



# WINTER

## “Breaking Barriers, Maximizing Impact”


# ROMA Next Generation

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# Session Objectives

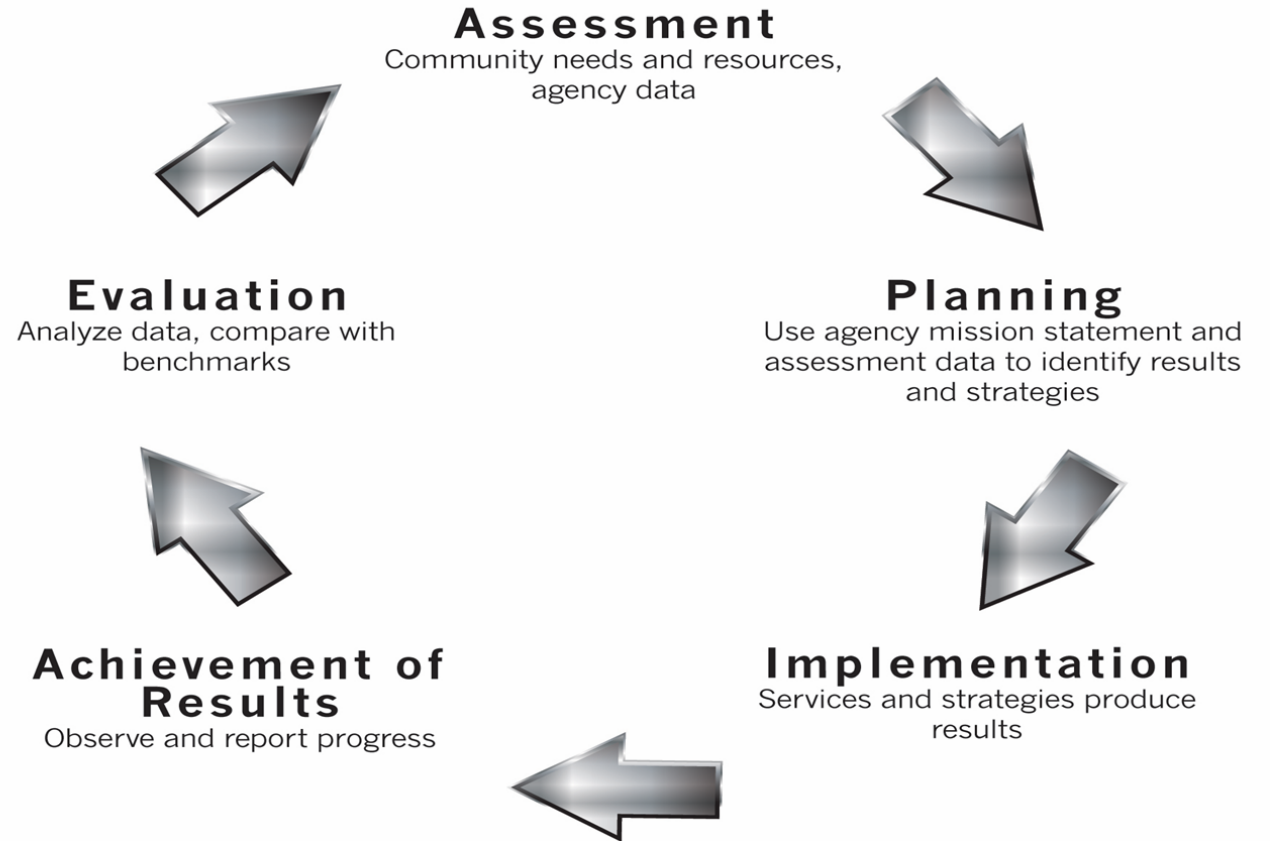
- Answer these questions:
    - What is ROMA Next Generation?
    - How are the parts and pieces of ROMA NG seen from the lens of the state office?
    - What is the role of the state office in supporting the implementation of the full ROMA Cycle throughout the network?
- 

# ROMA

Results Oriented Management and Accountability (ROMA) has been identified as the standard performance management system used by Community Action Agencies and other Eligible Entities as part of the conditions of receiving federal Community Service Block Grant (CSBG) funding.

## The Results Oriented Management and Accountability Cycle

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# ROMA Next Generation



The plan to implement ROMA at new levels that will move *CSBG forward and strengthen the Community Action network over the next 5-10 years.*



Focuses on integrating information on the people served, services and strategies provided, and the outcomes achieved by eligible entities.



*Requires attention to the capacity of state and local data systems and support.*

# Assessment

Community needs and resources,  
agency data

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

# Planning

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

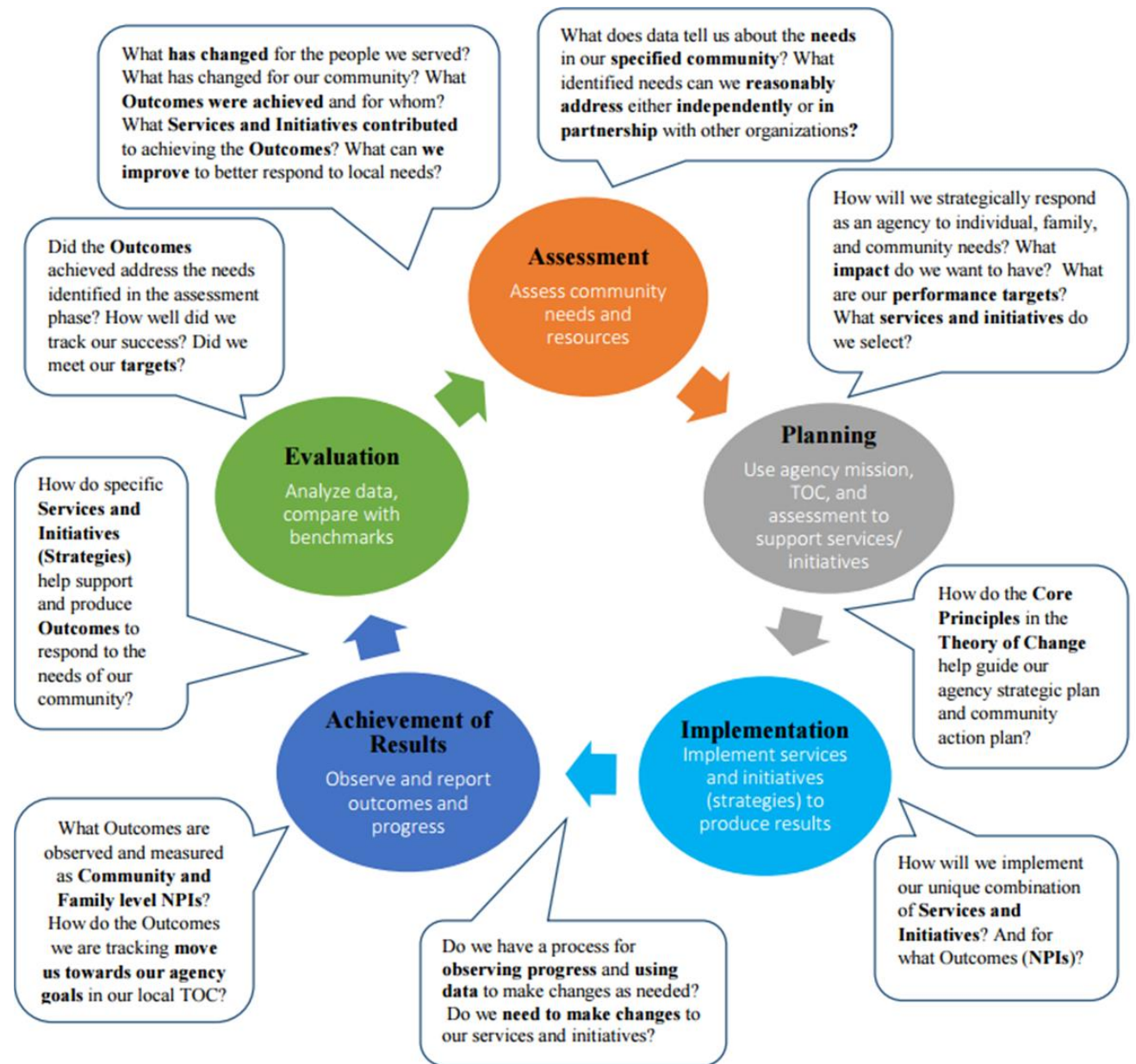
Ultimately, ROMA NG will help the CSBG Network **generate more robust results** for individuals with low-incomes and the communities served.

Evaluation  
Analyze data, compare with benchmarks



# Building on the ROMA Foundation

Increased focus  
throughout the  
ROMA Cycle



# Key Additions to ROMA

National Theory of Change (TOC)

Local TOCs

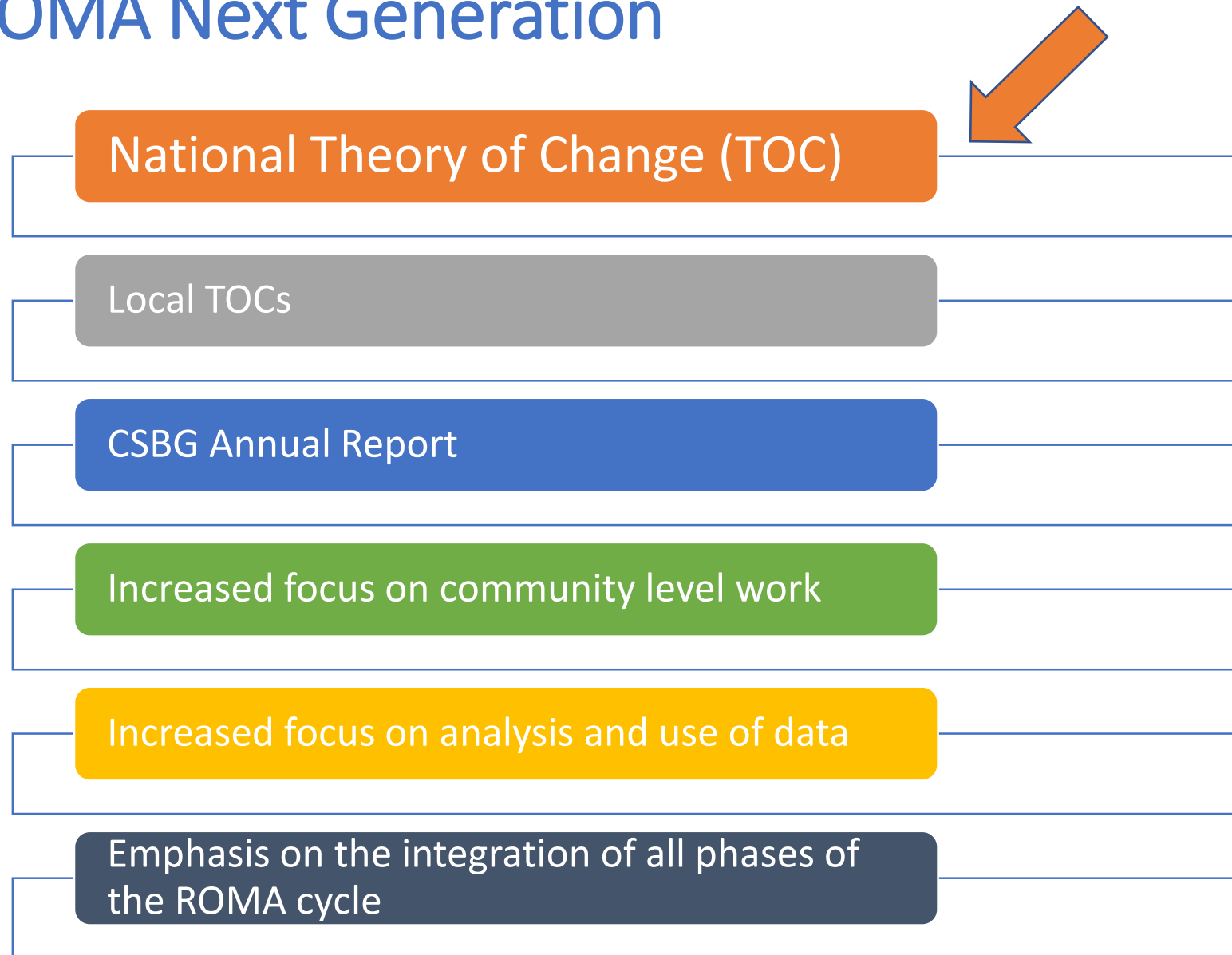
CSBG Annual Report

Increased focus on community level work

Increased focus on analysis and use of data

Emphasis on the integration of all phases of the ROMA cycle

# ROMA Next Generation





# The National Community Action Network Theory of Change

## Community Action Goals

**Goal 1:** Individuals and families with low incomes are stable and achieve economic security.

**Goal 2:** Communities where people with low incomes live are healthy and offer economic opportunity.

**Goal 3:** People with low incomes are engaged and active in building opportunities in communities.



## Services and Strategies

Employment



Education & Cognitive Development



Income, Infrastructure & Asset Building



Housing



Health/Social Behavioral Development



Civic Engagement & Community Involvement



## 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
- Advocate for systemic change
- 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

## Performance Management

How well does the network operate?

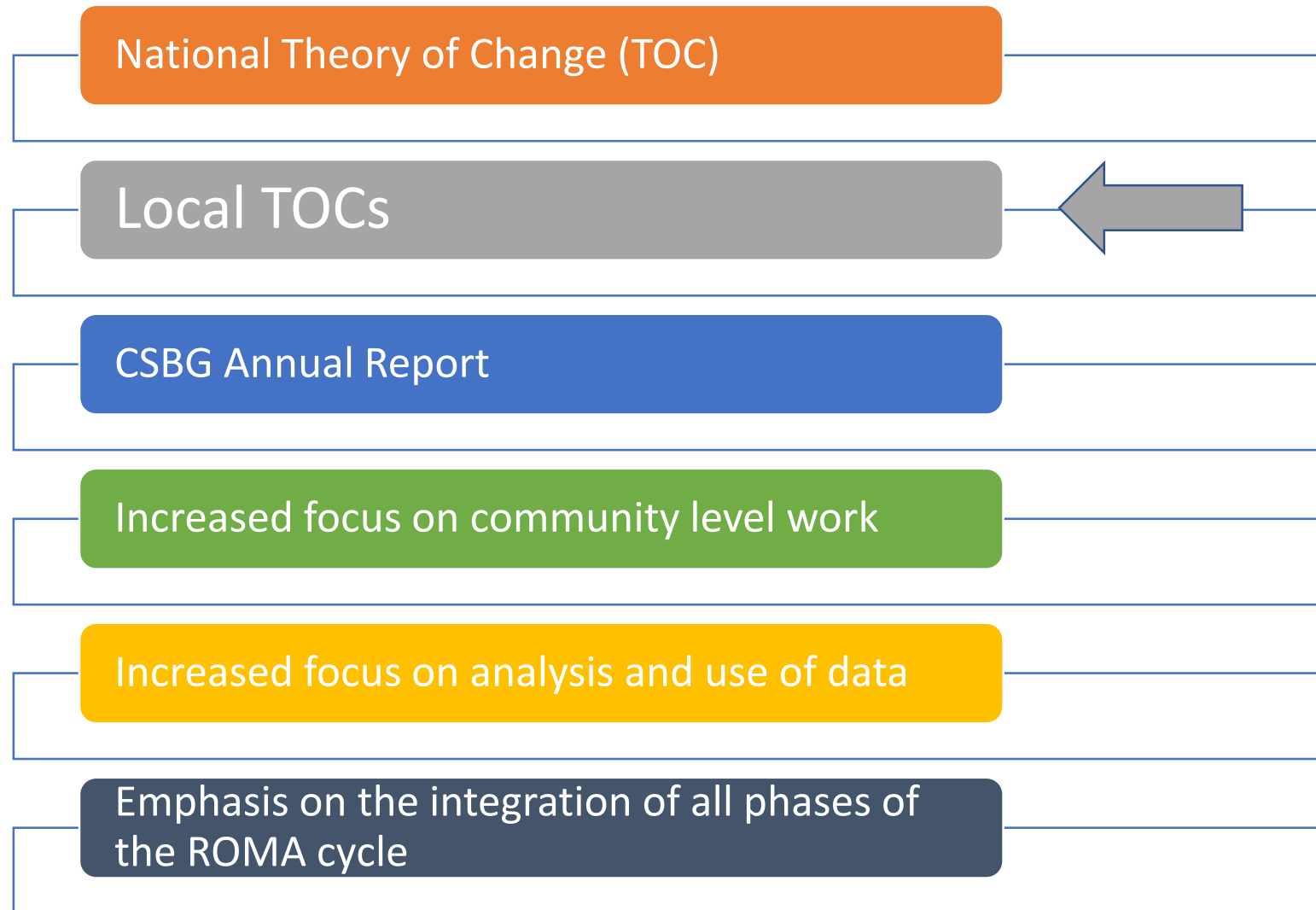
- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

What difference does the network make?

- Individual and Family National Performance Indicators
- Community National Performance Indicators

*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.*

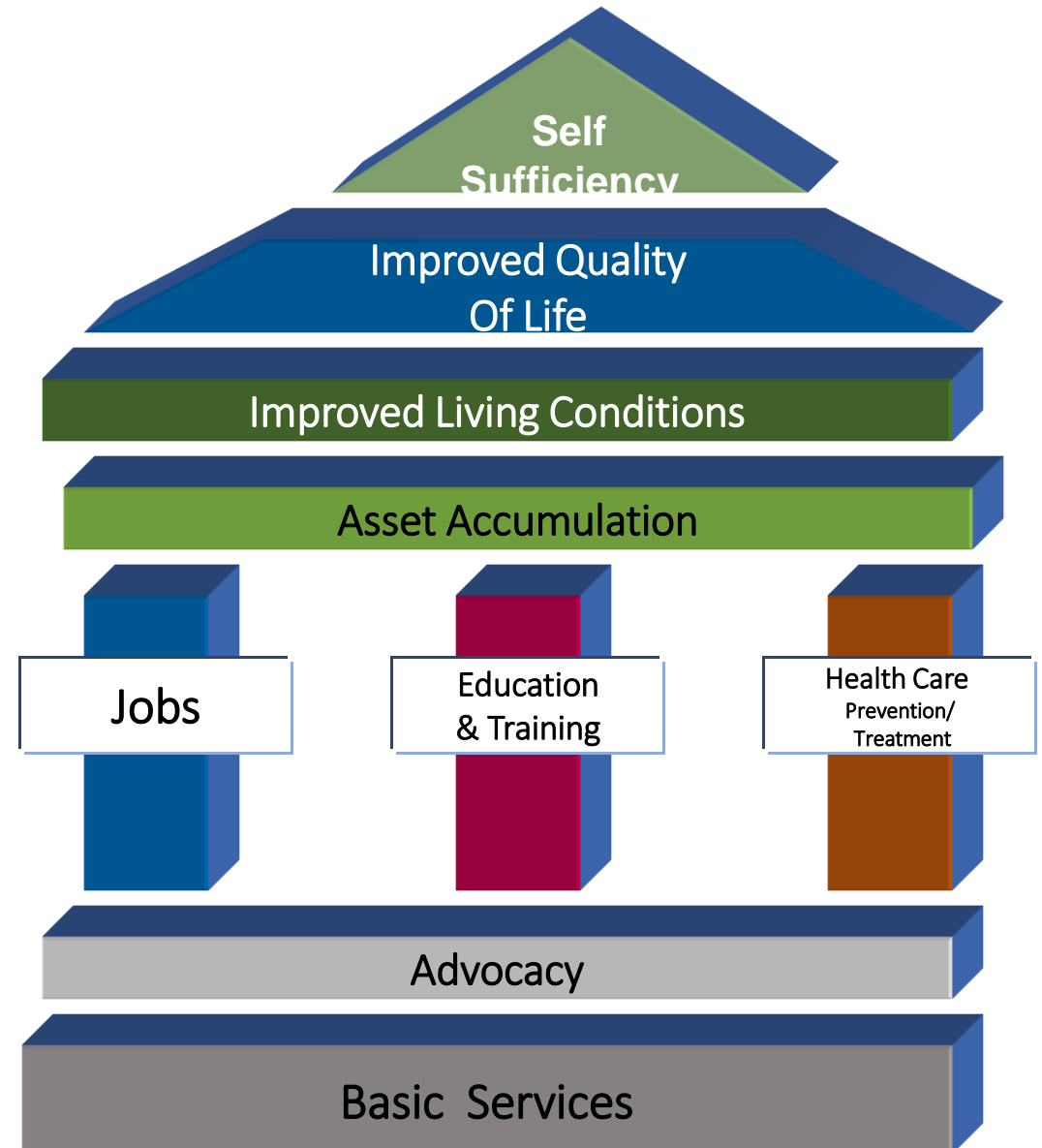
# ROMA Next Generation



# Have we ended poverty yet?



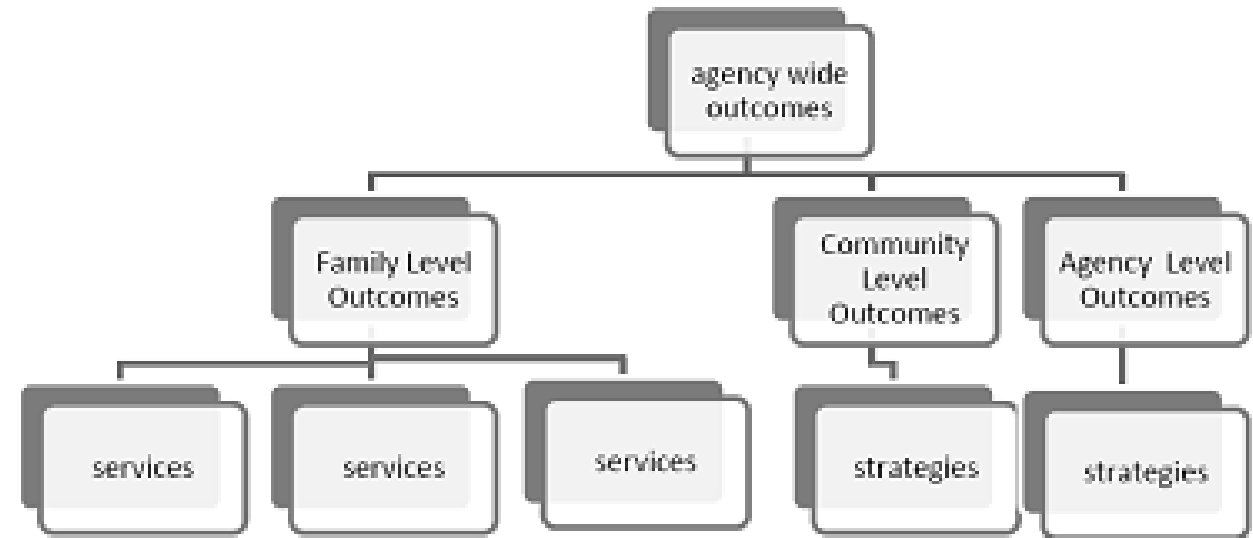
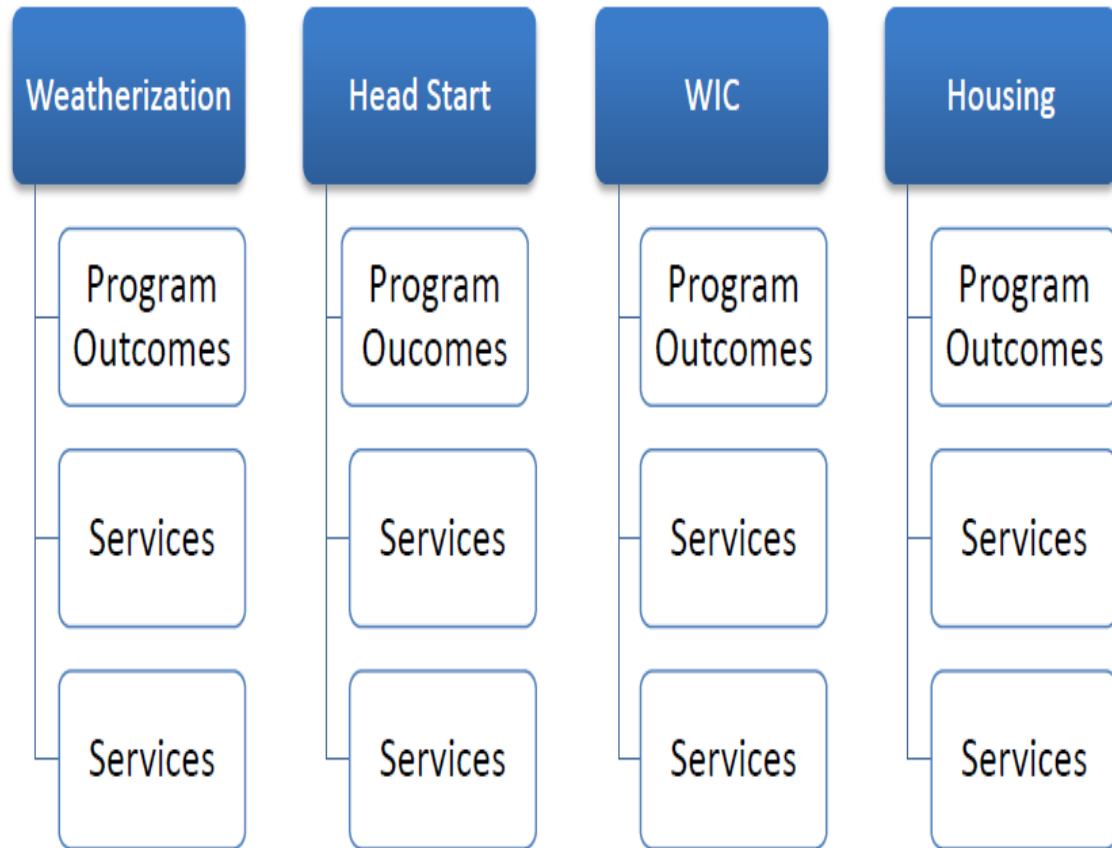
OR



# Local Theory of Change

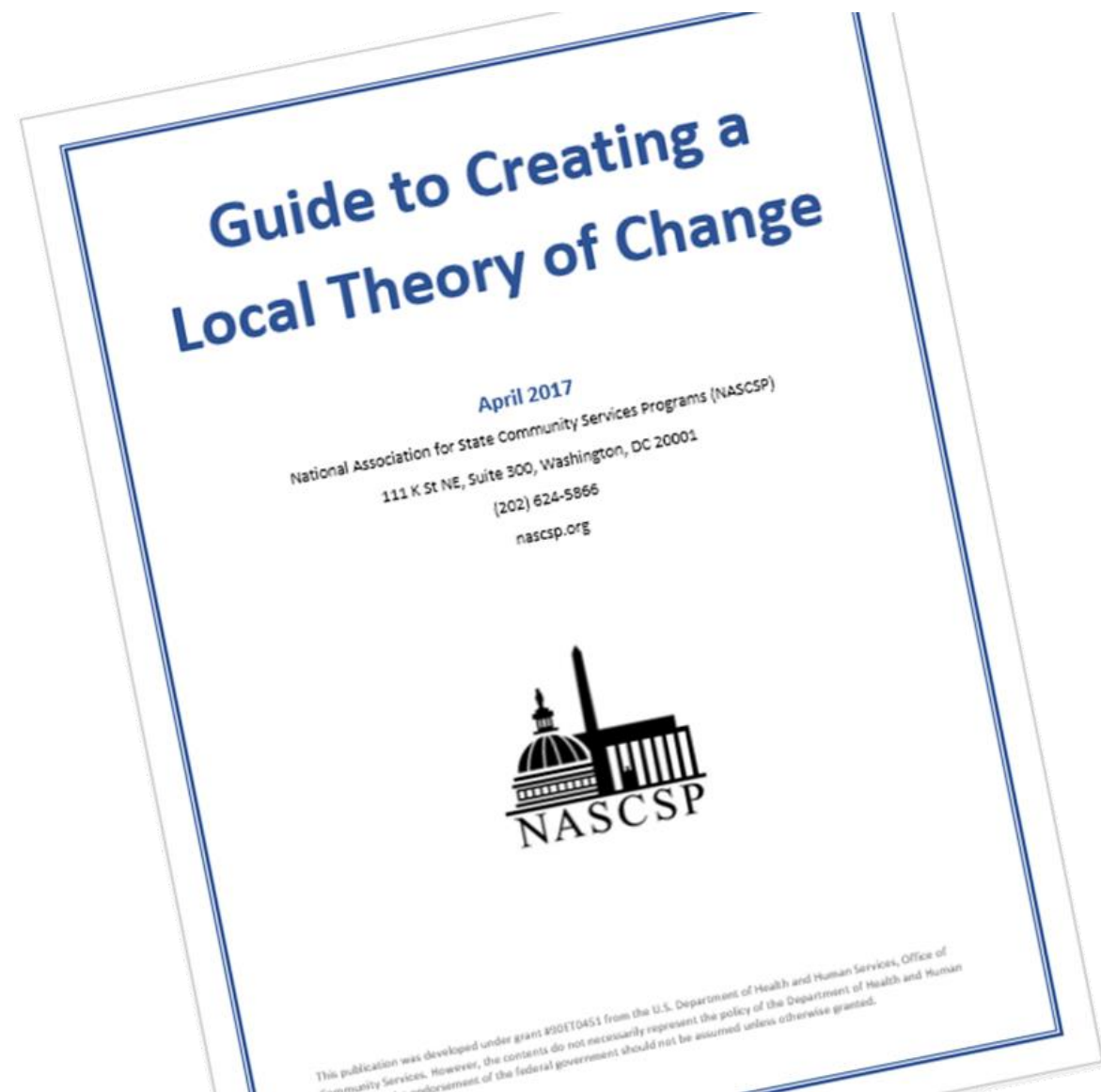
- There are differences in opinions about approaches to producing anti-poverty outcomes, and very different community needs and resources.
- This indicates that local agencies each **need to develop their own** Theory of Change **to assure that their local assumptions and outcomes** are clear and consistent with the National Goals.
  - What does the **local agency believe it should be doing** to address issues related to poverty?
  - The answer to this question will guide the agency's selection of outcomes it proposes to achieve and actions that will accomplish those outcomes.
- Local TOCs help agencies articulate their assumptions and the connections between **what they do** and **what is accomplished**.

# Two Views of Agency Outcomes...





# Guide to Developing a Local TOC



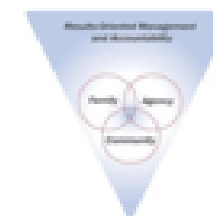
# Creating a Local Theory of Change

*Implementing the ROMA Cycle in the  
"Next Generation" Performance Management Framework*

*ROMA Next Generation Video Series*

<https://www.communityactionpartnership.com/menu/roma.html#ROMANextGeneration>

*Barbara Mooney  
Myka Piatt  
Courtney Kohler*



ROMA Next Generation Video Series



# Economic Security Corporation Local Theory of Change

## BROAD AGENCY GOALS:

Children are ready for school

Families are ready to engage

The agency is ready to support

The community is ready to invest



## OUTCOMES:

### FAMILY

- Increased engagement child development
- Increased engagement in community
- Sufficient income to support needs
- Insured and equipped with medical payment options



### AGENCY

- Increased knowledge of agency programs internally and externally
- Higher employee wages
- Increased flexible funding
- Established communication strategy



### COMMUNITY

- Increased reliable transportation options
- Increased affordable/quality childcare options
- More living wage employment opportunities
- Additional safe, healthy, affordable, energy-efficient housing units



## SERVICES/ STRATEGIES:

Early Head Start  
Head Start  
Asset Development  
Rental Assistance  
Housing Assistance  
Employment Assistance

Case Management  
Utility Assistance  
Agency Capacity Building  
Resource Development  
Communication Strategy  
Poverty Simulations

Weatherization  
Home Repair  
Housing Development  
Job Creation  
Leadership Training



## COMMUNITY ACTION CORE PRINCIPLES



## PERFORMANCE MANAGEMENT

**VISION:** A thriving community of neighbors that is free from poverty

**MISSION:** To provide comprehensive services that instill hope and share opportunities to eliminate the conditions of poverty and help neighbors achieve self-sufficiency

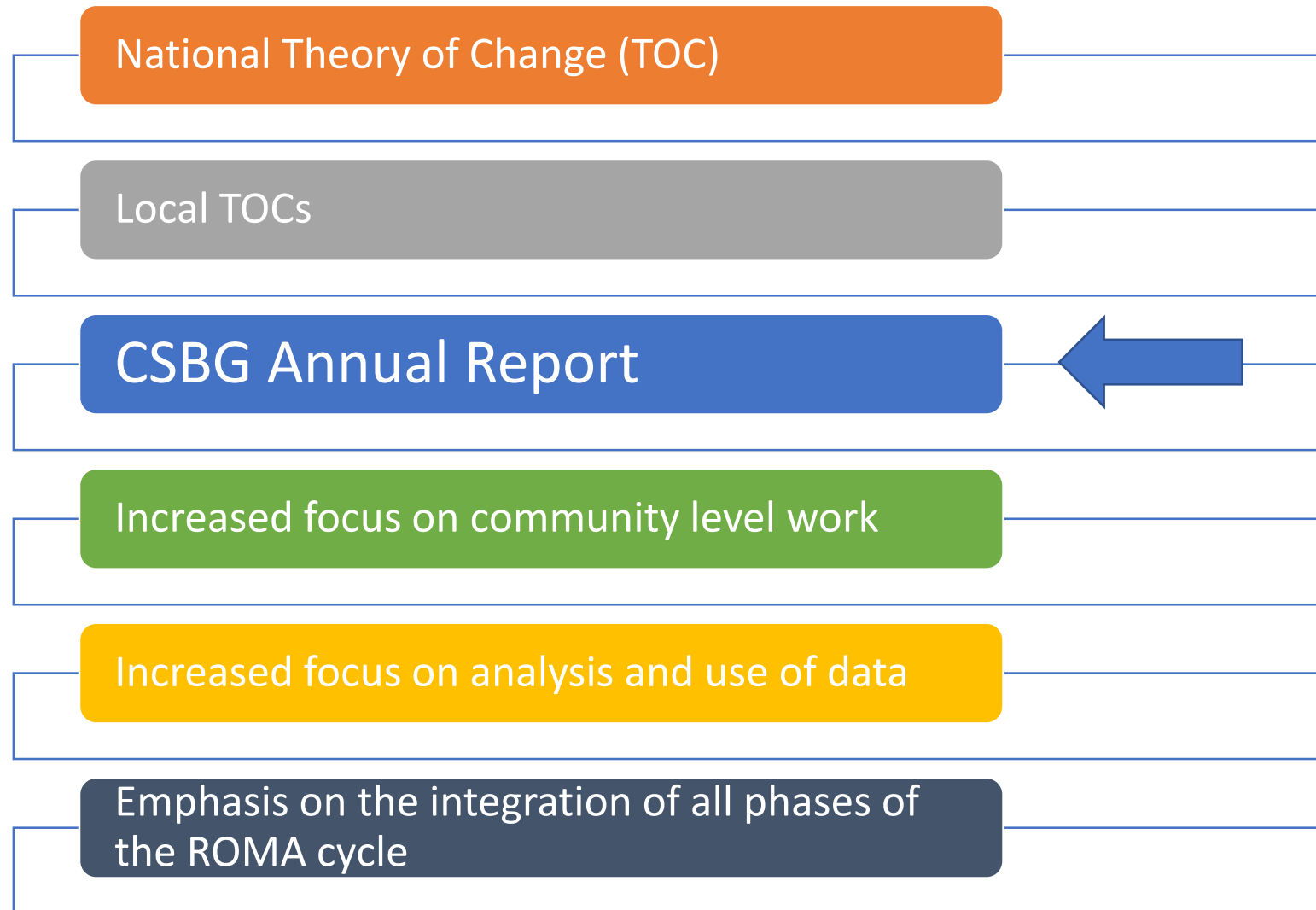




States  
Supporting  
Theory of  
Change  
Development



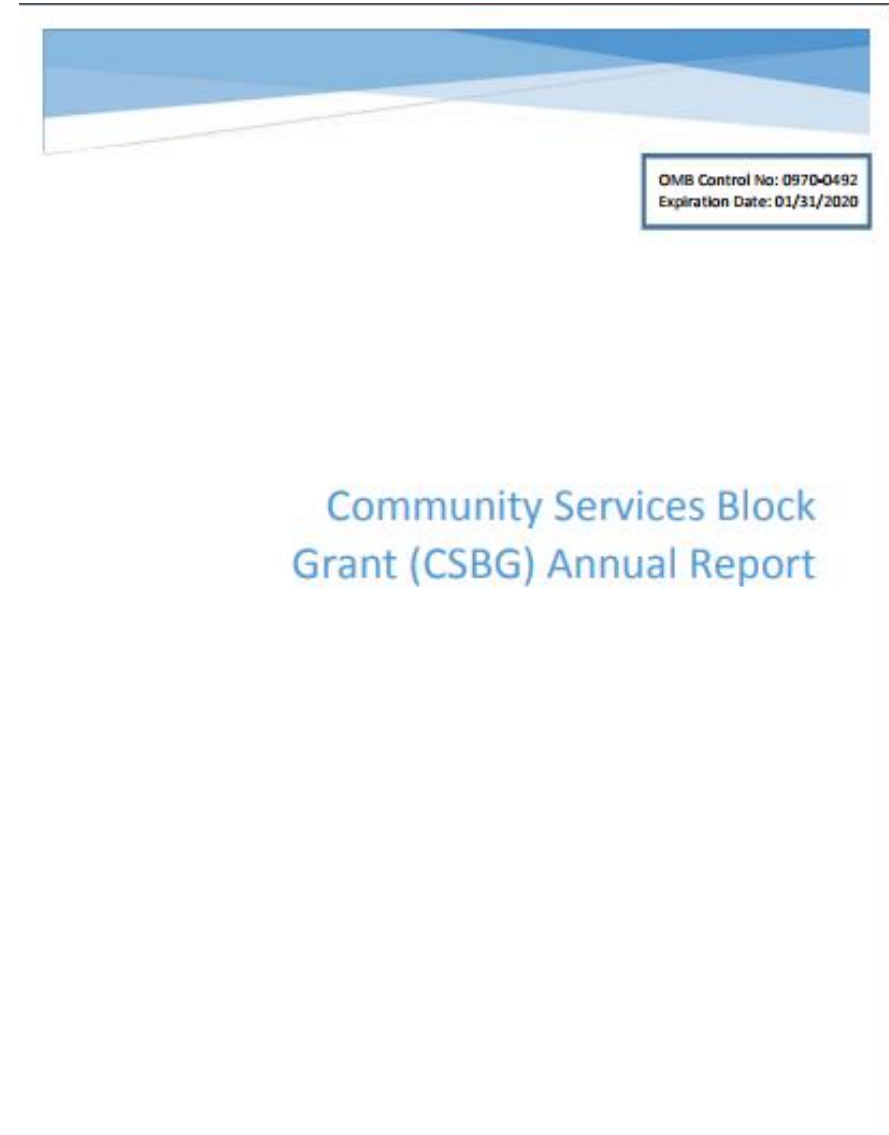
# ROMA Next Generation





# New CSBG Annual Report

Actualizes the Performance Management Framework as the vehicle that moves the framework forward



# Role of the CSBG Annual Report



Fulfills CSBG Act requirements.



State Plans are required and indicate how the State *plans* to operate CSBG and use CSBG funding.



Annual Reports are required and indicate how the state *actually* operated and used CSBG funding.



Provides information on State progress with organizational standards and state accountability measures



Provides information for OCS, State and local CAAs to use to manage and improve results.

# CSBG Annual Report

## Module 1

- State Administration

## Module 2

- CSBG Eligible Entity Expenditures, Capacity, and Resources

## Module 3

- Community Level

## Module 4

- Individual and Family Level

# The CSBG Annual Report...



Is more than just a  
report!



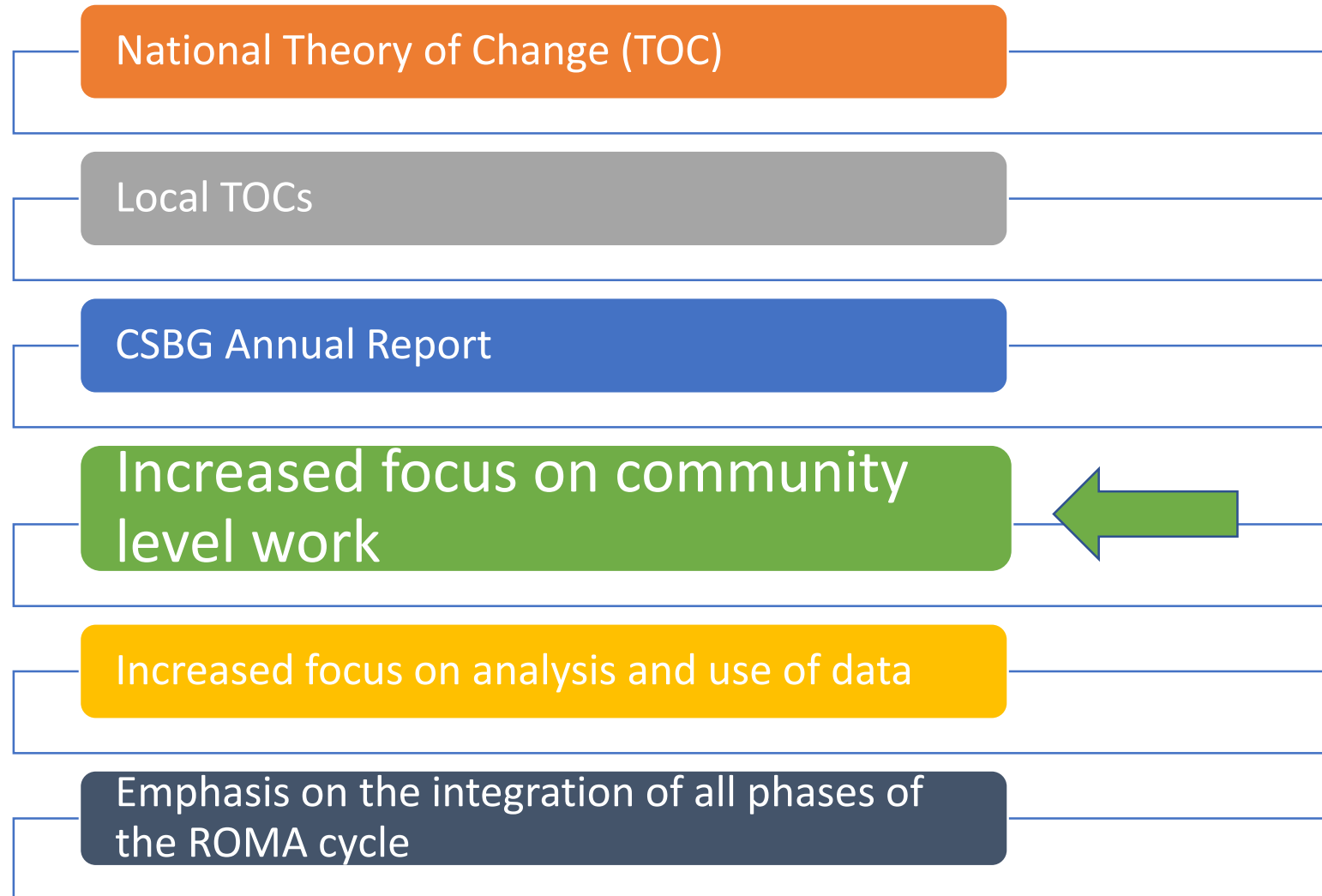
Helps agencies  
understand their  
work



Tells a story about  
the change we  
create as a  
network



# ROMA Next Generation





# Community Level Work

- **Economic Opportunity Act and CSBG Act** include the importance of addressing poverty on both the individual/family and community levels.

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

# CSBG ACT

## From the CSBG Act...

“...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...”

“...the greater use of innovative and effective **community-based approaches to attacking the causes and effects of poverty and of community breakdown;**”

## There is a difference between work *in the community* and work *at the community level*.

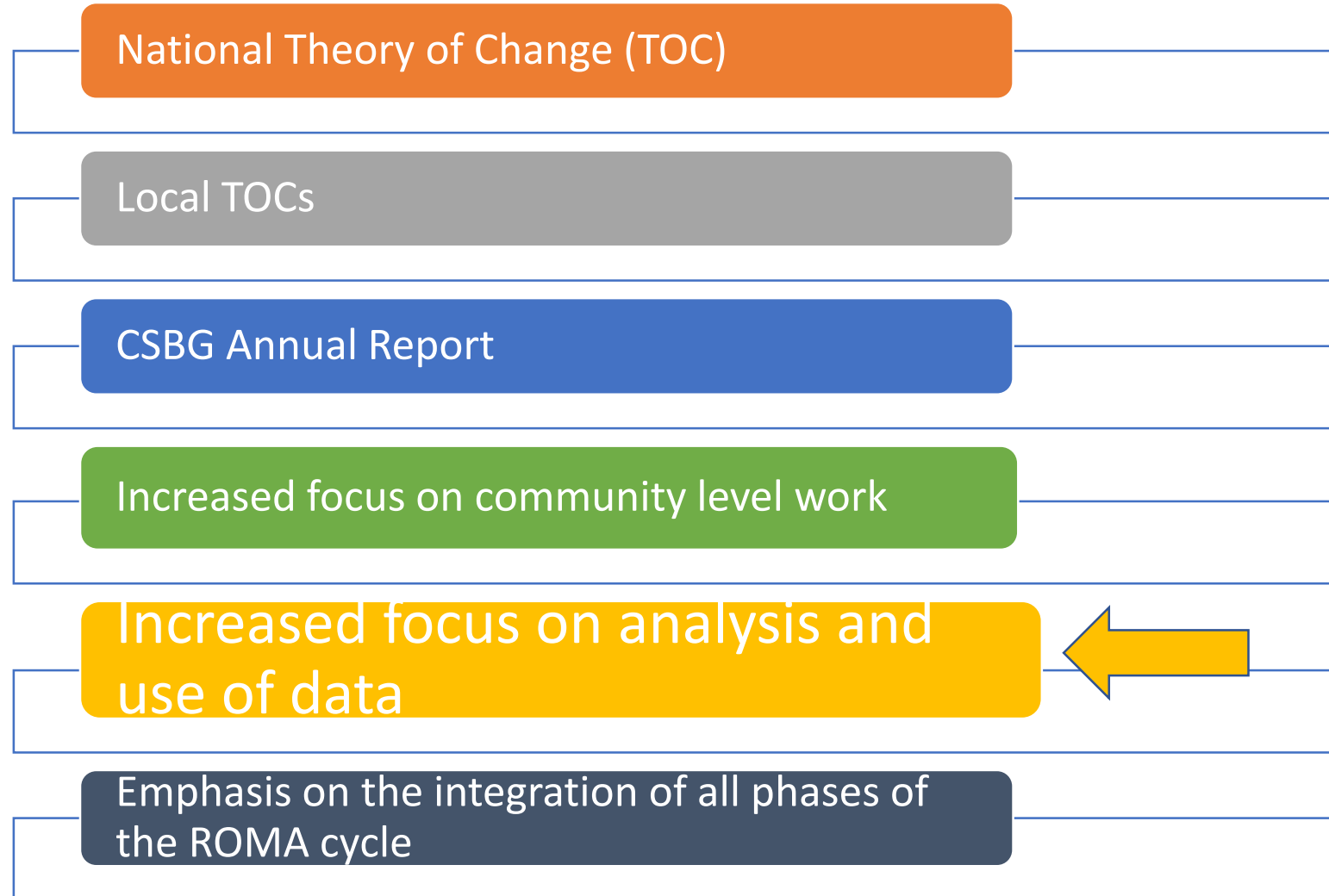
Agencies **work *in the community*** to provide services and opportunities to the individuals and families that make up the community.

This work often engages community partners to **extend services to families** with low income.

Work **at the community level** is about **changing the conditions and environment** (assets, infrastructure, capital) where households with low incomes live and work.

It's about **transforming the structural causes and factors contributing to poverty** or addressing ***community-wide statistics*** through a coordinated and targeted effort at multiple levels of society.

# ROMA Next Generation



# Collecting, Analyzing and Using Data

- The ROMA Next Generation framework builds on ROMA principles and practices to support agencies and states as they gather and use data at all points of the cycle.
- Data collected and analyzed from assessment through evaluation allow us to identify our successes and our challenges and make use of the information for continuous improvement.



Start with good  
data!

What is data?

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facts and statistics collected together for reference or analysis.

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figures, details, particulars, characters, symbols

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things known or assumed as facts, making the basis of reasoning or calculation

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set of values of qualitative or quantitative variables

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any sequence of one or more symbols given meaning by specific act of interpretation

# Data Isn't Information



- Not all data at your disposal will lead you to improvements.
- Too much data can hamper your understanding.
- You must be careful you don't find yourself being led in a direction you don't want to go by data you don't need.
- Data is only as valuable as the insights you can draw from it.



Data is the facts that are observed, measured, collected and aggregated.

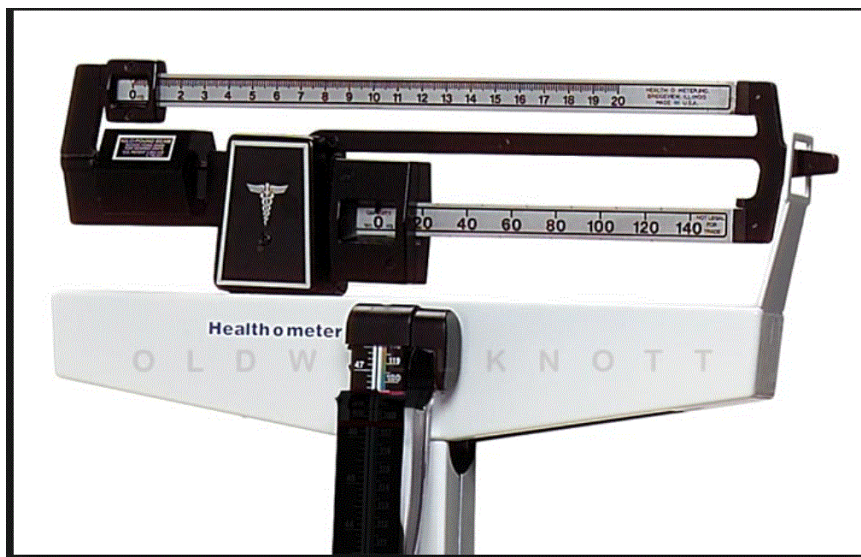
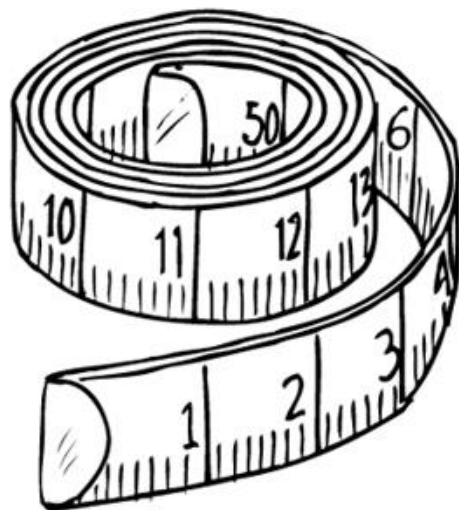


Data only becomes information for decision making once it has been analyzed in some fashion.



Knowledge is derived from the interaction of information and experience with a topic.

## The Relationship Between Data, Information and Knowledge



## Good Data Relies on Good Measurement Tools

- Measurement tools are the **documents** that will provide the data about your outputs and outcomes.

**You can look at  
measurement  
tools in different  
ways:**

**Output or  
Outcome**

**Progress or End  
Result**

**Qualitative or  
Quantitative**

**Measurement Tool  
or Storage System**

**..... All of the  
above!**

Identifying Measurement Tools

# Supporting Measurement and Documentation:

## Beverly: How state supports a “results orientation?”

- Helping agencies understand what is expected from them regarding a focus on outcomes not just on outputs.
- Framing a discussion about how agencies must have good data about both outputs and outcomes if they are to be able to analyze the data and have useful conclusions to act on.

## Analysis of Data

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Once data is collected, it must be analyzed (turned into information) before it can be useful.

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Simple analysis techniques:

Aggregate, Count, Compare, Look at the Trends

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Local agencies would be looking for different things from their data than state offices.

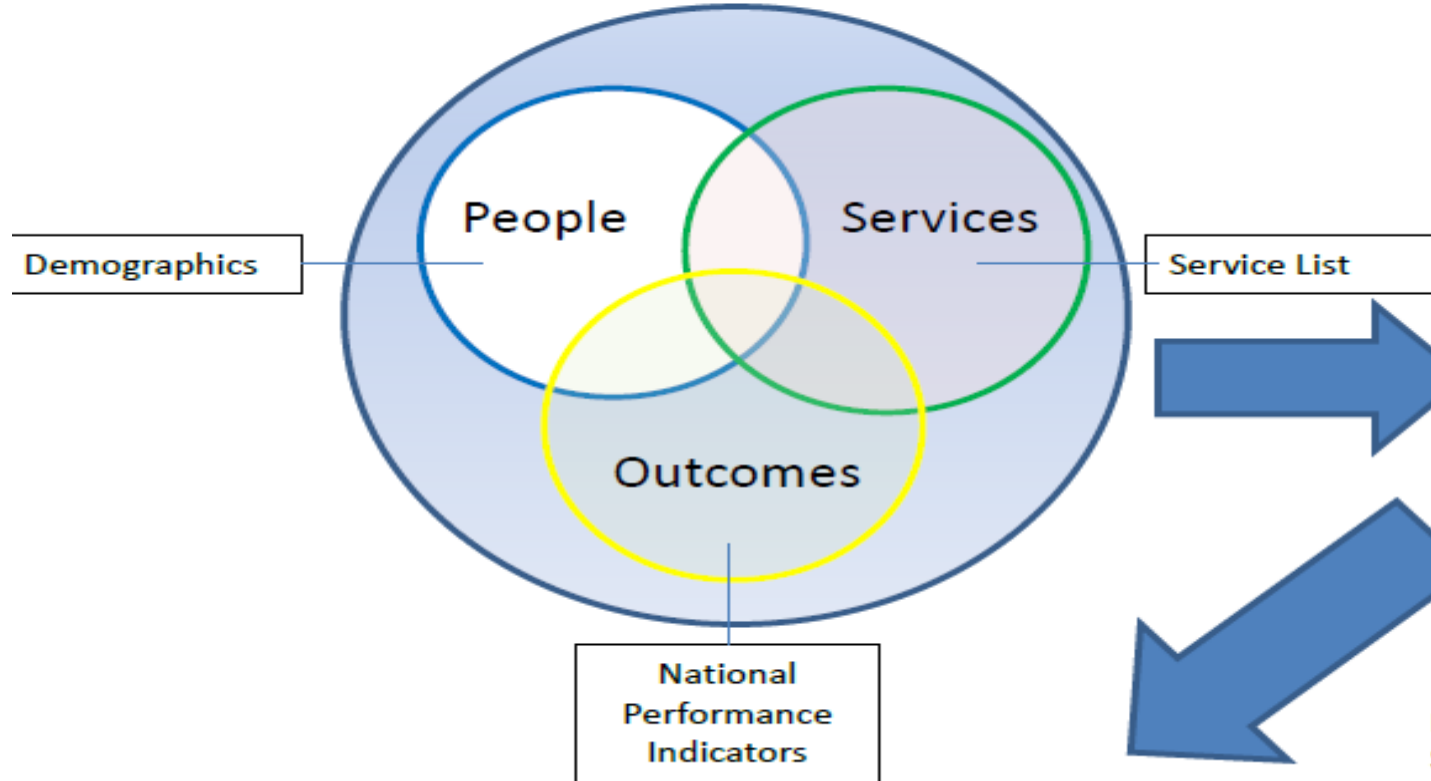


# Agencies may ask:

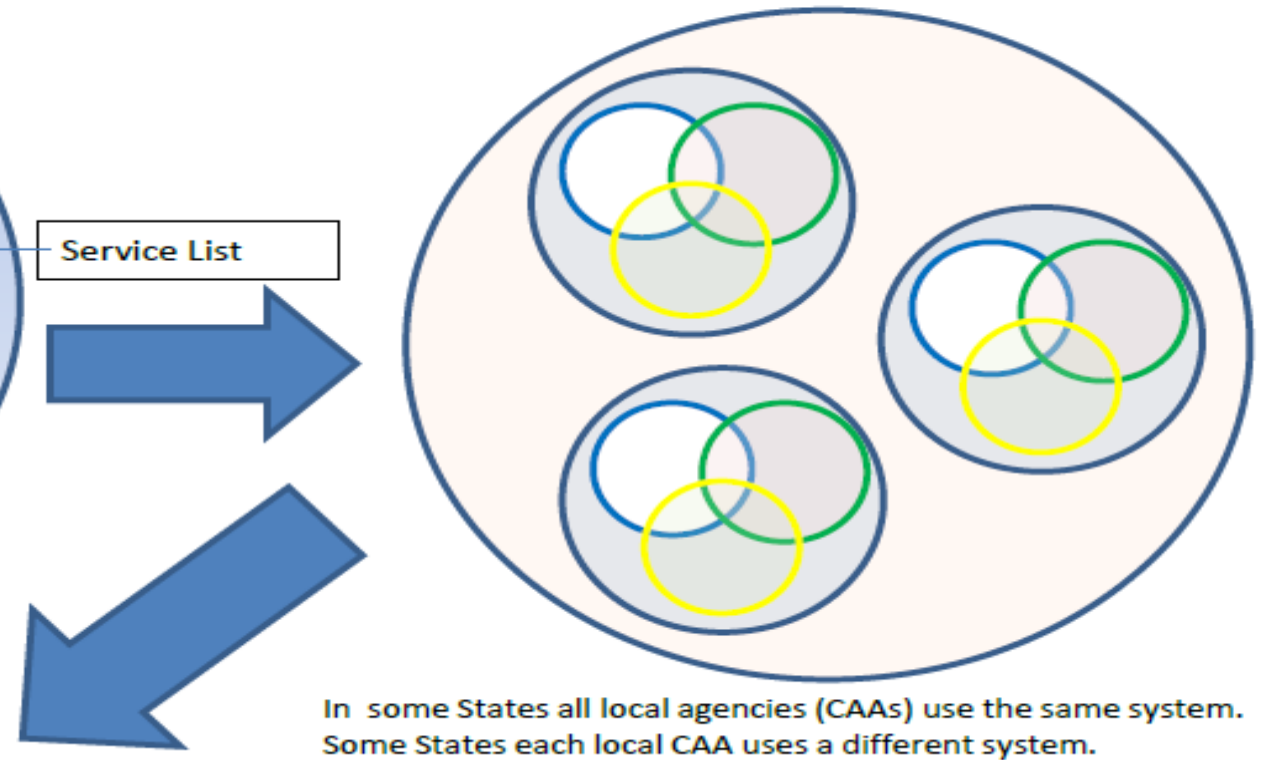
- How many did we serve? How many achieved and outcome? What were their demographics? Did actual performance match our projections?
  - How is this year's service/outcomes different from prior years?
  - What else do you need to know about the performance?
- Did we address identify causes and conditions of poverty that were identified in our Needs Assessment?
  - Did we find out more about the causes and conditions of poverty in our community (in any of the ROMA Cycle phases)?
  - Were you able to see relationships?
- How can we use the analysis of our data to make recommendation for program change?
  - To make recommendations to the board (9.3)?

# Analysis of CSBG Data

Local Agency Analysis



State Analysis



State Data System	State Analysis	Annual Report	National Analysis
Multiple systems? Single system?	Identify procedures, personnel	On line data system combining data from local agencies and state activities	OCS, NASCSP, RPICs DATA Task Force Reports to Congress Public website

## State data analysis/Evaluation



Is the data received from the local agencies accurate? Reliable?  
Are they reporting unduplicated counts of individuals served?  
Did the CAAs conduct the needed analyses to understand what is working and what changes to make to increase their impact?

How many people were served across the State? What were the characteristics of the people served?  
Are these different (comparing data from different agencies) across the state? How does this compare with what we know about the individuals and communities of low-income in this state? What trends are evident?

What types of services were provided? In what domain areas?  
How many of these were provided across the state? What is the most common service that is provided?  
Are these common services producing outcomes? Are the outcomes consistent across agencies?

What NPIs are most commonly reported across the state? Are there domain areas that are not being addressed by any of the agencies?  
Taken together, what outcomes (NPIs) were achieved across the state?

How many agencies are engaged in community level initiatives to make changes to the structural barriers to movement out of poverty or to specific indicators of poverty? What community changes were achieved? Are there local partnerships that could be supported at the state level by state collaboration efforts?

# What are the implications?

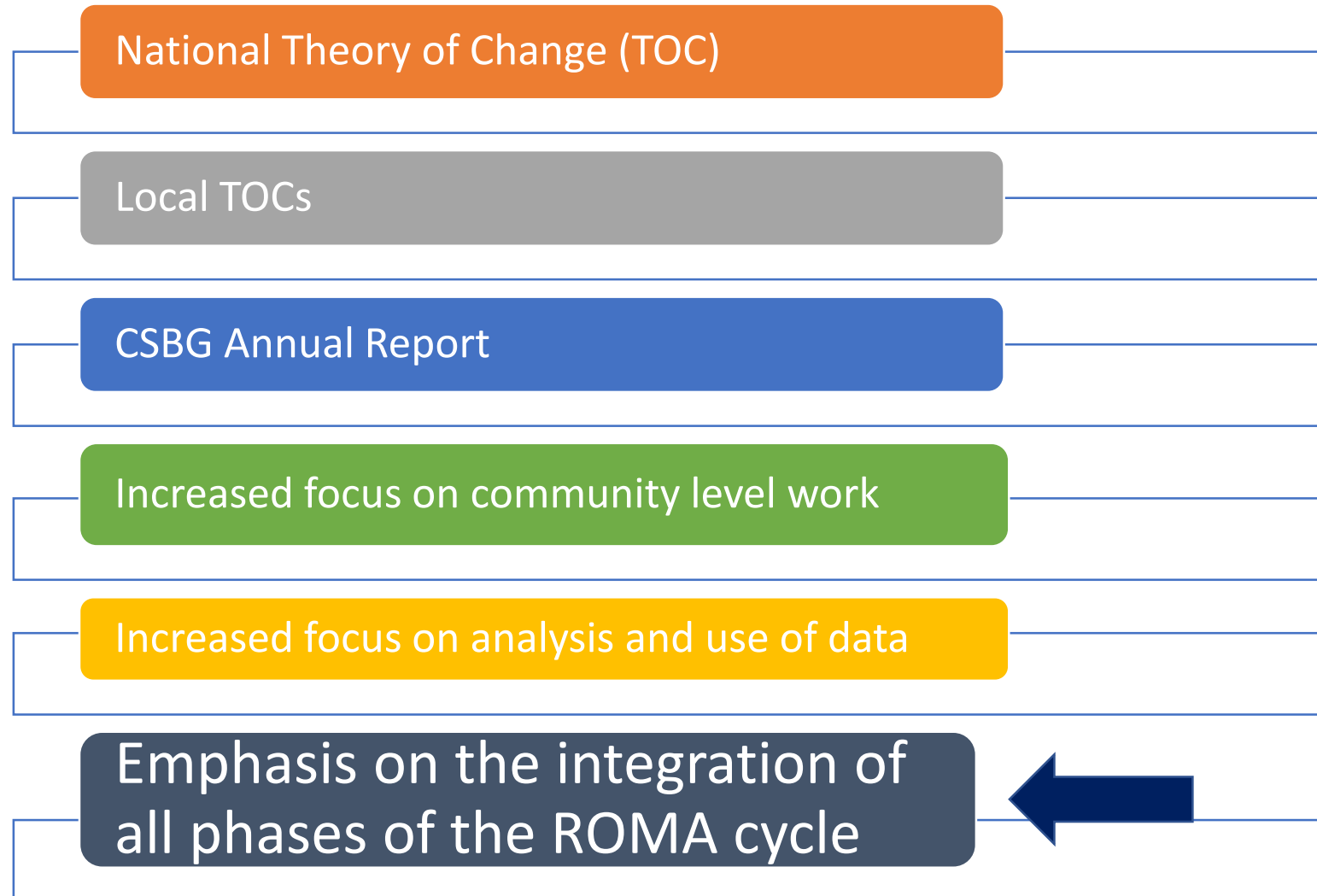
- Are there trends in performance that may be enhanced with training and technical assistance?
- Are there specific local agencies requesting (or showing signs of being in need of) training and technical assistance?
- What actions might the State take to enhance performance and increase impact across the state?



- Set expectations
- Provide support
- Ask questions!

State Role in Data Analysis

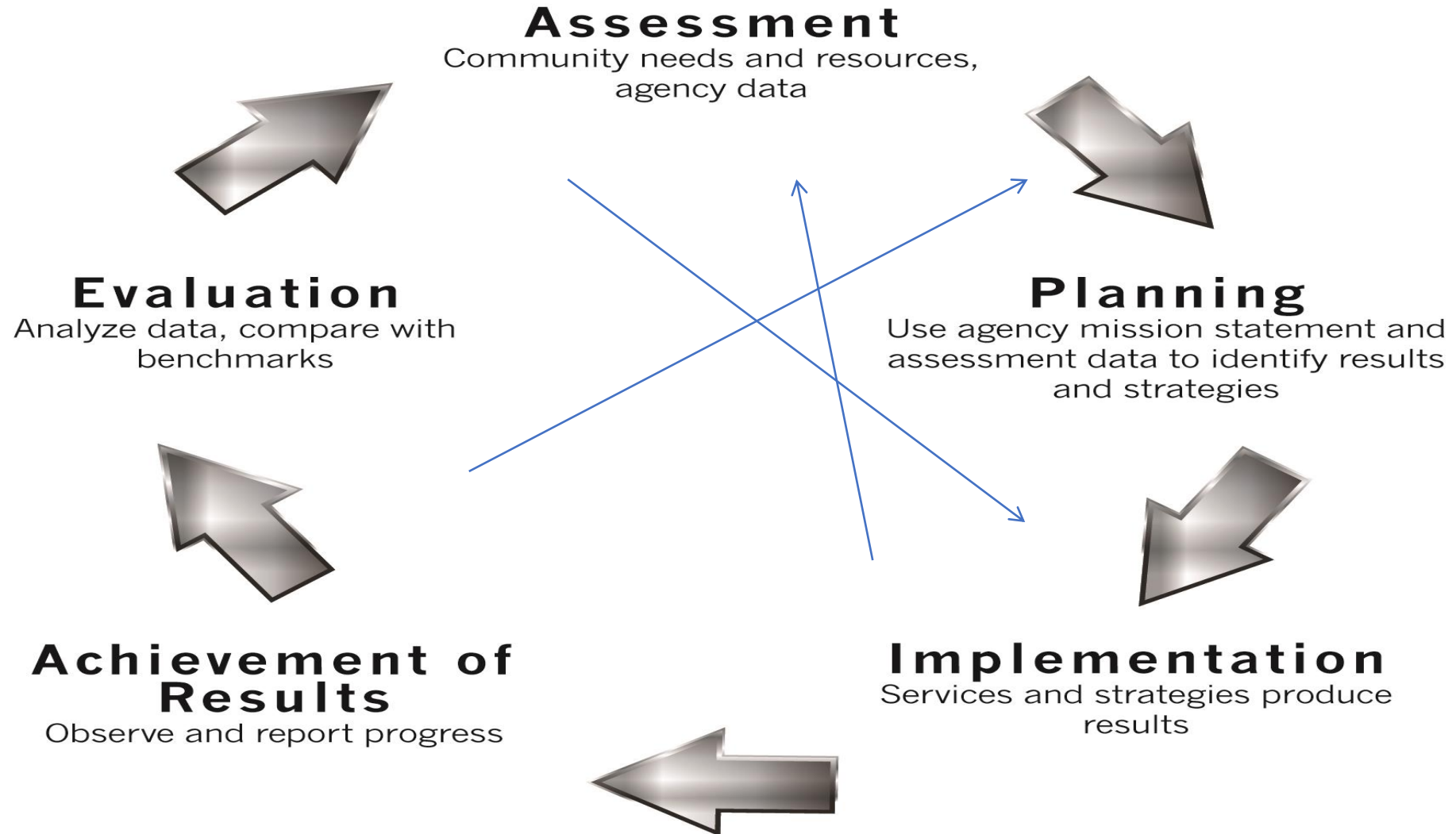
# ROMA Next Generation





# The Results Oriented Management and Accountability Cycle

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# HOW DOES THIS ALL FIT TOGETHER?



