



CSBG State Administrator Orientation

Session III: ROMA
May 26, 2021



WELCOME
BACK 😊

Agenda

- 1:00pm – 1:30pm
- 1:30pm – 2:00pm
- 2:00pm – 2:45pm
- 2:45pm – 2:55pm
- 2:55pm – 3:05pm
- 3:05pm – 3:20pm
- 3:20pm – 3:35pm
- 3:35pm – 3:50pm
- 3:50pm – 4:00pm

ROMA Overview

Assessment

Planning

Break

Planning Cont.

Implementation

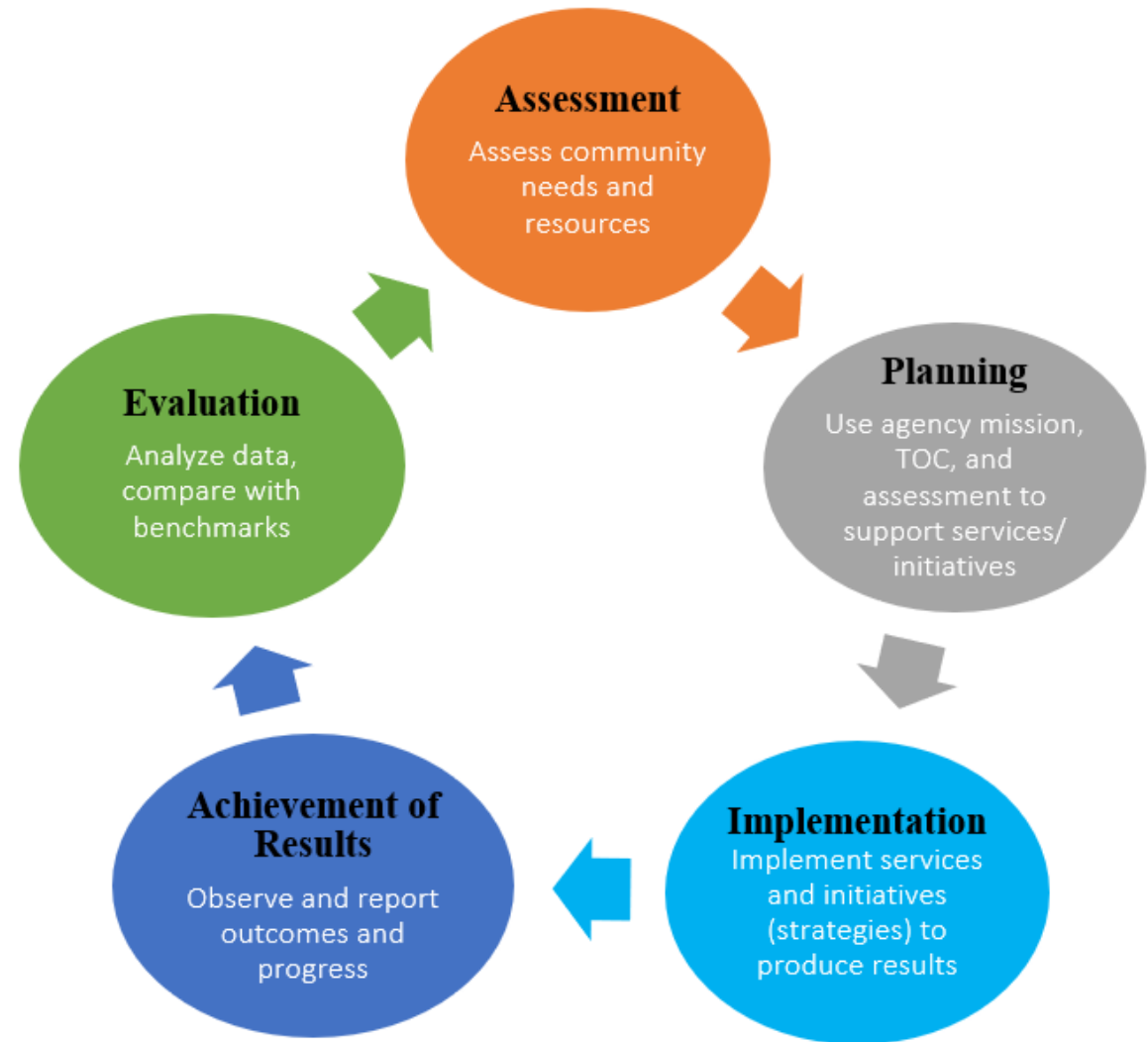
Measuring Results

Evaluation

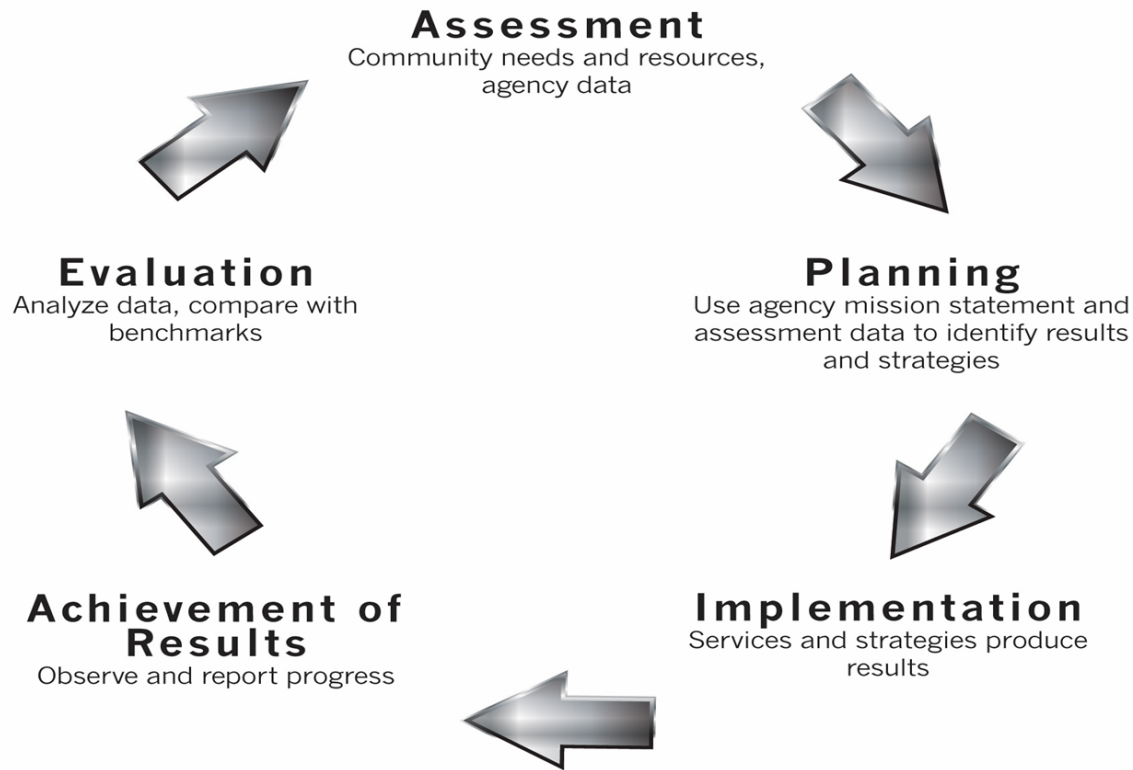
Wrap Up and Next Steps

Building on the ROMA Foundation

ROMA has provided local entities with a means of not only "telling their story better," but of "telling a better story." ."



The Results Oriented Management and Accountability Cycle



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.

ROMA Logic Model – One Dimension

National ROMA Peer-To-Peer Training Program

Organization:		Program:			<input type="checkbox"/> Family	<input type="checkbox"/> Agency	<input type="checkbox"/> Community
Identified Problem, Need, Situation	Service or Activity (Output) Identify the timeframe. Identify the # of clients served or the # of units offered.	Outcome (General statement of results expected)	Outcome Indicator <u>Projected</u> # and % of clients who <u>will</u> achieve each outcome.	Actual Results <u>Actual</u> # and % of clients who <u>achieve</u> each outcome.	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
(1) Planning	(2) Intervention	(3) Benefit	(4) Benefit	(5) Benefit	(6) Accountability	(7) Accountability	(8) Accountability
Mission:						Proxy Outcome: Yes or No	

ROMA Next Generation: The Goal

- Implement ROMA at new level that will move *CSBG forward and strengthen Community Action over the next 5-10 years.*
- While ROMA has served Community Action well for over twenty years, ROMA in the “Next Generation” must push the field at all levels *to increase impact.*

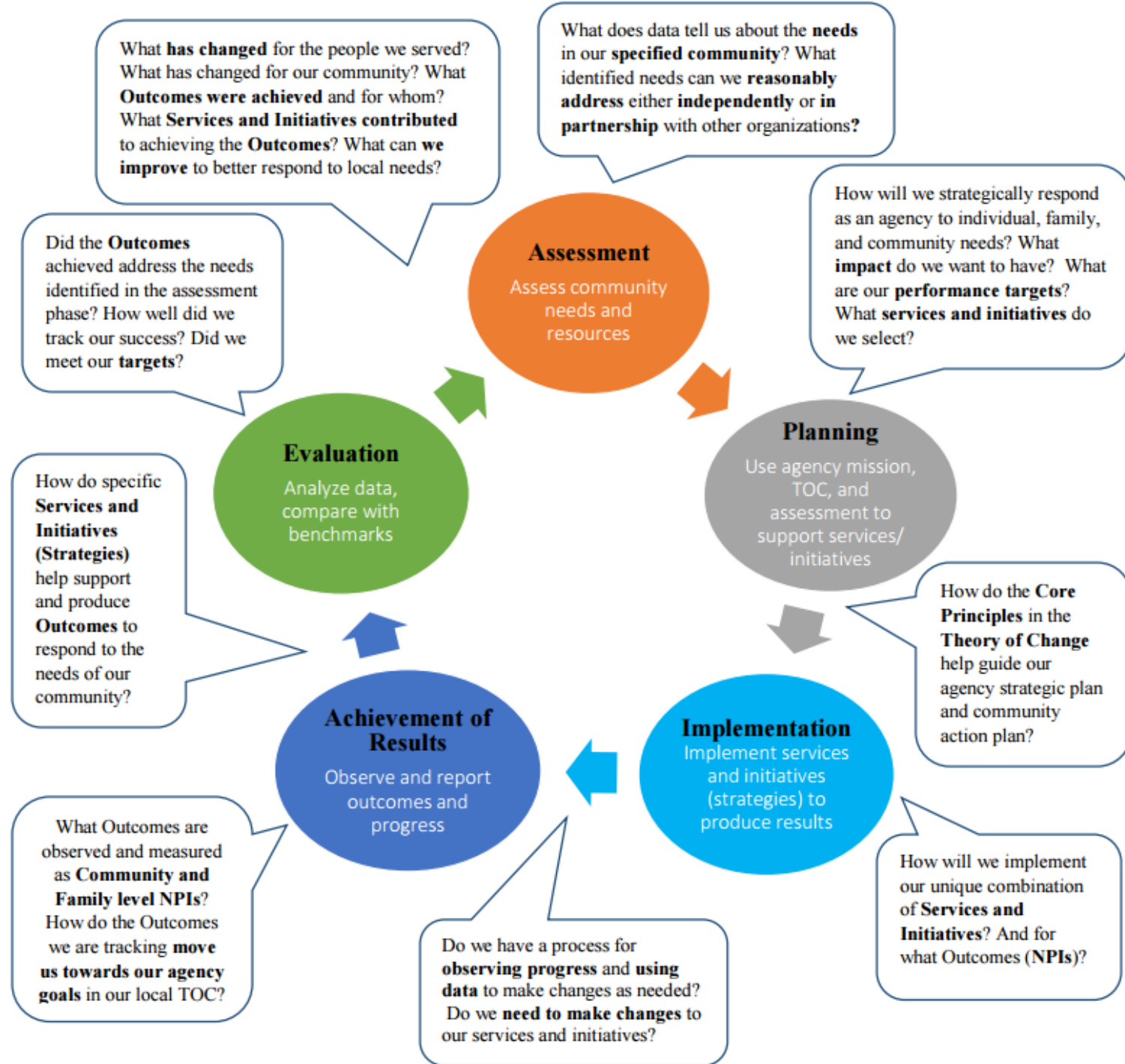
ROMA Next Generation: Where We Want To Be

- 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



ROMA Next Generation

- Focuses on *integrating information* on the people served, services and strategies provided, and the outcomes achieved by eligible entities.
- Is a system for *continuous quality improvement* focused on creating learning organizations at all levels of the CSBG network.
- *Requires attention to the capacity* of state and local data systems and support.



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

HOW DO THESE PROCESSES FIT TOGETHER?



ROMA, ROMA NG and Organizational Standards

Assessment

Assess community needs and resources, ensure the list of Organizational Standards are considered

Organizational Standards:

Has a community needs assessment been completed within **the past three years**? Was a **report** issued? Were the results communicated to the community? Was the **board involved** in the assessment process? Does the assessment contain an **analysis** of the data?

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?

CSBG Needs Assessment Requirements

- Agencies are required to conduct a Community Needs Assessment by the CSBG Act
 - CSBG Act Sec. 676(b)(11):
 - “...the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this subtitle for a program, a **community action plan** (which shall be submitted to the Secretary, at the request of the Secretary, with the State plan) **that includes a community-needs assessment** for the community served, which may be coordinated with community-needs assessments conducted for other programs”
- Funding decisions should be based on the results of the Community Needs Assessment
- Requires broad input from the community, including people of low income themselves
- Review the Organizational Standards and state guidance to ensure Needs Assessment meets requirements



Community Needs Assessment



A systematic process for creating a profile of the needs & resources of a given **community** or **target population**



A process that produces a clear **description of the specific causes & conditions of poverty** that are facing individuals and families in a given community



The community needs assessment process **takes into consideration the existing resources** available in the community to meet the needs of its residents with low income, and the gaps in existing resources that are preventing economic mobility

CNA Resources

- Comprehensive Guide to Community Needs Assessments



**National Association for State
Community Services
Programs**

A Community Action Guide to Comprehensive Community Needs Assessments

July 2011

Produced by NASCSP, with significant contributions by:

Barbara Mooney, PhD, Community Action Association of Pennsylvania
Margaret Power, PhD, Economic Opportunity Studies

- Checklist for Monitoring Community Needs Assessments

CHECKLIST FOR MONITORING COMMUNITY NEEDS ASSESSMENTS FOR STATE CSBG OFFICES

National Association for State Community Services Programs (NASCSP)
111 K St NE, Suite 300, Washington, DC 20001
(202) 370-3657
nascsp.org



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CSBG Organizational Standards: Needs Assessment

- **Standard 3.1** • The organization (Department) conducted (or was engaged in) a Community Assessment and issued a report within the past 3 years
- **Standard 3.2** • As part of the Community Assessment, the organization (department) collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).
- **Standard 3.3** • The organization (department) collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the Community Assessment
- **Standard 3.4** • The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.
- **Standard 3.5** • The governing board (or tripartite/ advisory body for public entities) *formally accepts* the completed Community Assessment.
- **Standard 1.2** • The organization (*department*) *analyzes information collected directly from low-income individuals as part of the Community Assessment*
- **Standard 2.2** • The organization *utilizes information gathered from key sectors of the community during the community assessment process or at other times*. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

State Office Roles and Strategies for Successful Needs Assessments



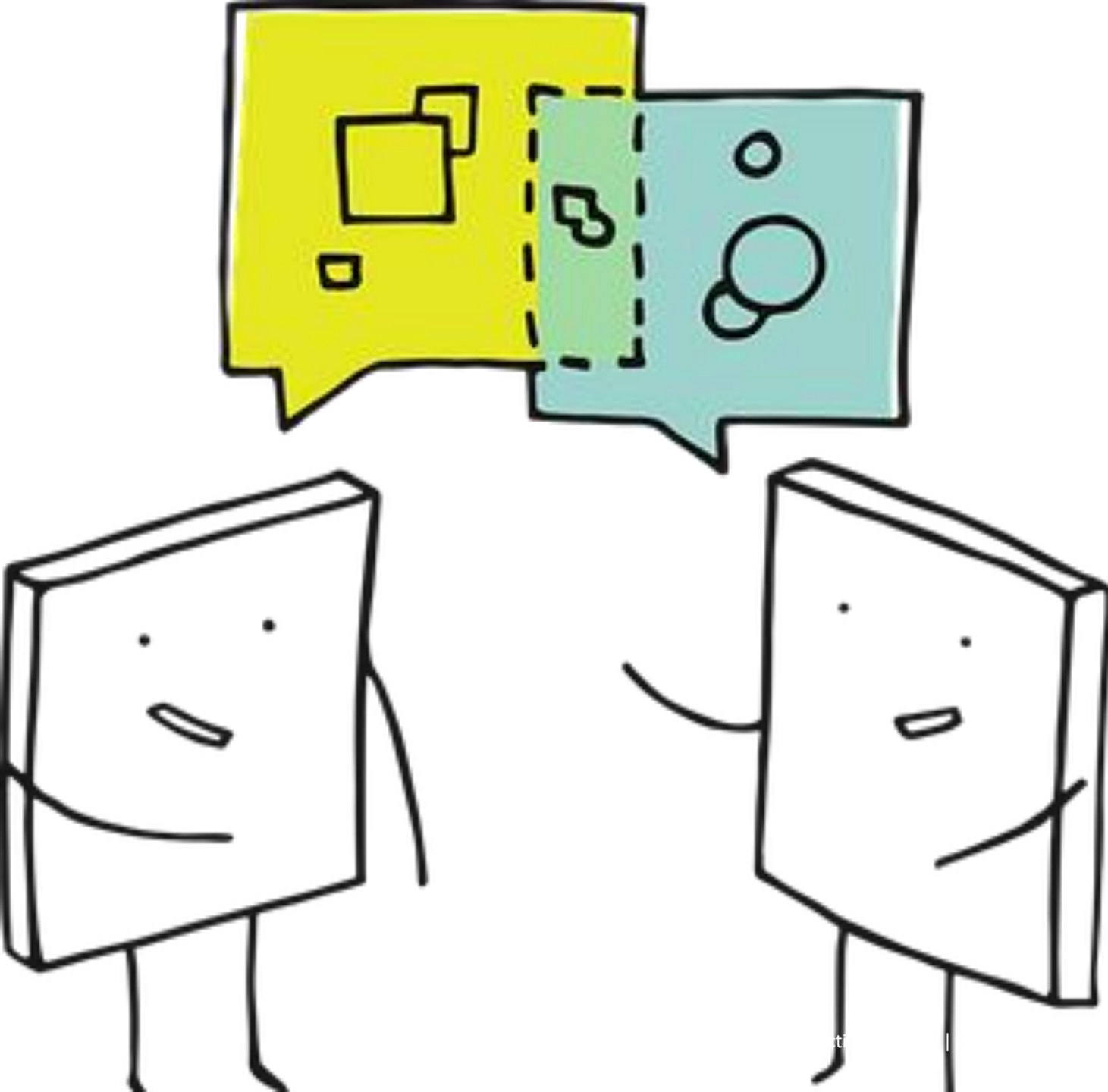
Ensure the state office has done its part in supporting CAA's by providing training, tools, and resources needed to produce a useful and compliant CNA.



Use the [NASCSP Community Needs Assessment Checklist!](#)



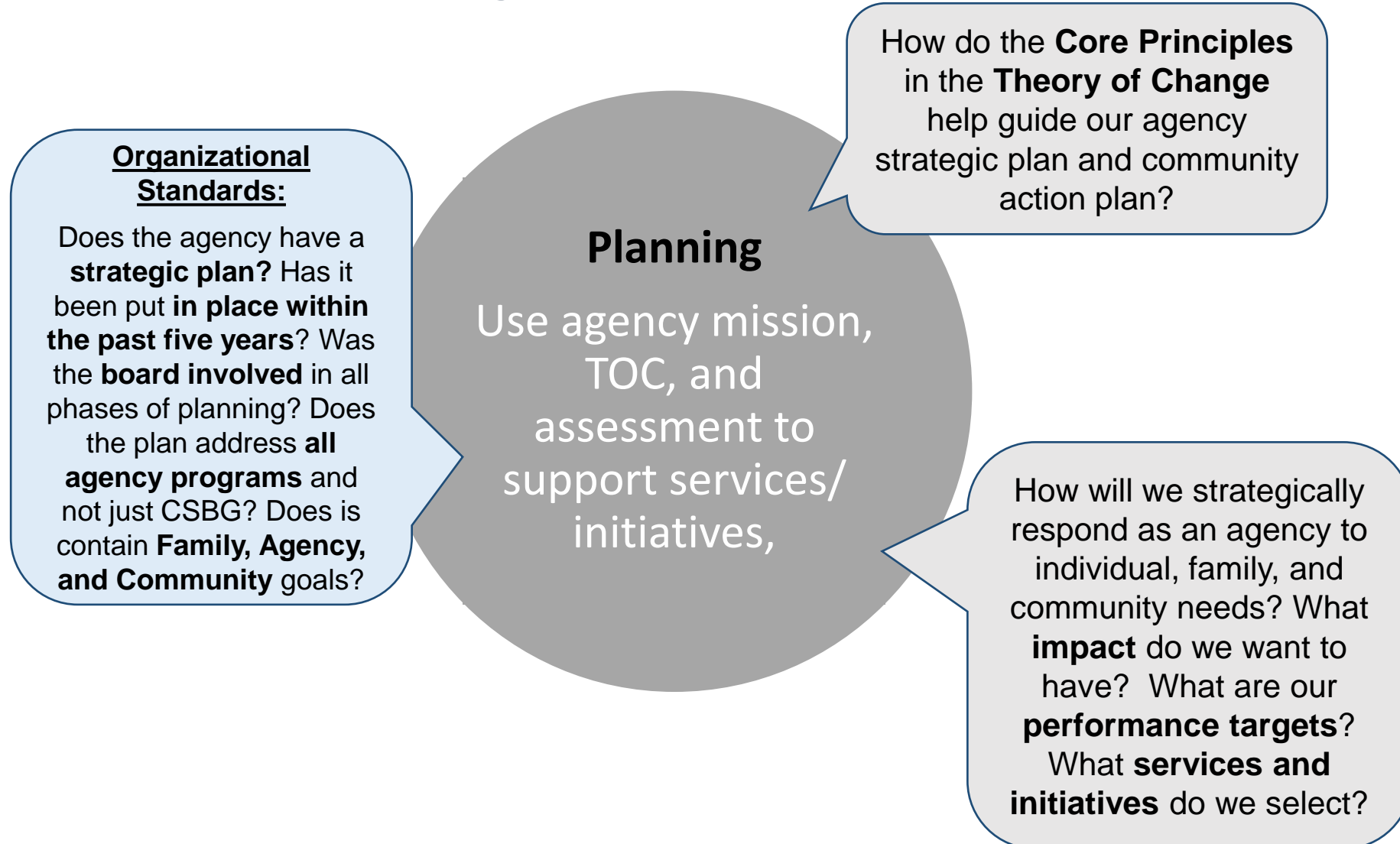
Develop a State Guidance Resource or Template to assist both CAA's and State Office staff



Discussion

What does the Needs Assessment process look like in your state?

ROMA, ROMA NG and Organizational Standards



First thing's First– What's a Community Action Plan?

State offices are required to collect Community Action Plans from their agencies as a condition of funding.

- **The CSBG Act does not spell out the requirements for what is included in that Community Action Plan beyond the tie to the Community Needs Assessment.**

States have all kinds of terms for CAP plans, but at their core they detail the programs the agency will operate in relation to the needs identified in the Community Needs Assessment

CAP plans are operational plans that typically cover the same period as the contract year (some states do one-year plans, while others do two-year plans). CAP plans often include:

- Needs Assessment or executive summary of needs assessment, identifying top needs
- A narrative explaining the planned activities based on those needs
- Targets/projections for outcomes and services
- A budget for the upcoming year allocation, along with a budget narrative
- Board information

CAP Plans include Planning for Outcomes to meet Identified Needs

What is the impact the CAA will achieve?

How will the CAA identify progress toward accomplishing this?

- What indicators will you select to report on the progress toward the outcomes?
- The National Performance Indicators (NPIs) are a standardized set of indicators that are connected to common outcomes reported by local CAAs

Outcomes = *Intentional* Change



Outcomes and Indicators

- An **outcome** represents a specific result a program is intended to achieve
- An **indicator** is a specific, observable and measurable statement that can be used to show changes or progress a program (service, strategy) is making toward achieving a specific **outcome**.
 - There should be at least one indicator for each outcome but there may be several different indicators that all work together to demonstrate the outcome.
 - An indicator helps you follow change over time. It is a way to detect progress or lack of progress toward an outcome.

Does the Outcome Match the Need?

- Need: People lack skills to obtain employment.
- Outcome: People obtain case management services.
- Need: People lack skills to obtain employment.
- Outcome: People receive credentials/training/certifications for employment.
- Need: Families lack adequate income to sustain needs.
- Outcome: People obtain financial literacy classes.
- Need: The community lacks affordable housing.
- Outcome: Individuals receive housing vouchers.



Services and Strategies

- What does the agency do to achieve the outcomes?
- The agency must consider how their services and strategies will be connected to a specific indicator, so it can be clearly connected to identified needs and outcomes.
- The identification of services and strategies are included in the planning process and are implemented by the agency.

Making Connections – Do the services/strategies address the problem?

- Adults with low incomes do not have the skills required to obtain a living wage job.
 - ✖• We will engage in a minimum wage campaign to raise the minimum wage in our county.
- There is limited affordable housing in our community.
 - ✖• We will provide tangible assistance to families who are at risk of eviction or foreclosure.
- There are no dentists in the area who accept Medicaid.
 - ✖• We will assist families in their application for Medicaid.

An illustration on a grey background. On the left, a dark blue silhouette of a person in a suit stands with their back to the viewer, looking towards the right. Above their head is a large, thick red question mark. On the right, a large target with concentric red and white rings is mounted on a red stand. Two black darts are visible: one is stuck in the outer red ring, and the other is stuck in the inner white ring. The title 'Setting Targets' is written in white text across the center of the image.

Setting Targets

Directions from Legislation



The GPRA legislation (Government Performance and Results Act of 1993/ Modernization Act of 2010) refers to “**performance plans**” and “**performance goals**,” which both relate to the concept of planning for specific results.



This references two kinds of targets: the number of people who are expected to be served and the number of people (of those served) who are expected to achieve an outcome.



These targets are identified in planning so they can be assessed in the evaluation phase.

Why Use Targets?

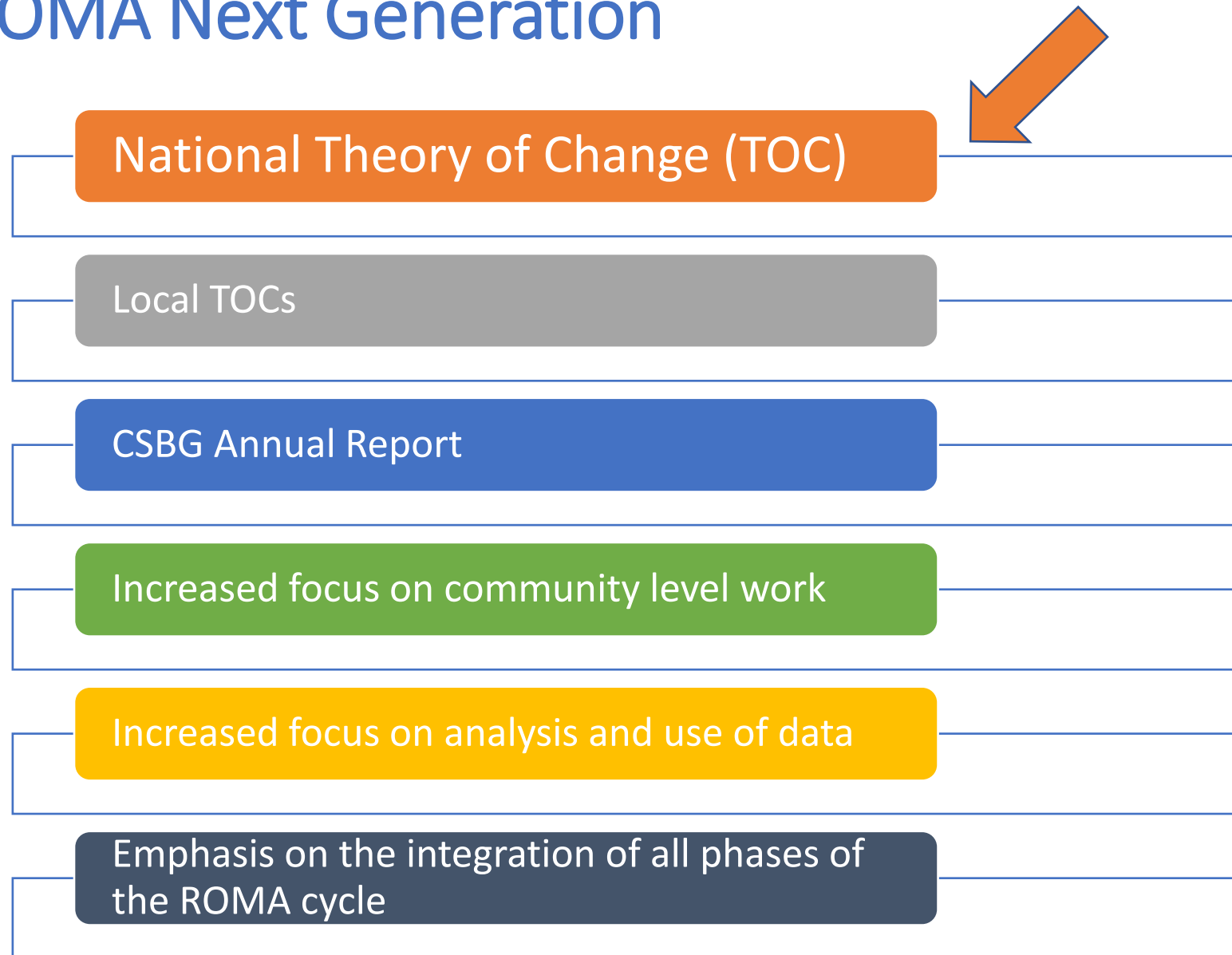
- A target demonstrates the agency's expectation about their capacity to deliver results.
- The process for establishing targets also tests their ability to be realistic about what you expect to achieve.
- Realistic targets are based on benchmarks, sub goals, and interim indicators.



Establish Targets

- A target is the number **established before services** are provided that say what the agency expects to happen.
 - How many will we be able to serve?
 - How many of those receiving service are expected to achieve the outcome?
 - What is the projected percent of success?
- You must define very precisely what it means to ‘achieve the outcome.’
- You can have more than one target.
- It is very helpful to have several interim indicators to show progress in the middle of the program.

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?

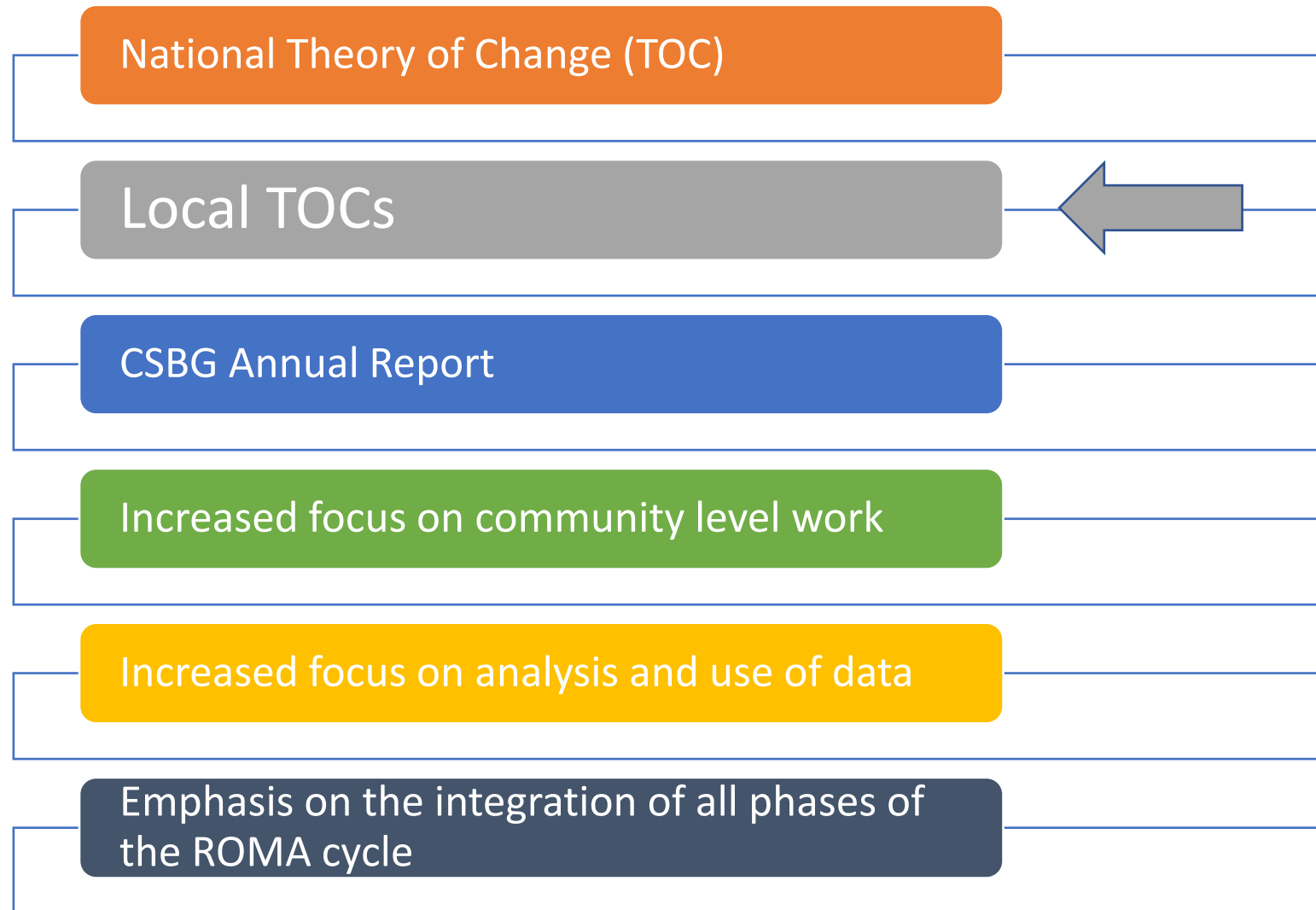
What difference does the network make?

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

- 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



A Local Theory of Change

- The national TOC is the framework for the network, but *each agency will identify its own TOC* that will be a reflection of the results of the CAAs needs assessment, strategic planning and Community Action Plan.
- Local TOCs help agencies articulate their assumptions and the connections between what they do and what is accomplished.

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:

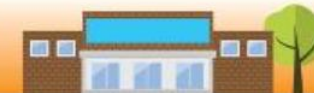
Early Head Start
Head Start
Asset Development
Rental Assistance
Housing Assistance
Employment Assistance

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

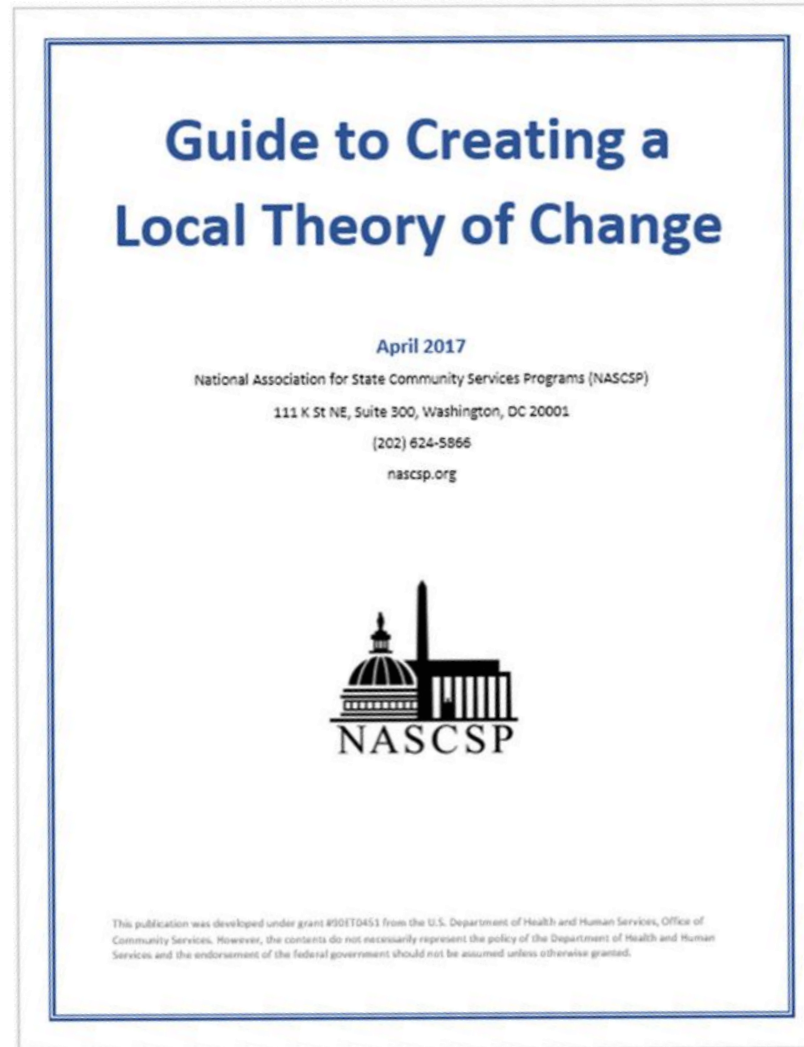
VISION: A thriving community of neighbors that is free from poverty



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



Guide to Developing a Local TOC





Knowledge Check!

Which of the following should the Community Action Agency consider as it develops its Community Action Plan? (Select all that apply)

- A.) Agency strategic plan
- B.) Community resources
- C.) Agency theory of change
- D.) Agency resources



CSBG Organizational Standards: CAP Plan

- Standard 4.2 • The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.
- Standard 4.3 • The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
- Standard 4.4 • The governing board receives an annual update on the success of specific strategies included in the Community Action plan.



State Office Roles and Strategies for Successful Community Action Plans

- Create a template that encourages completion/collection/ planning for required elements and/or is a value-add for the agency
 - Required documents for contracting
 - Required documents for monitoring
 - Clearly linking needs assessment to planned programs
 - Required assurances
- Check out Peer Community Action Plan templates here: <https://nascsp.org/member-resources/csbg-member-only-resources/peer-to-peer-requests/cap-application-plan-documents/>

CAP Plan Review



States should review CAP plans to ensure they have all required elements, the activities outlined are allowable, that the budgets are balanced, and any outstanding questions are addressed.



States should work to review CAP plans to give agencies enough time to rectify any issues prior to contract award.



Create a review tool/checklist so that CAP plan review is done uniformly across the agency.

A close-up photograph of a chalkboard with the equation '1+1=2' written in white chalk. The numbers and symbols are slightly blurred, giving it a candid, classroom-like feel. The background is dark, making the white chalk stand out.

Basic Budget Review

- Does it all add up?
 - Narrative matches budget
 - Correct totals and tallying
- Does the budget adhere to administrative caps or requirements?
- Does the budget reflect the current indirect cost rate/agreement?



Allowability

In a block grant environment, determinations of allowability are made at the state (not federal) level.

States are responsible for interpreting existing guidance to make determinations of cost allowability.

- CSBG Act
- CSBG Information Memoranda
- Uniform Guidance

So long as a state's determination of allowability is not “clearly erroneous”, OCS should defer to the state's interpretation.

Questioned Costs

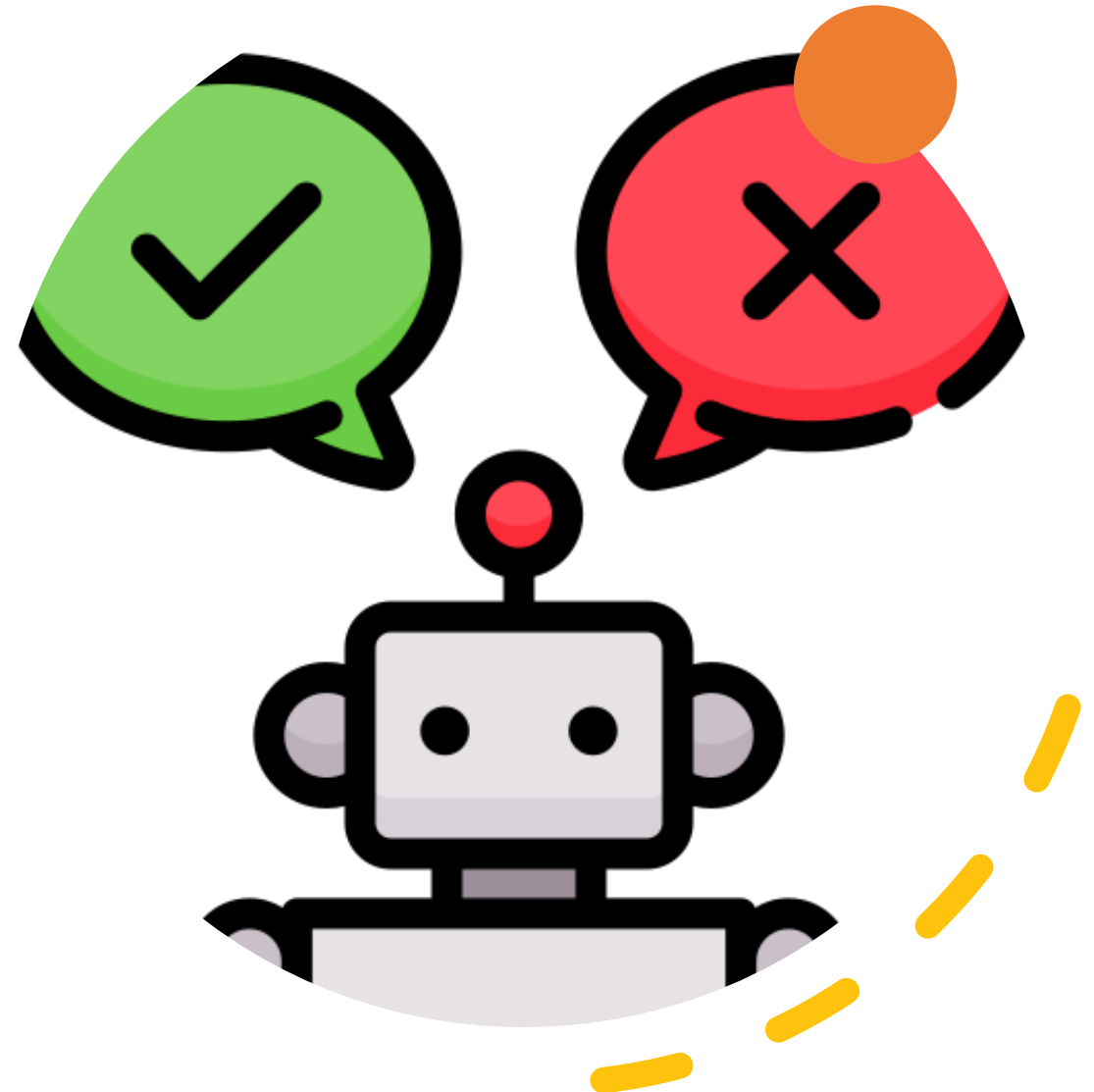


- During budget review, states may find costs that are unclear if they are allowable and reasonable
 - Approach with curiosity
 - Help me understand...
 - Why is this cost charged to CSBG?
 - What is this meant to accomplish?
 - What need does this meet?
 - Approach in Partnership
 - Seek a mutual purpose
 - Seek to understand
 - Cost may not be chargeable to CSBG, but there may be other solutions

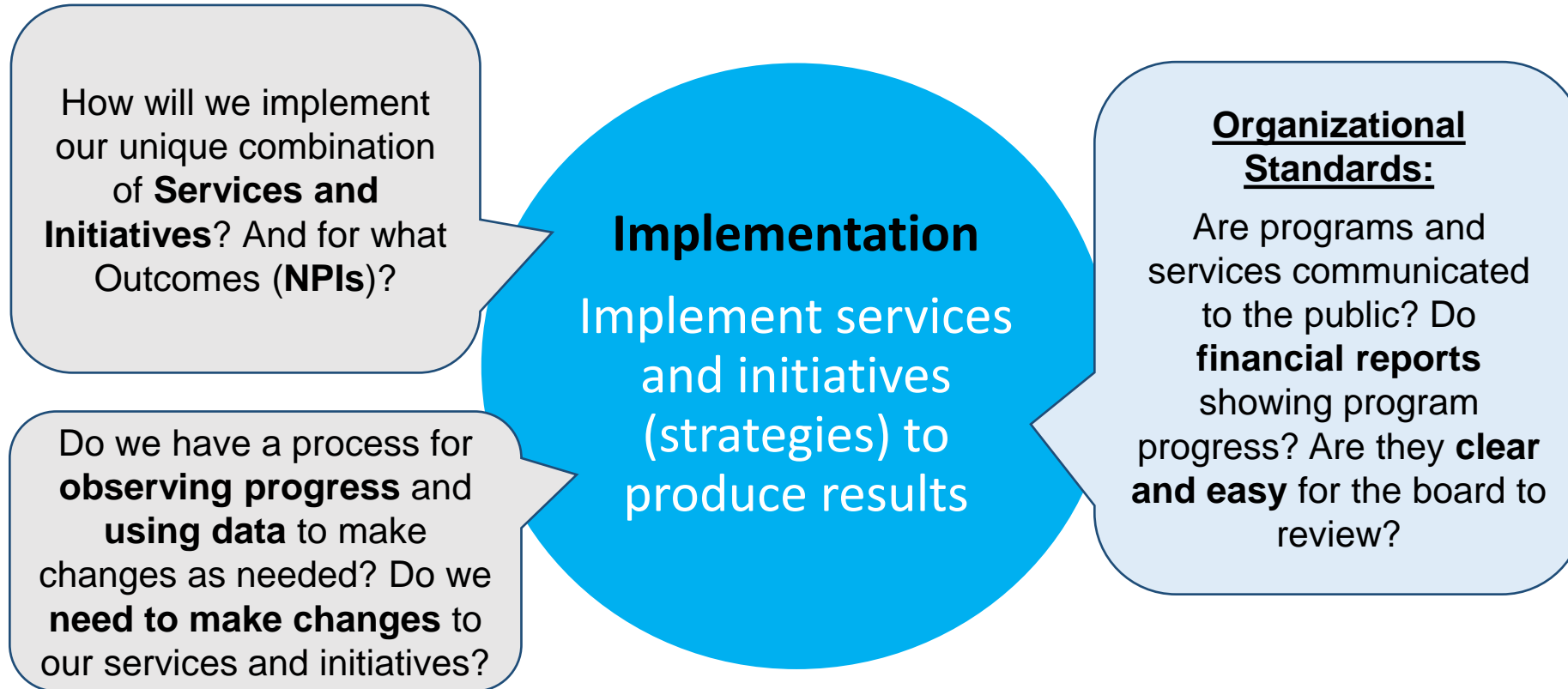
Knowledge Check!

Which of the following are true of Community Action Plans? (Mark all that apply)

- A.) Community Action Plans are required by the CSBG Act
- B.) Programs and strategies outlined in Community Action Plans should be based on the needs identified in the Community Needs Assessment
- C.) States are responsible for establishing Community Action Plan requirements for their network
- D.) Budgets are a federally-required component of a Community Action Plan



ROMA, ROMA NG and Organizational Standards



Implementation

- The agency focuses on effectively connecting people and distressed communities with the services needed to achieve specific outcomes.
- The agency identifies strategies needed to improve or strengthen outcomes.

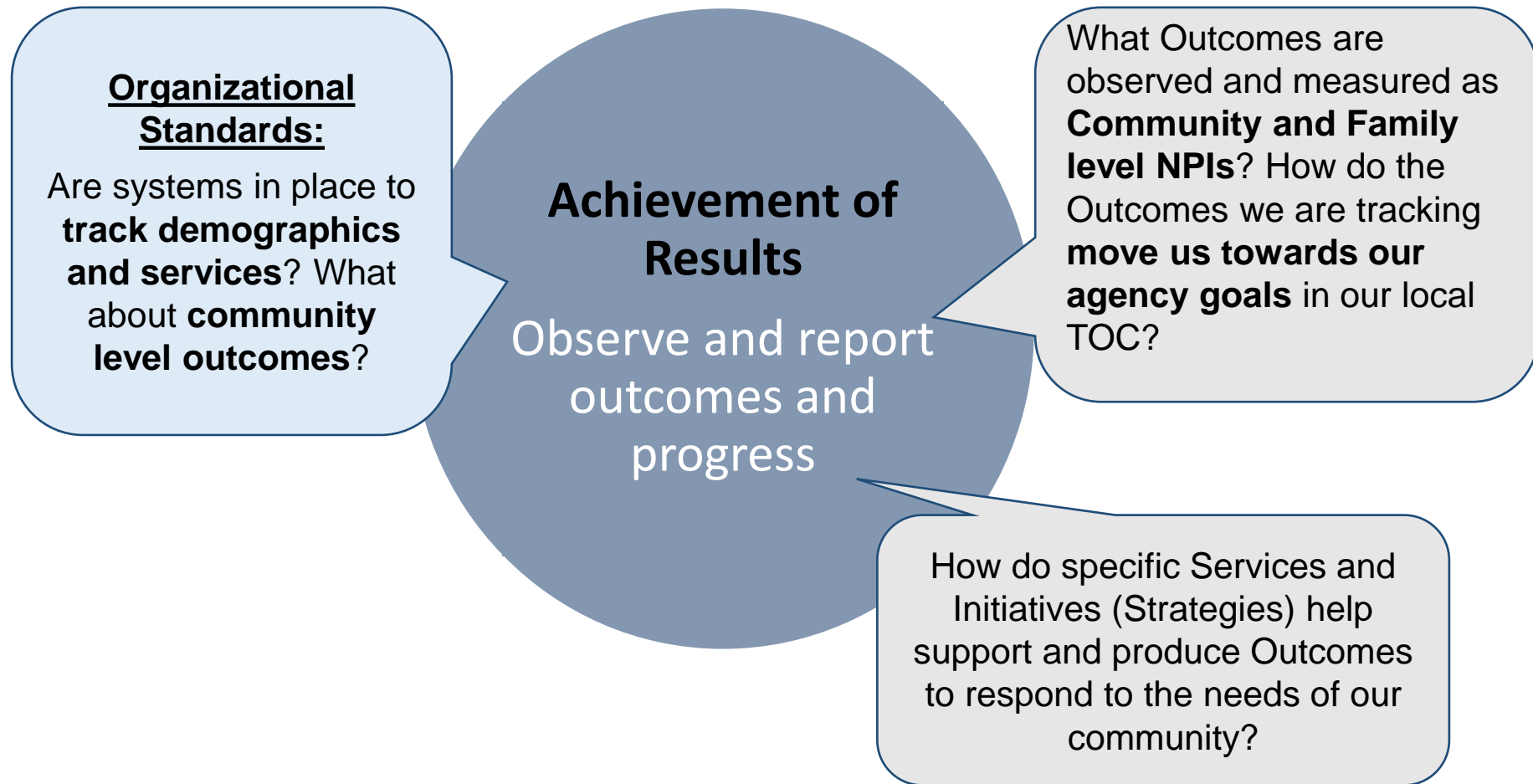
More than Implementation

- Oversight during implementation is critical
 - Implementation requires regular progress checks, refinements, evaluations

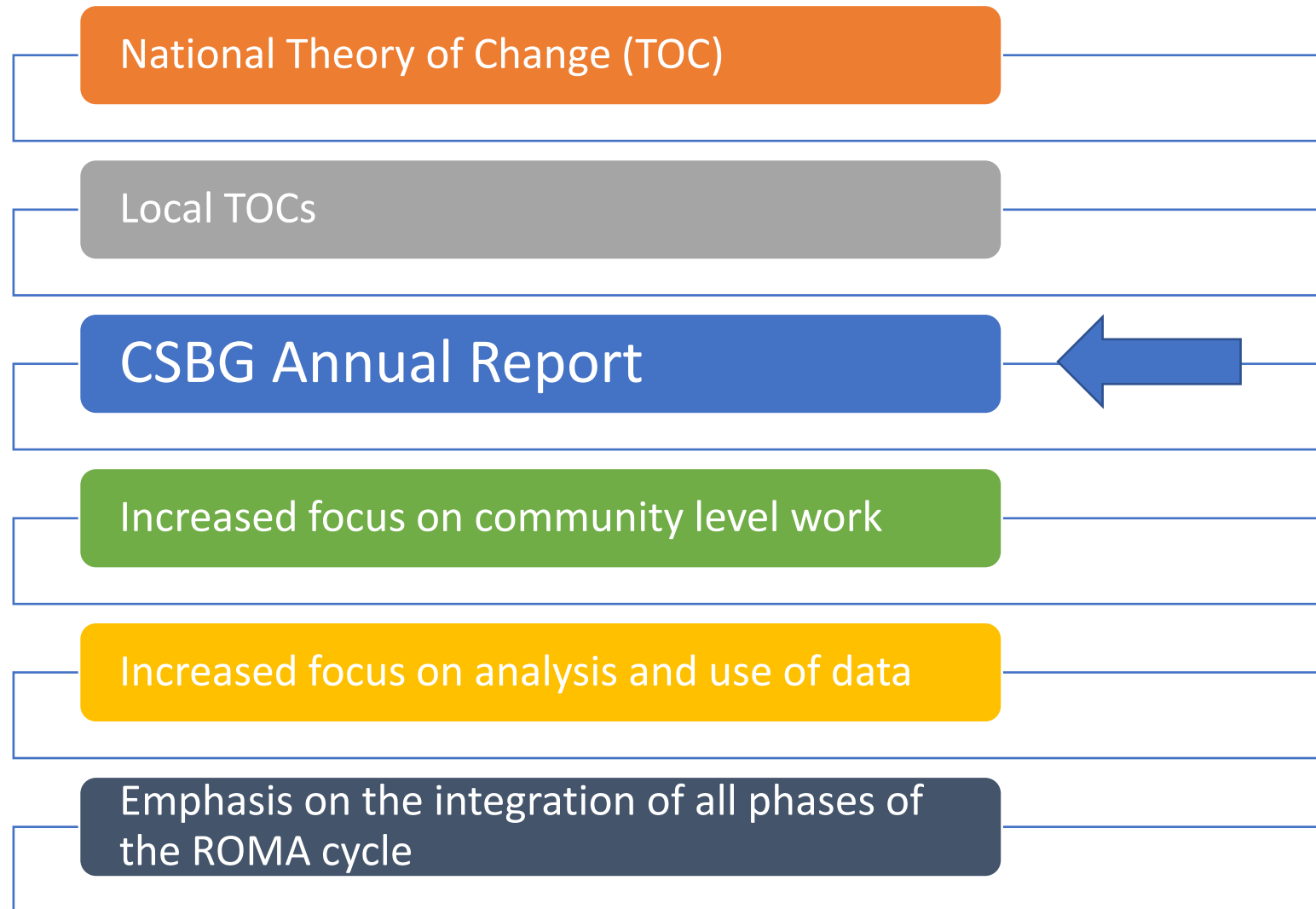


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ROMA, ROMA NG and Organizational Standards



ROMA Next Generation



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.

Measure & Report

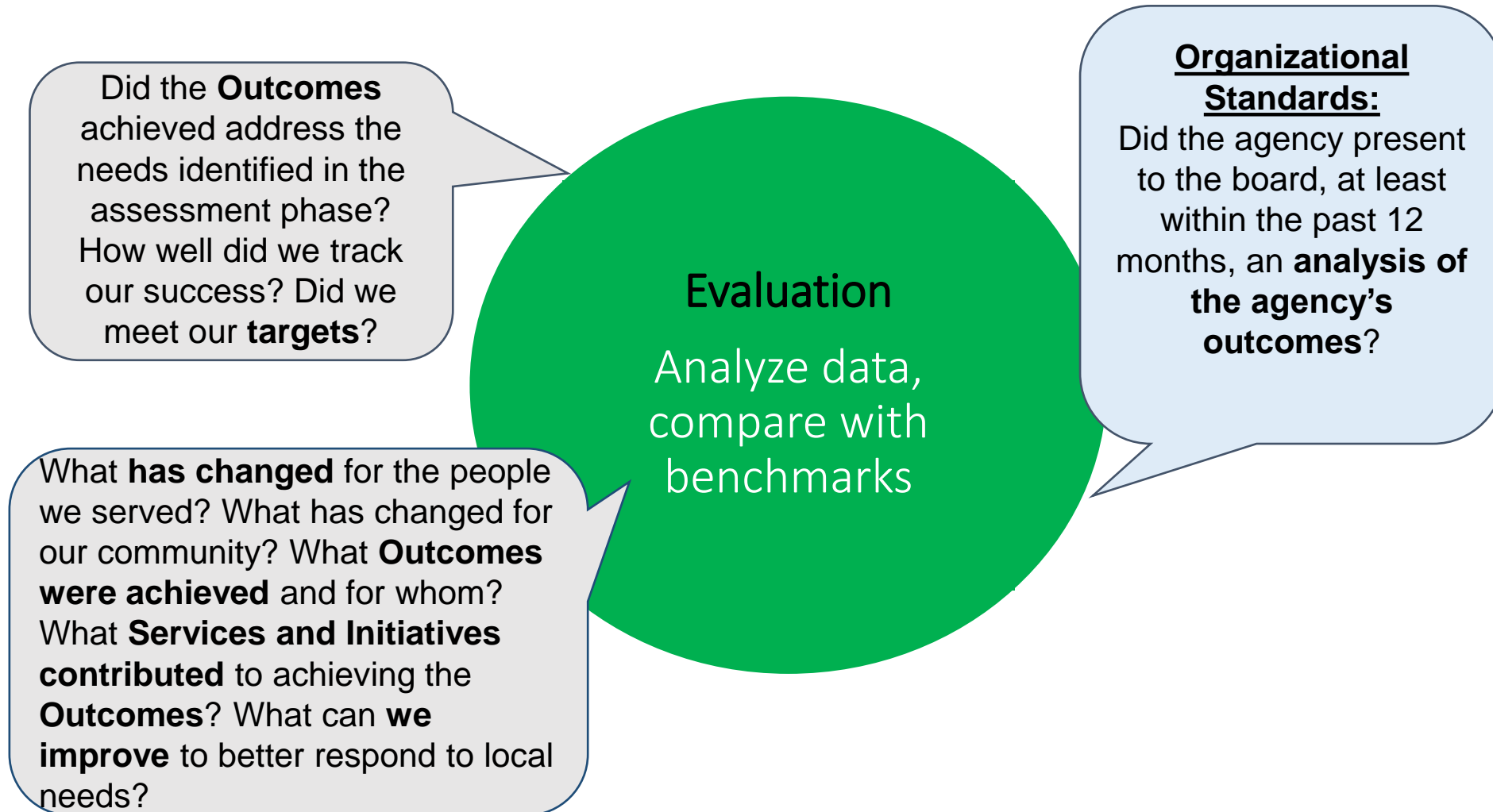


To be able to evaluate your programs and processes, you have to document the services and outcomes achieved as a result of your programs.

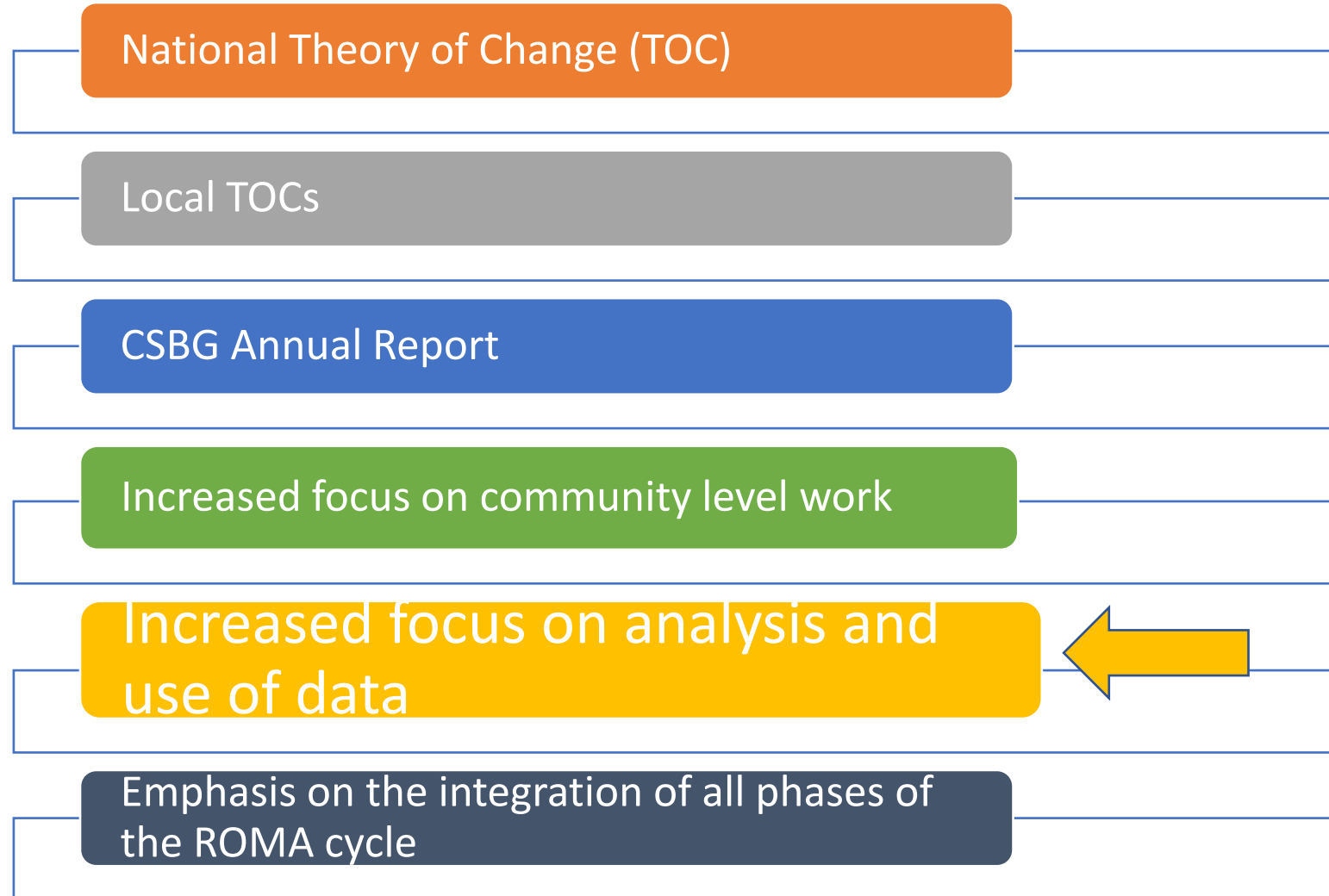


Be *intentional* about data collection

ROMA, ROMA NG and Organizational Standards



ROMA Next Generation



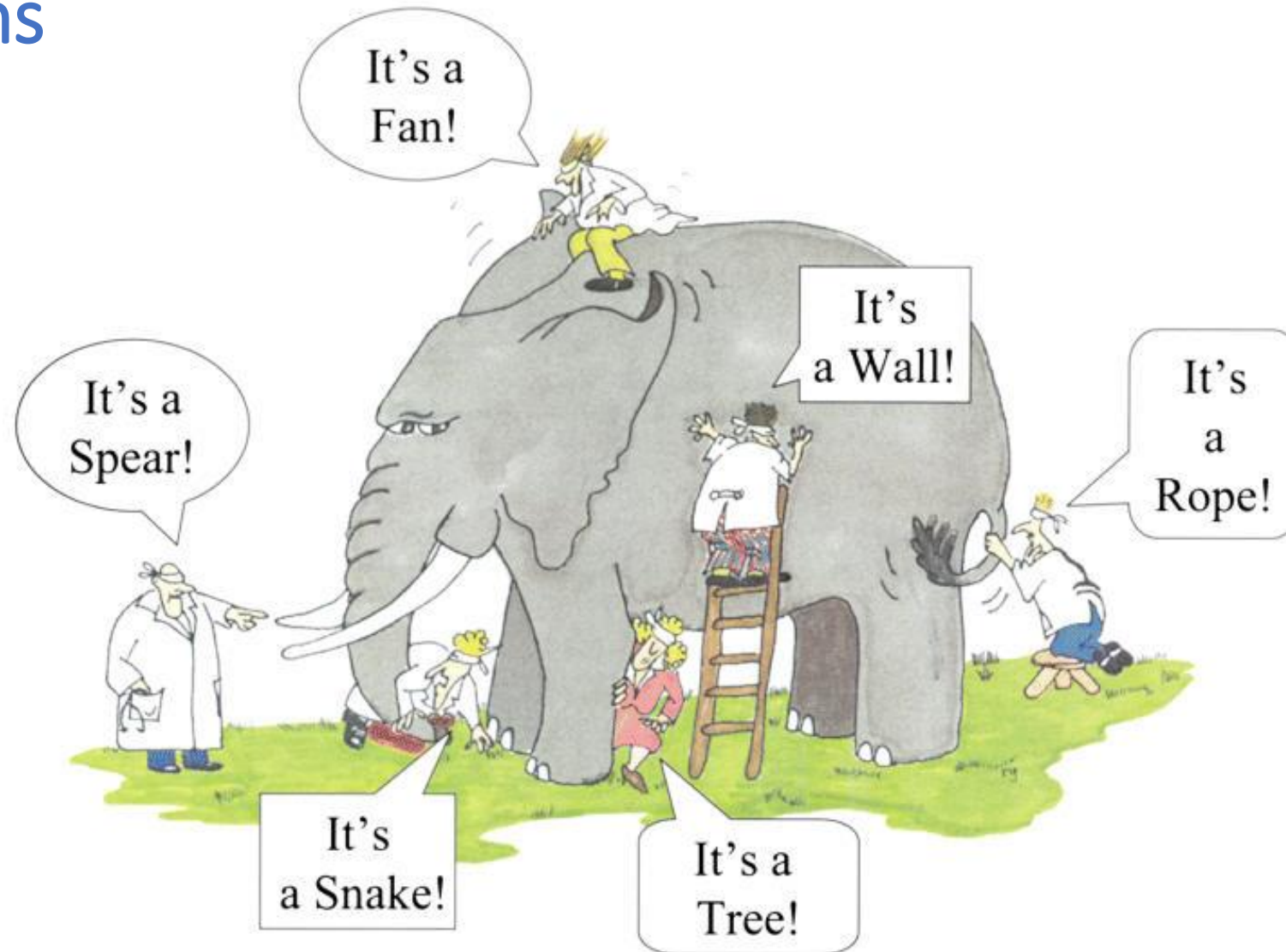
Collecting, Analyzing and Using Data

- 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.

More than Data Analysis

- Data Analysis is the **process of exploring data and reports** in order to extract **meaningful insights**, to better understand and **improve agency performance**.
- Analysis focuses on tasks including questioning, examining, interpreting, comparing, confirming, and testing with the goal of **discovering useful information, conclusions, and supporting decision making**.
- The goal of analysis is to answer questions by **interpreting the data at a deeper level, identifying findings, and providing actionable recommendations**.

You Need a Complete Picture to Make Data-Informed Decisions



Bringing This Together

- It's not enough to analyze your data, you have to USE it.
- Bring together the players in the organization to make decisions informed by data analysis of each of these components



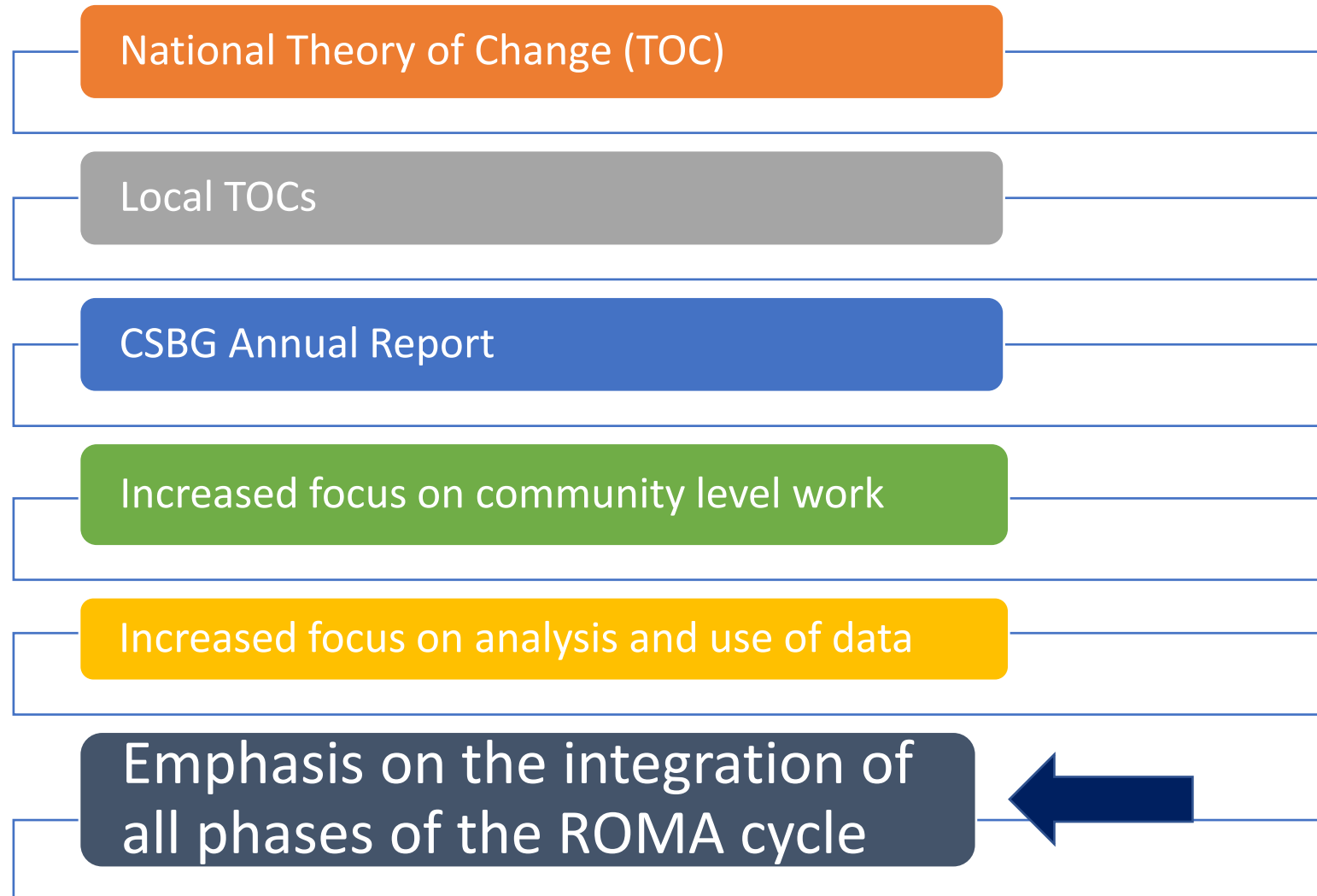
- You must document what you learn so that it can be used in the future!
- Documentation of lessons learned should happen throughout the year
 - Create processes to document lessons learned as they happen
- Review lessons learned prior to embarking on any project/program/phase of cycle



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Document,
Document,
Document...

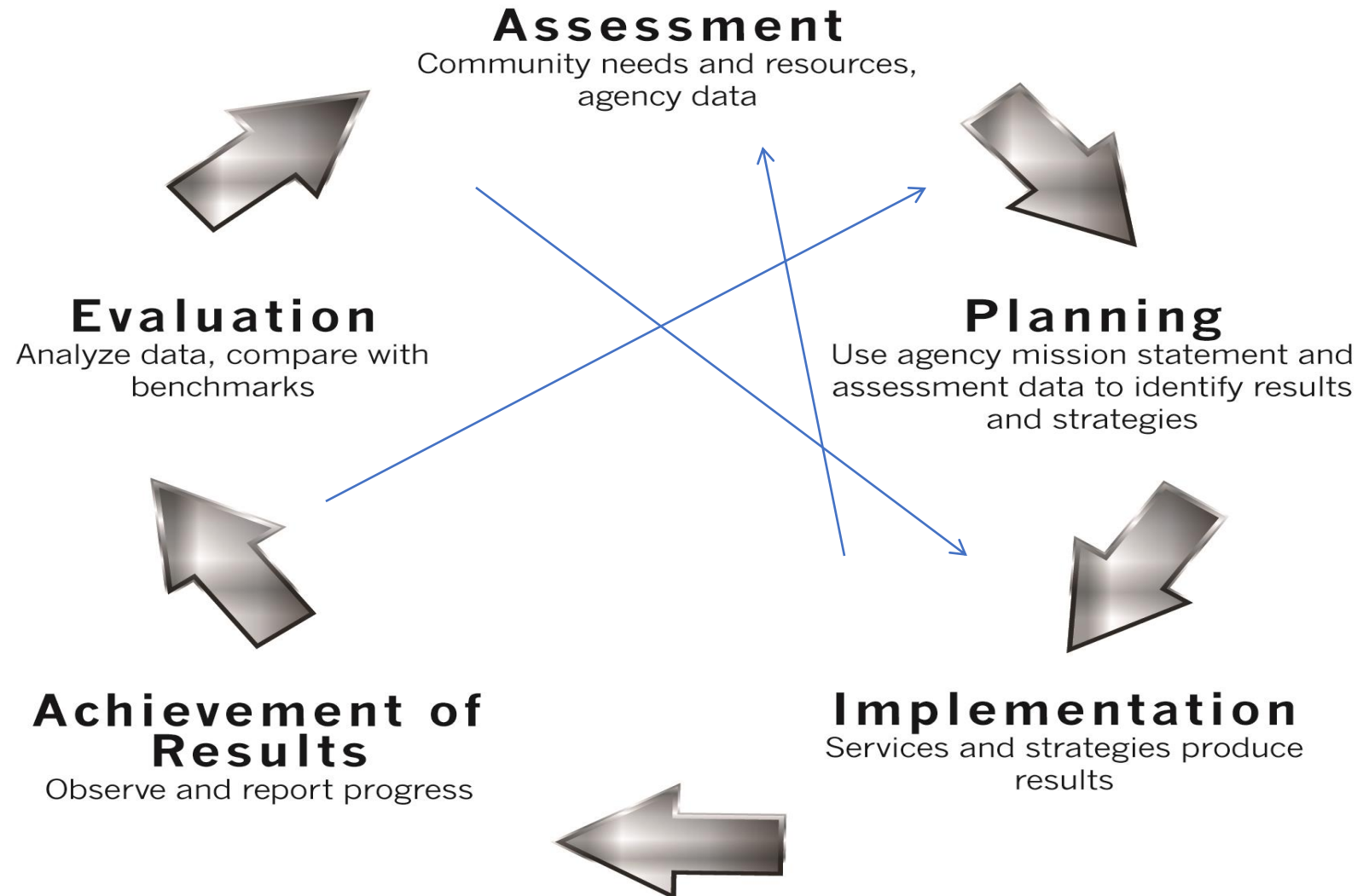
ROMA Next Generation

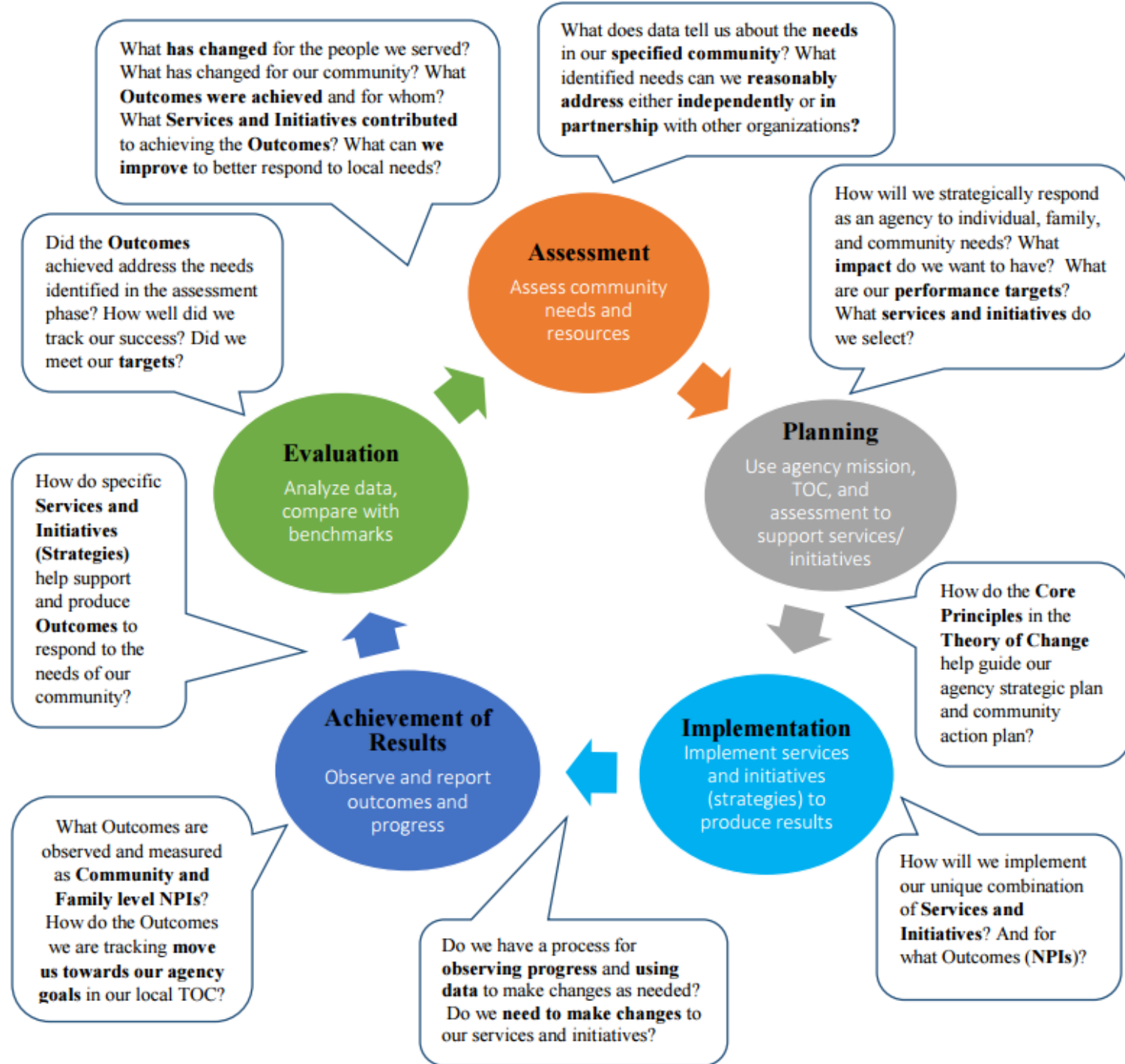


Not Just Clockwise Movement

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.

The Results Oriented Management and Accountability Cycle





Knowledge Check!



Which of the following are true of evaluation?

- A.) Agencies should conduct evaluation only once programs are completed
- B.) Evaluation should only be of programs operated, not processes
- C.) Evaluation information should only be considered during assessment

Wrap Up & Homework

- Reflection:
 - What's something that you learned today?
 - What's an action step you will take as a result of something you heard?
- Homework:
 - Complete the CAP Plans portion of your State Office Action Plan



Resources

- Office of Community Services:
<https://www.acf.hhs.gov/ocs/programs/csbg>
 - CSBG Act:
https://www.acf.hhs.gov/sites/default/files/ocs/leg_title_iicomunity_services_block_grant_act_10271998.pdf
 - CSBG Information Memoranda:
<https://www.acf.hhs.gov/ocs/resource/csbg-information-memoranda>
- NASCSP: <https://nascsp.org/>
 - Annual Report Resources: <https://nascsp.org/csbg/csbg-data-collection-and-reporting/csbg-annual-report/>
- National Community Action Partnership:
<https://communityactionpartnership.com/>
 - Organizational Standards:
<https://communityactionpartnership.com/organizational-standards/>
- CAPLAW: <https://www.capl原因.org/>
 - CSBG Resources:
<https://www.capl原因.org/resources/bytopic/csbg.html>

