NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Moving Forward with the Performance Management Framework

Presenters

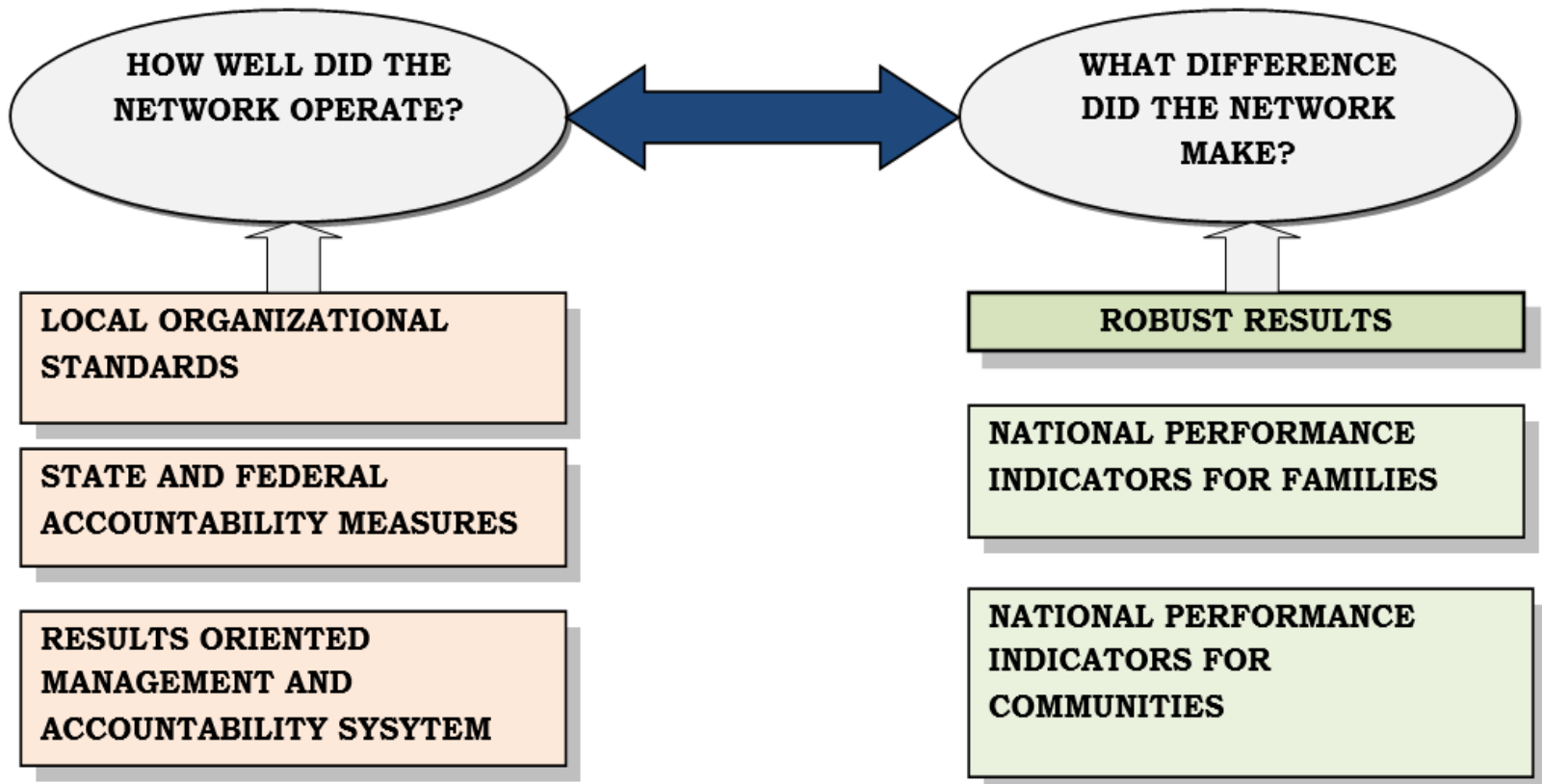❖**Jackie Orr,** CSBG State Assistance Director, NASCSP

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Agenda

- Review the complete Performance Management Framework:
  - State and Federal Accountability Measures
  - Organizational Standards
  - CSBG State Plan
  - CSBG Annual Report
  - ROMA Next Generation
- Further explore ROMA Next Generation:
  - Theory of Change (TOC)
  - Enhanced National Performance Indicators
  - Identification of services and strategies
  - Feedback to CAAs in meeting performance goals
  - Analysis of data for decision making

Performance Management Framework

PERFORMANCE MANAGEMENT

HOW WELL DID THE NETWORK OPERATE? ⟷ WHAT DIFFERENCE DID THE NETWORK MAKE?

LOCAL ORGANIZATIONAL STANDARDS

STATE AND FEDERAL ACCOUNTABILITY MEASURES

RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY SYSYTEM

ROBUST RESULTS

NATIONAL PERFORMANCE INDICATORS FOR FAMILIES

NATIONAL PERFORMANCE INDICATORS FOR COMMUNITIES

Performance Management Framework

- A "complete package" of **Local, State, and Federal Accountability.**

- Allows for progress on **data modernization, infrastructure, and capacity for data analysis to improve outcomes.**

- Positions CSBG and Community Action as a **model for credible national performance management.**
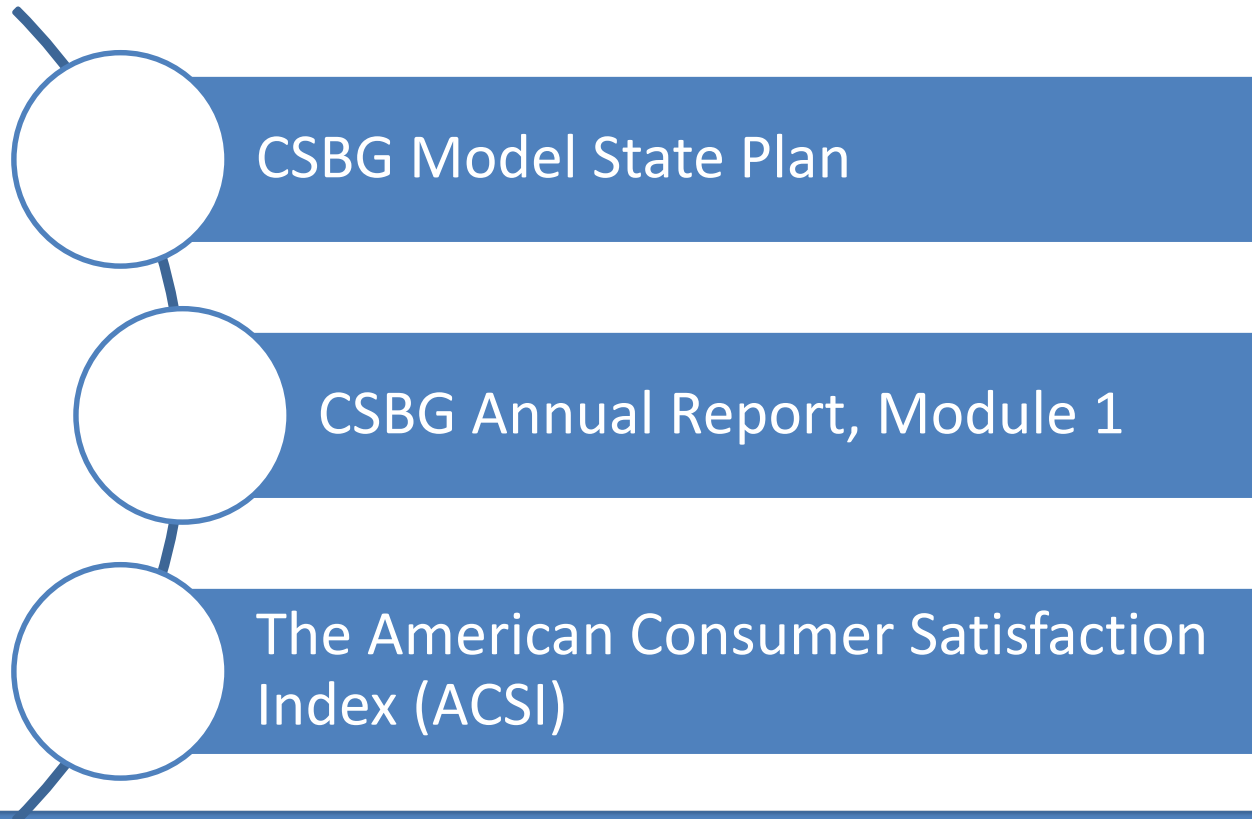
STATE ACCOUNTABILITY MEASURES

State Accountability Measures

- Developed to:
  - Track, measure, and improve performance by State CSBG Lead Agencies;
  - Capture performance data about the critical activities and functions performed at the State level;
  - Demonstrate how efficiently and effectively a State implements the activities described in their State plan; and
  - Connect the State's efforts with the performance of local eligible entities.

State Accountability Measures

- State accountability measures are collected using three mechanisms:

CSBG Model State Plan

CSBG Annual Report, Module 1

The American Consumer Satisfaction Index (ACSI)

ORGANIZATIONAL STANDARDS

Organizational Standards

- Developed for local CEEs.

- Designed to reflect many of the requirements of the CSBG Act, applicable Federal laws and regulations, good management practices, and the values of Community Action.

- Ensures that all eligible entities have appropriate organizational capacity, not only in the critical financial and administrative, but also in areas of unique importance for CSBG funded eligible entities.

- State Offices provide consistent and high-quality oversight and technical assistance.

State Role and Oversight

- Determine the process for establishing organizational standards (e.g., through State regulation, contract terms and conditions, or other official policy documents), including a timeline for implementation;

- Establish an approach for assessing eligible entities against standards;

- Establish procedures for corrective action activities;

- Reporting to OCS on the standards via the CSBG Annual Report.

MODEL STATE PLAN

State Plan Process

Development of the State Plan

Distribution of Funds

Use of Funds

Grantee Monitoring and Corrective Action

Training and Technical Assistance

Data Collection

Organizational Standards

State Linkages and Communication

CSBG Annual Report, Module 1

- Information is based on actual performance of activities identified in the state plan.

- Includes strategies for improving performance as appropriate and necessary.

- States receive feedback on their performance in these activity areas from the ACSI.

AMERICAN CUSTOMER SATISFACTION INDEX (ACSI)

ACSI

- Use feedback to improve communication:
  - Monitoring and Corrective Action
  - Development of the State Plan
  - Linkages
  - Distribution of Funds
  - Use of Discretionary Funds
  - Training and Technical Assistance

Building on the ROMA Foundation

ROMA NEXT GENERATION

ROMA Next Generation

- ROMA is a system for **continuous quality improvement** to enable the network to measure, analyze, and communicate performance.

- ROMA NG moves Community Action at all three levels to a **culture of continuous learning** rather than a compliance and reporting culture.

- Ultimately, ROMA NG will help the CSBG Network **generate more robust results** for individuals with low-incomes and the communities served.

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.**
  - **uses data on people, services, and outcomes for decision making.**

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

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.
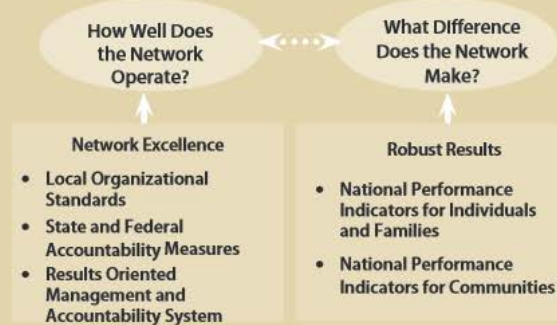
Services and Strategies
(some examples from the network)

- 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

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.

Community Needs

- When we hear agencies talk about needs that were assessed, they are often community level needs:
  - Our community lacks living wage jobs
  - There is a need for more affordable housing
  - We have a high unemployment rate
  - We have a low high school graduation rate in the school district that serves our customers with low income

Community Responses – Identifying Outcomes

ROMA Next Generation asks the entire CSBG network to consider how we will respond to these needs.

- What will change in communities?
  - Increase in living wage jobs, affordable housing units?
  - Reduced unemployment rate?
  - Increased high school graduation rate?

Community Responses – Identifying Strategies

ROMA Next Generation asks the entire CSBG network to consider how we will respond to these needs.

- What will agencies do to help make these kinds of changes in their communities?

- Who will we partner with (as these efforts usually involve multiple organizations.)

Module 3

- Community Level NPIs
- Community Strategies

Reporting on Community Work

- Counts of Change
  - These are basic measures that provide the number of units being measured.
    - e.g. jobs, houses, resources, etc. that have been added (created) and in some cases maintained, or undesirable conditions subtracted (eliminated), in the community the CSBG Eligible Entity has targeted.

Reporting on Community Work

- Rates of Change
  - These measures call for reporting the "percent change"—the increase or decrease of some rate from one year to the next.
    - Require more data and information than counts
  - These indicate the magnitude of the impact a community initiative has had in a community.

Rates of Change Examples

Example 1: If you are measuring a percent increase in shelter beds, you would provide the following information:

II.) Baseline existing starting point used for comparisons (#): Total Number of shelter beds (last year)

III.) Target (#): Targeted Number of shelter beds

V.) Actual Results (#): Actual number of shelter beds for the year

Rates of Change Examples

Example 2: If you are measuring a percent increase in the high school **graduation rate** in the identified community (in this case one school district), you would provide the following information:

II.) Baseline existing starting point used for comparisons (#): High School Graduation Rate (last year)

III.) Target (#): Targeted High School Graduation Rate

**V.) Actual Results (#):** Actual High School Graduation Rate (at the end of the initiative)

What can state offices do?

As all levels of the network are to support community level work, the state office staff also has a role.

- Understand what will be measured in the community level NPIs.

- Be familiar with a CAAs CNA and the community level needs identified.

- Engage in discussion about strategies and reporting options with CAA staff.

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

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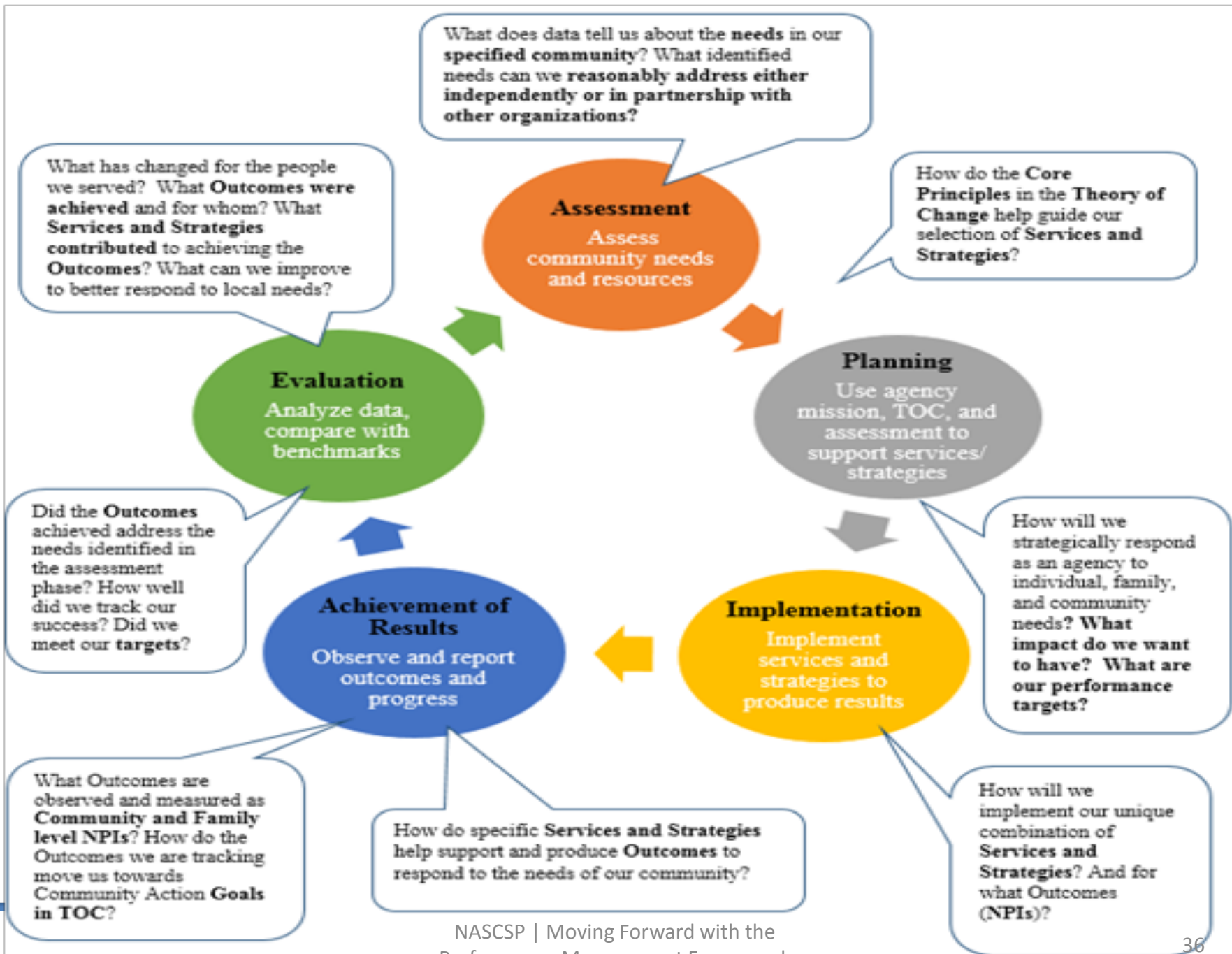
Questions at the State Level

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.

ROMA NEXT GENERATION
DATA ANALYSIS

DATA ANALYSIS/ EVALUATION (States)

Is the data received from the local agencies complete? Is it accurate? Is it reliable?

Is there an unduplicated count served at the agency level?

How many people were served across the state?

What types of services were provided at each agency? How many of these types of services were provided across the state?

What community strategies were reported at each agency ? How many of these types of strategies were provided across the state?

What outcomes (NPIs) were met by each of the local agencies?

DATA ANALYSIS/ EVALUATION (States)

What outcomes were not met by the local agency? Is there a pattern of outcomes not met across the state?

What does the data tell us about any patterns and trends re: service delivery and outcomes achieved?

What service delivery models and community strategies appear most effective?

DATA ANALYSIS/ EVALUATION (States)

What local agencies should receive enhanced training and technical assistance?

What local agency best practices should be replicated in other parts of the state?

In Summary:

What did Community Action achieve in our state?
In this State, we achieved X Results (Outcomes) for this many low-income individuals/families/communities (Output) by delivering these services and strategies (Output) at this Cost."

PUTTING IT ALL TOGETHER

I.2 State ROMA Support Activities

I.2. **State ROMA Support:** How did the State support the CSBG Eligible Entities in using the ROMA system or alternative performance measurement system in promoting continuous improvement? For example, describe any data systems improvements, support for community needs assessment, support for strategic planning, data analysis etc.

I.2 State ROMA Support Activities

- The state provided training or technical assistance to Eligible Entities on community assessments or strategic planning.

- The state developed a CAA state-wide tool/template for use in community assessments or strategic planning.

- The state increased the number of Certified ROMA Trainers and/or Implementers to increase the capacity of local agencies to implement the full ROMA Cycle.

I.2 State ROMA Support Activities

- The state joined with the State Association to provide support to CAAs for activities related to all phases of the ROMA cycle.

- The state provided state funded and state partnered trainings that have basic ROMA principles embedded in the training material.

I.2 Examples of Best Practices

- The trainings occur at every opportunity, support a results orientation, good management, and accountability practices.

- Trainings include a new focus on data analysis.

- State staff are familiar with and utilize Community Commons CNA Tool to understand the communities within their state.

- State staff assist CAAs in utilizing Community Commons, surveys, focus groups, interviews, and other assessment practices to evaluate their service area needs.

I.3 State Review of Data

I.3. **State Review of CSBG Eligible Entity Data**: Describe the procedures and activities the State used to review the ROMA data (i.e. all data from elements of the ROMA cycle) from CSBG Eligible Entities for completion and accuracy (e.g. methodology used for validating the data submitted annually by the local agencies).

I.3 Examples of activities to review ROMA Data

- The state utilized the diagnostic tools from the IS Survey and made comparisons.

- The state reviewed the agency CNA and strategic plan to find the connections between needs and planned actions.

- State office staff conducted a thorough review and evaluation of all monthly (or quarterly) performance reports prior to approving them.

I.3 Examples of activities to review ROMA Data

- The state reviewed agency reports to see if outcomes matched the needs of both planned and actual actions.

- Describe any systems changes such as new data bases, new procedures for data collection and analysis.

I.4 State Feedback to CEEs on Meeting ROMA Goals

I.4 **State Feedback on Data Collection, Analysis, and Reporting**: State Accountability Measure 5S(ii) requires states to submit written feedback to each CSBG Eligible Entity regarding the entity's performance in meeting ROMA goals, as measured through National Performance Indicator (NPI) data, within 60 calendar days of submitting the State's Annual Report. Has the state provided each CSBG Eligible Entity written, timely (at a minimum within 60 days of the submission) feedback regarding the entity's performance in meeting ROMA goals as measured through national performance data?   ☐ Yes ☐ No

I.4 State Feedback on Reporting

- On which of the NPIs did the agency report?
  - Are these the same as last year? Any new outcomes?
  - Did outcomes match the needs in the agency's CNA?
  - Did outcomes match planned targets?
  - How does this year's performance compare with previous achievements?

I.4 State Feedback on Reporting

- Do the NPI and client demographic reports match the budgets?

- Do budget and performance categories connect?
  - How do the current year expenditures compare with prior year expenditures?
    - Are they reporting expenditures in the same categories? Are they different?

RESOURCES

- [National Theory of Change](#)

- [How does ROMA NG fit into ROMA](#)

- [CSBG – ROMA – ROMA Next Generation](#)