TOC, and assessment to support services/initiatives

How do the **Core Principles** in the **Theory of Change** help guide our agency strategic plan and community action plan?

How will we strategically respond as an agency to individual, family, and community needs? What **impact** do we want to have? What are our **performance targets**? What **services and initiatives** do we select?

ROMA NG and the ROMA CYCLE

How will we implement our unique combination of **Services and Initiatives**? And for what Outcomes (**NPIs**)?

Do we have a process for **observing progress** and **using data** to make changes as needed?

Do we **need to make changes** to our services and initiatives?

Implementation

Implement services and initiatives (strategies) to produce results

ROMA NG and the ROMA CYCLE

Achievement of Results

Observe and report outcomes and progress

What Outcomes are observed and measured as **Community and Family level NPIs**? How do the Outcomes we are tracking **move us towards our agency goals** in our local TOC?

How do specific Services and Initiatives (Strategies) help support and produce Outcomes to respond to the needs of our community?

ROMA NG and the ROMA CYCLE

Did the **Outcomes** achieved address the needs identified in the assessment phase? How well did we track our success? Did we meet our **targets**?

What **has changed** for the people we served? What has changed for our community? What **Outcomes were achieved** and for whom? What **Services and Initiatives contributed** to achieving the **Outcomes**? What can **we improve** to better respond to local needs?

Evaluation

Analyze data,
compare with
benchmarks

Not Just Clockwise Movement

The phases of the ROMA cycle must be considered together, with the understanding that the agency might move from Implementation back to Assessment, or from Reporting back to Planning.

Questions at the State Level

ROMA Next Generation recognizes the importance of state and federal analysis to identify:

- **Trends** that are happening across a state or region which may impact services or strategies.
- Efforts that are making a **positive change** in the lives of individuals and families with low income; and the conditions in communities where they live.
- **Resources** that can be combined to produce greater and more comprehensive change.
- **Common barriers** that go beyond the influence of a single local agency, which should be addressed at state, regional or federal level.

RESOURCES

- [National Theory of Change](#)
- [How does ROMA NG fit into ROMA](#)
- [CSBG – ROMA – ROMA Next Generation](#)