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Community Action Plan

& Reporting Manual

Virginia Office of Economic Opportunity

https://vacsbg.learnworlds.com/
csbg@dss.virginia.gov

2025-2026 Community Action Plan Developing & Reporting Manual

This guide is designed to help Virginia's Community Action Agencies design and implement their community action plans. Inside this manual, you will find helpful tools, resources, and tips to aid in the development of a comprehensive and effective plan of action for your programs.

The Office of Economic Opportunity staff are available to provide individual technical assistance regarding CAP Plan Development and Reporting. To schedule assistance please email csbg@dss.virginia.gov.

This guide is divided into two sections: CAP Plan Development and CAP Plan Reporting:

Important Dates & Deadlines

CAP Plan Opens Annually	**March 1**
CAP Plan Due Annually	**May 1**

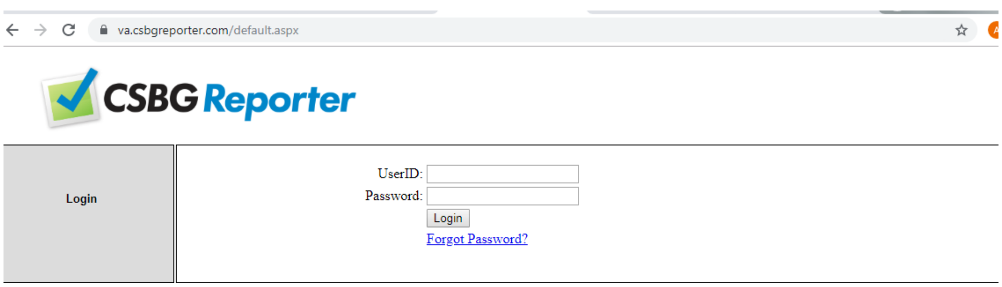
Reporting Deadlines	
Quarter 1	November 15
Quarter 2	February 15
Quarter 3	May 15
Quarter 4	August 15
Q1, Q2, and Q3 – Progress report, ROMA Implementer progress report and Match Progress reports due Q4 – several components due (4th Quarter Progress, FNPI Page, Expenditures, CSBG Resources, Capacity Building, and Family and Individual Demographics)	

CSBG Reporter CAP Plan User Guide

Log in to va.csbgreporter.com

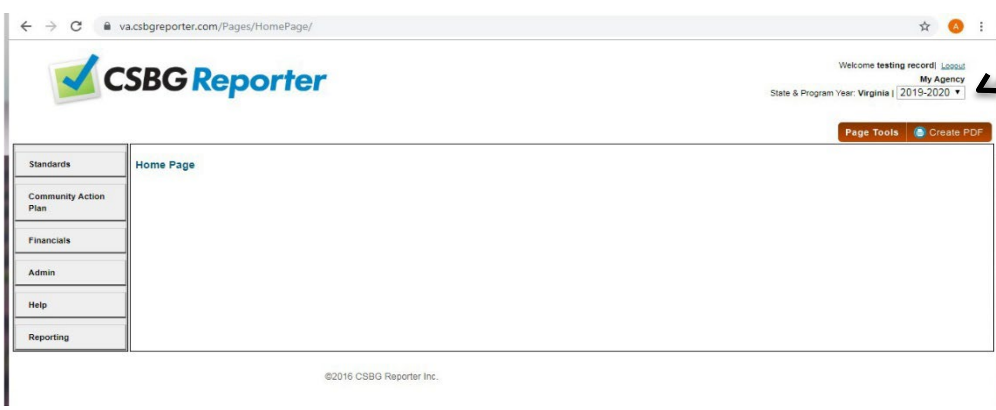
Login Screen

Usernames and passwords can be generated by a current user at your agency or by contacting csbg@dss.virginia.gov



Home Screen

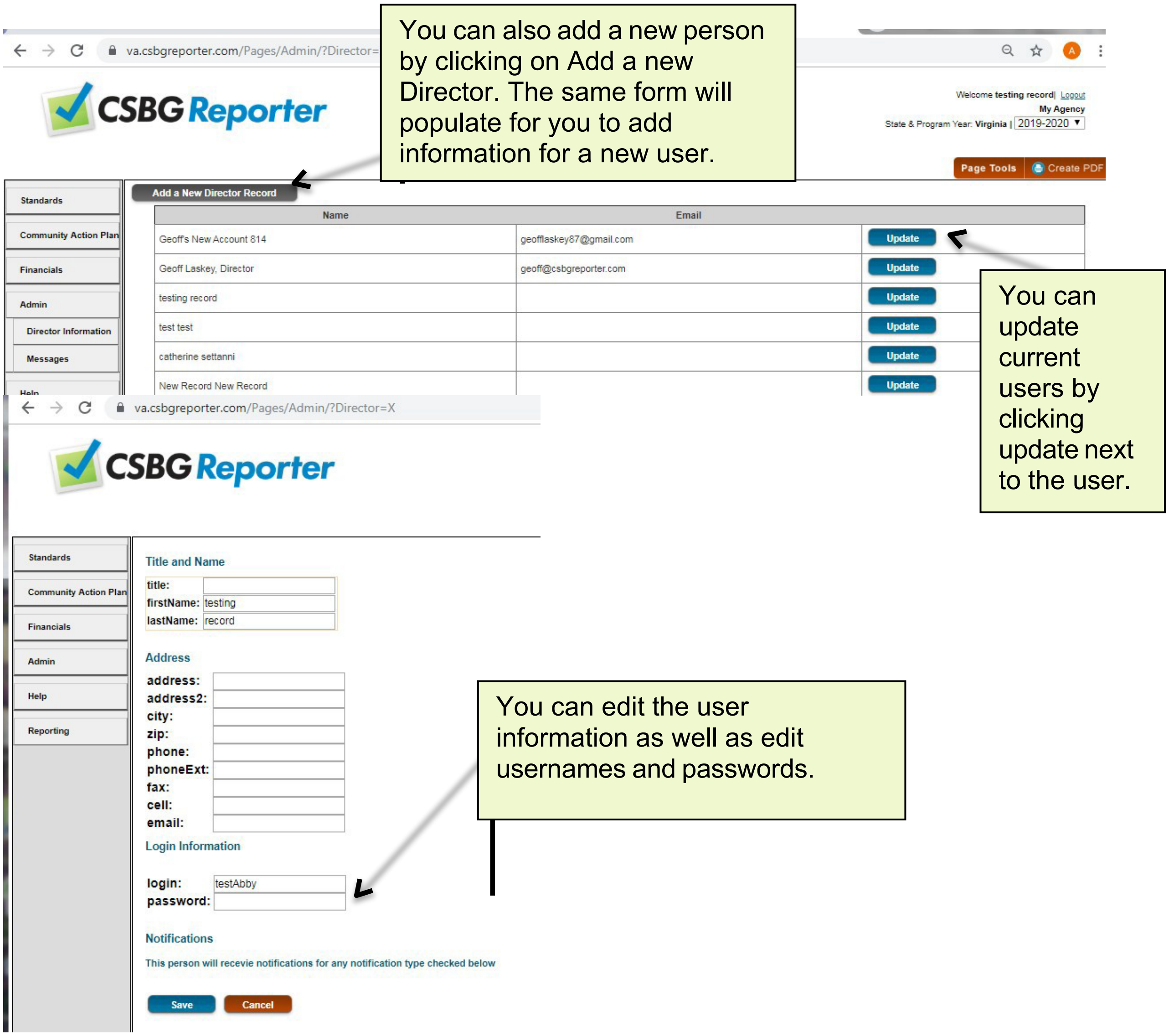
Once you log in this is the default home screen



Note: the system will default to the program year you were in when you last logged out. Prior to moving forward ensure you are in the correct program year.

Adding New Users

To add new users to your account you will click on Director Information under Admin.

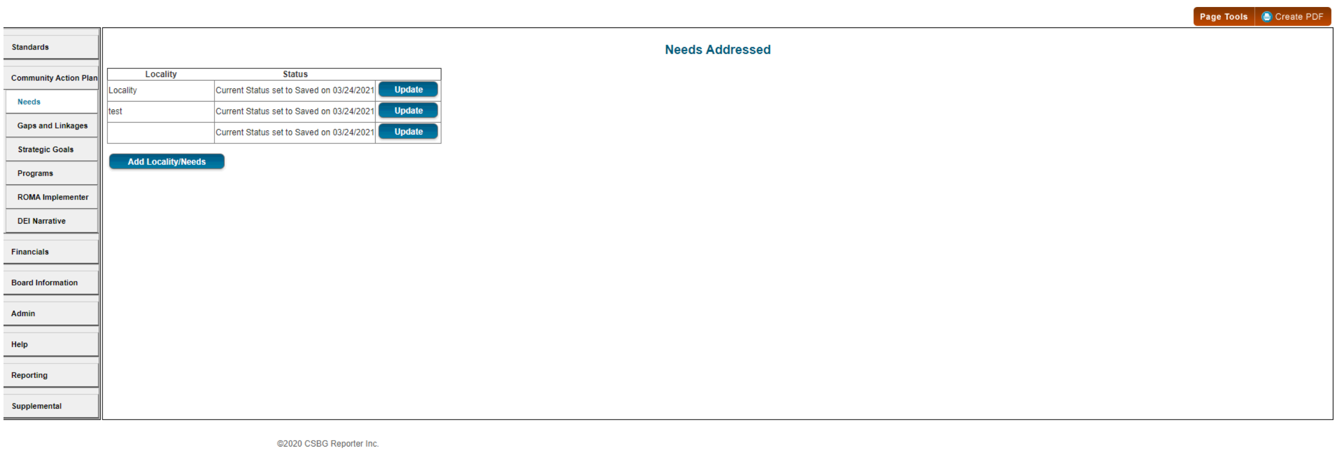


Community Action Plan

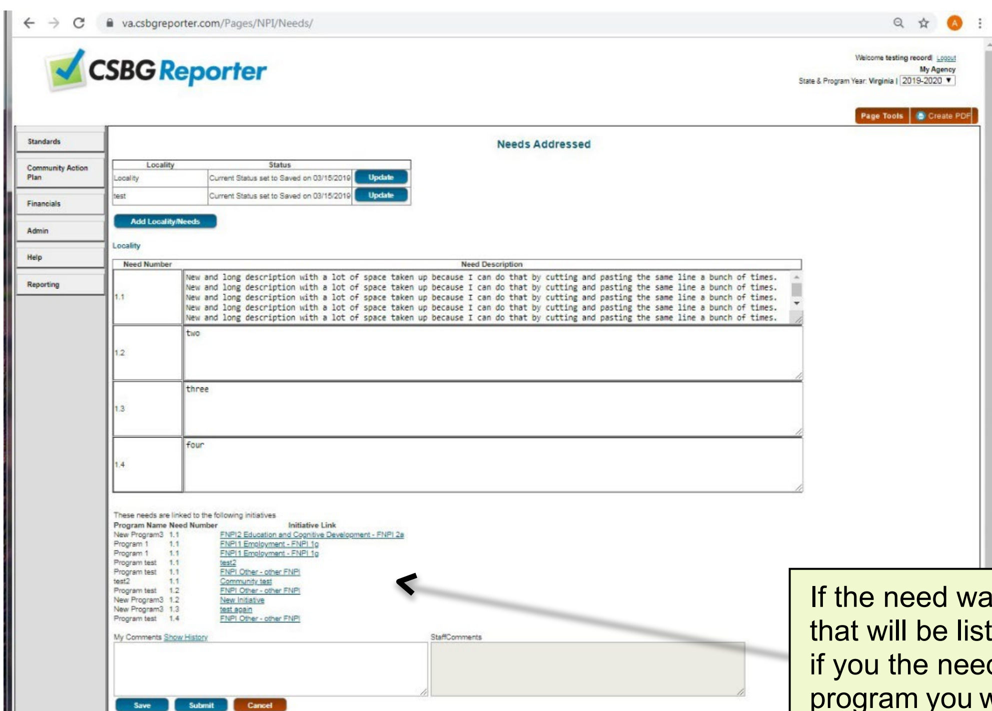
There are 6 sections under the Community Action Plan tab. Each of these four sections is completed annually and due May 1st.

Needs Section

When you click on needs you have the ability to see any and update current localities and needs that were put in the system and the ability to add new localities and needs.

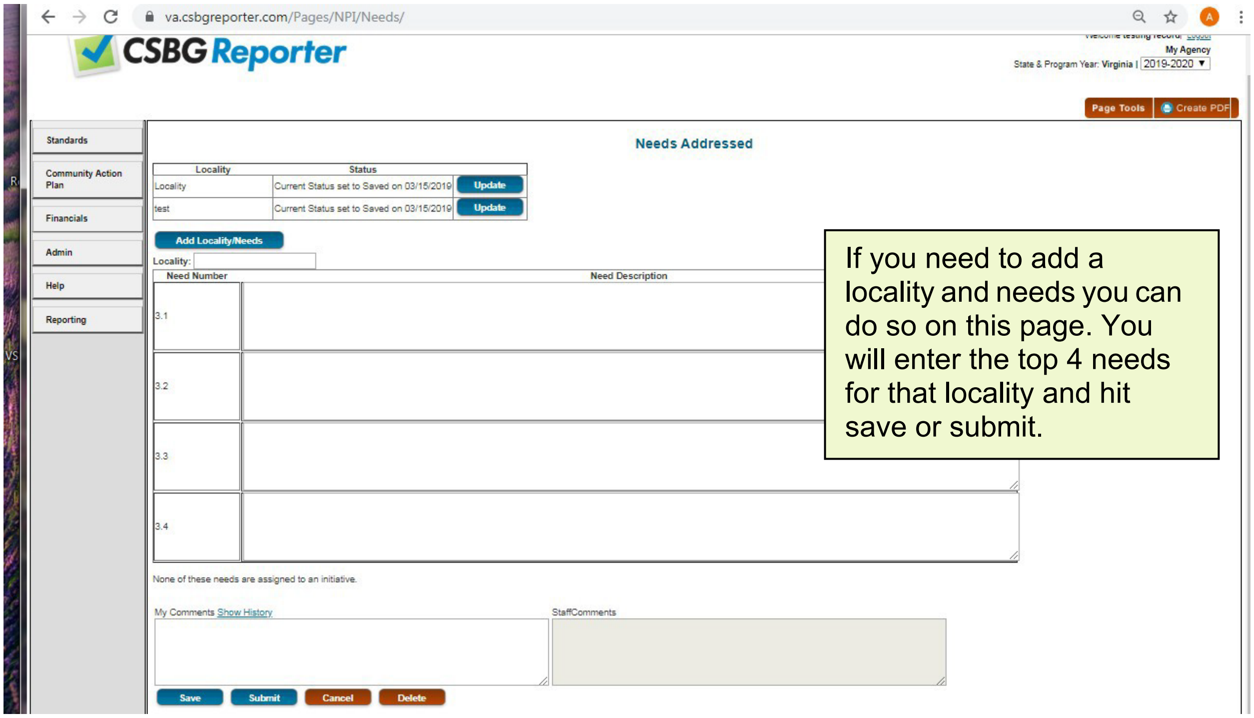


When clicking on update, the information that was carried over from the prior year will populate. You will then be able to update the narratives and submit or save the information as needed.



If the need was tied to a program that will be listed here. Please note if you the need was tied to a program you will be unable to delete that need.

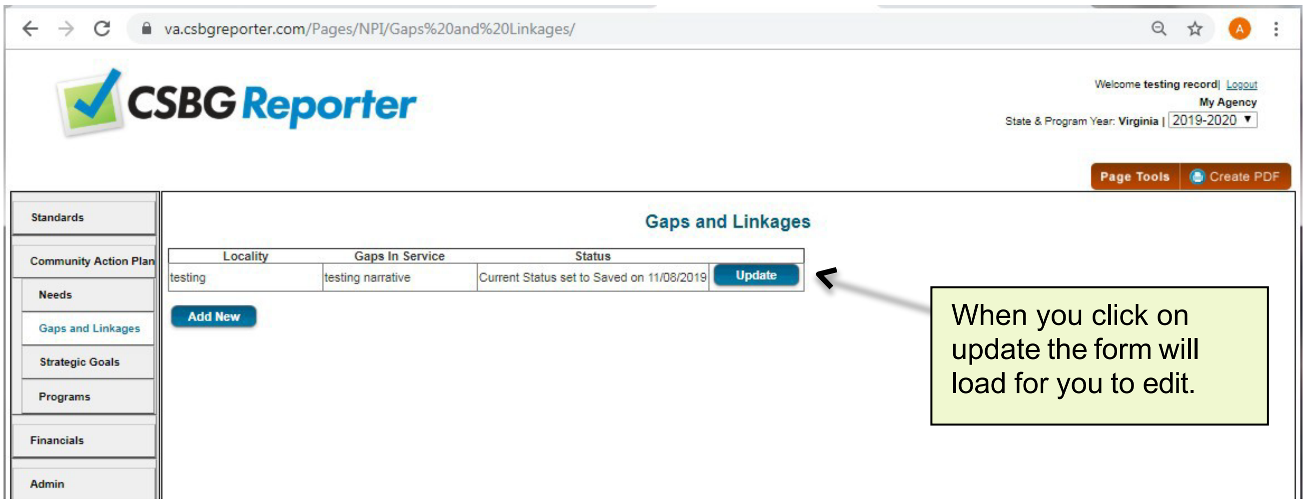
You are also able to add a locality and needs by clicking on the blue button that says “Add Locality/ Needs”

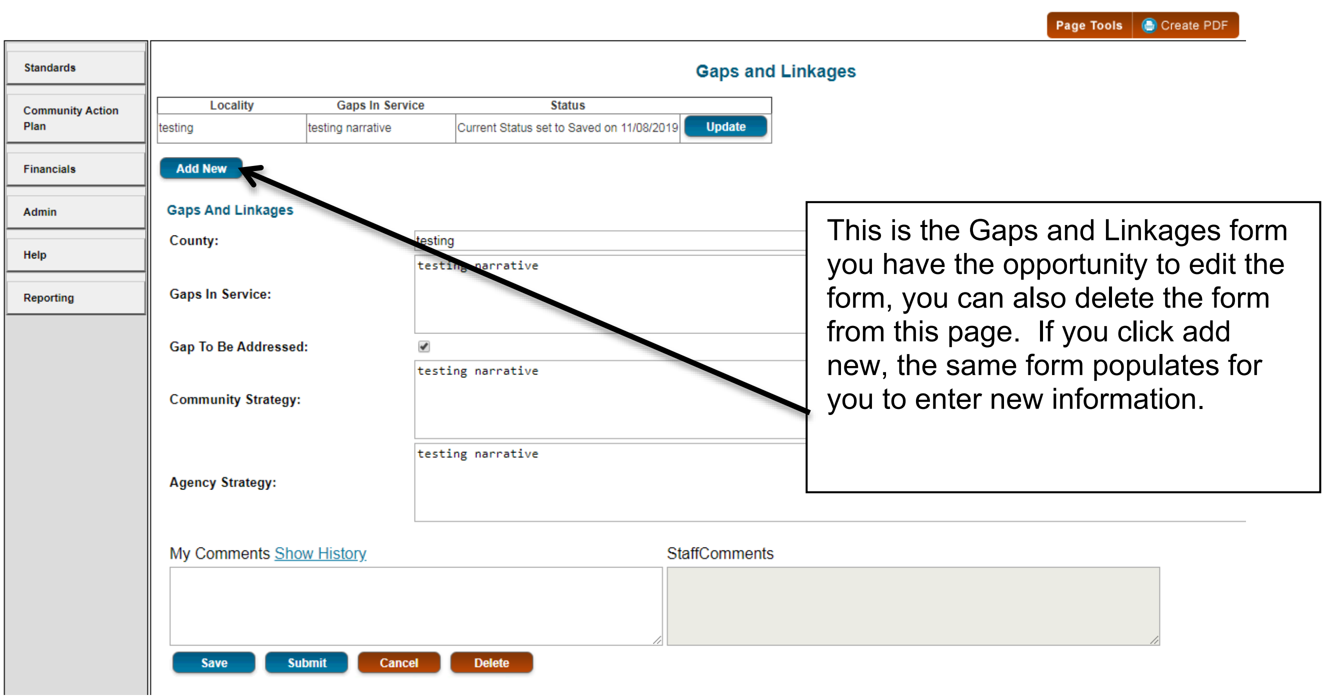


Each locality should be listed along with the top four needs in each locality.

Gaps and Linkages

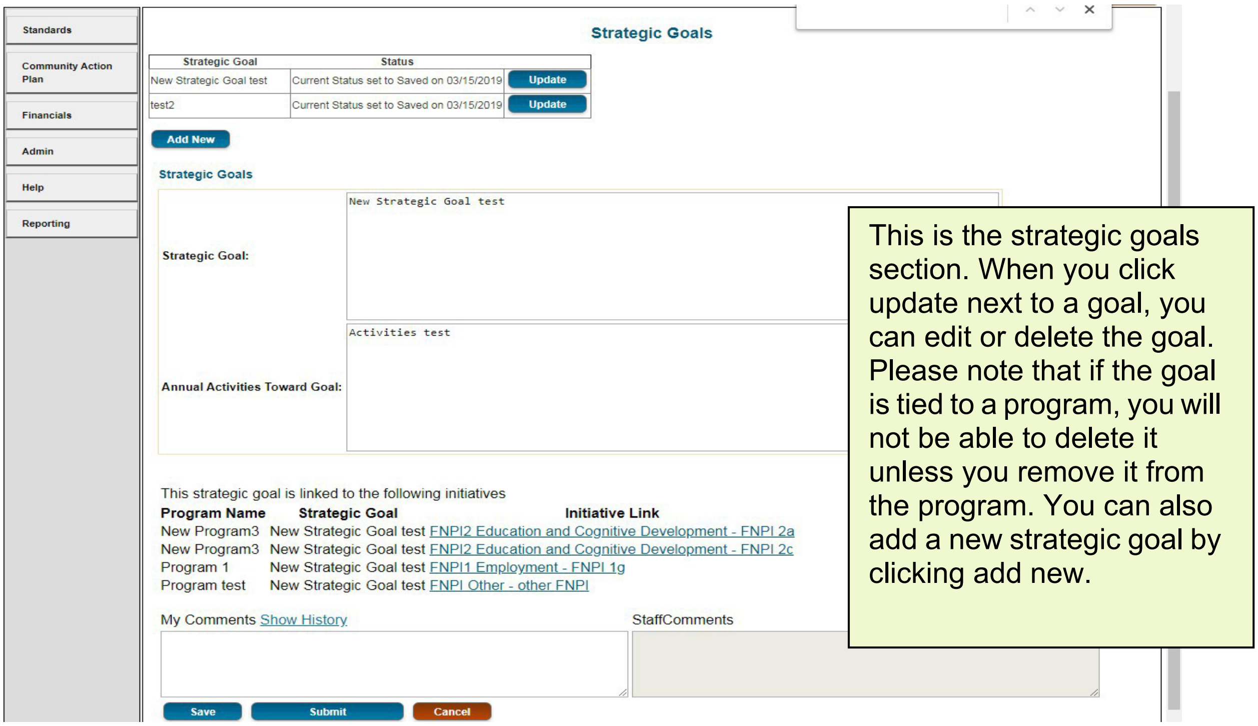
All the gaps and linkages that were in the prior year's community action plan were transferred over. You can update or delete what is there or add new gaps and linkages.





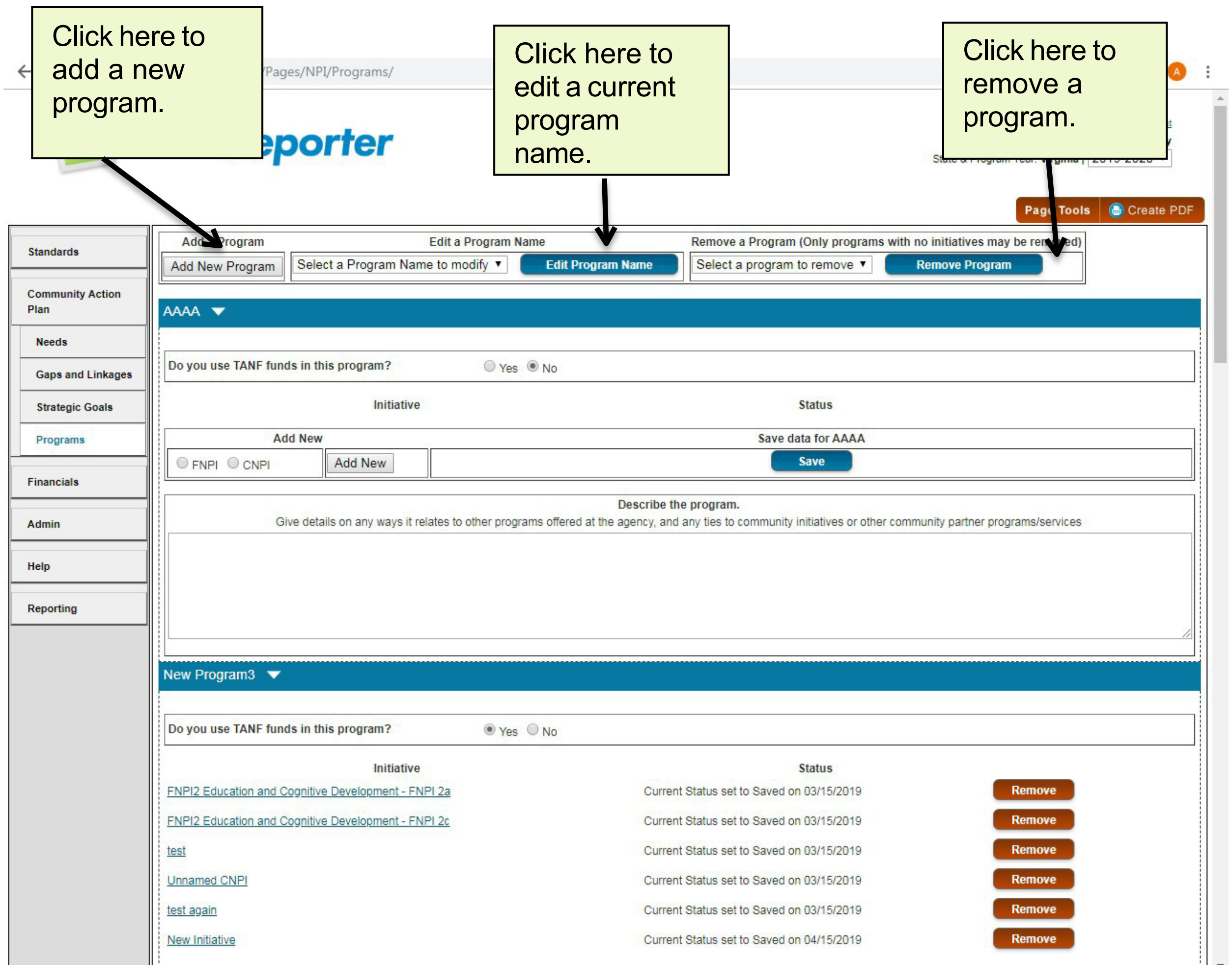
Strategic Goals

All of the strategic goals that were listed in your prior plan were pulled over, from this page you have the opportunity to edit or delete current goals or add new goals.



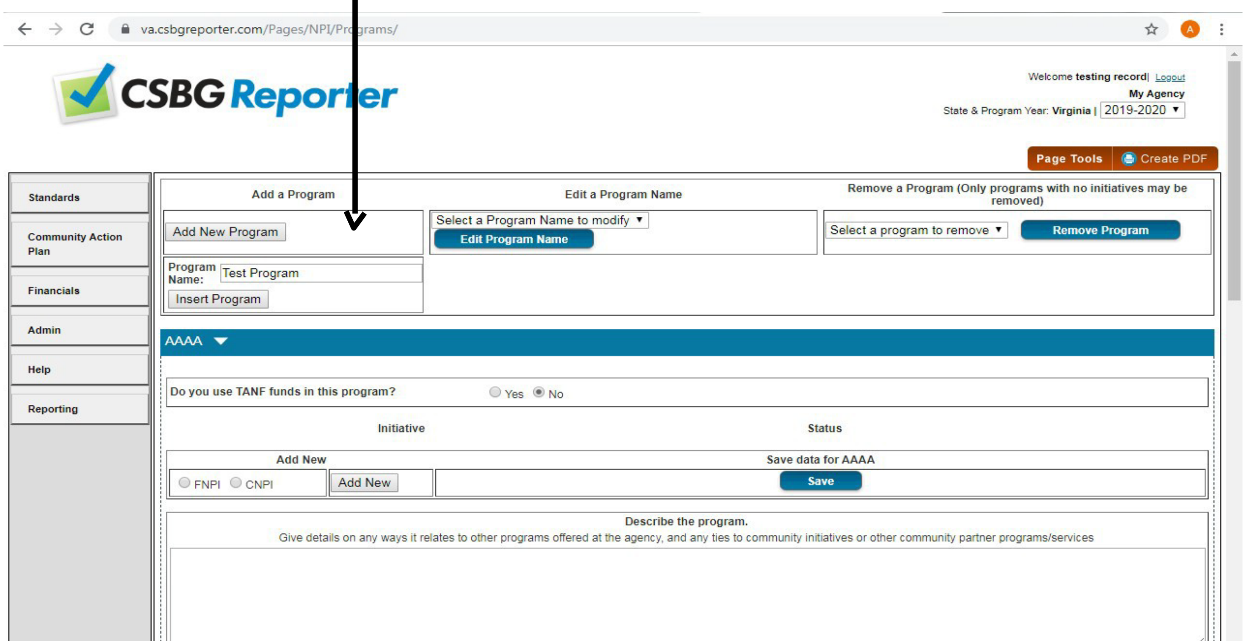
Programs

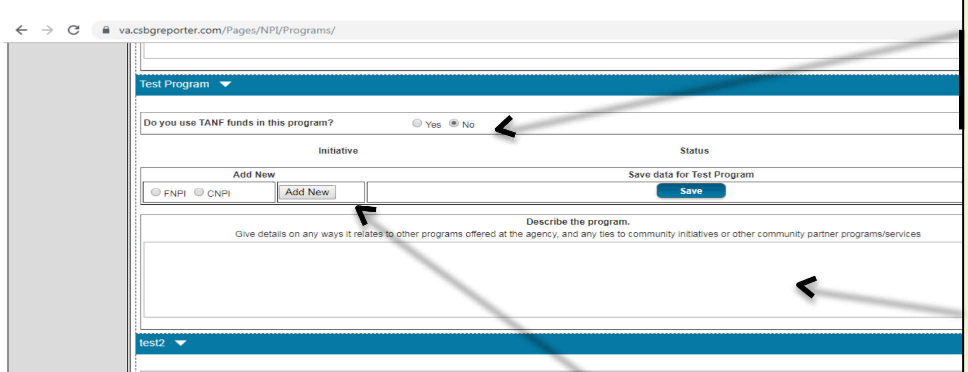
All programs that were in the system in the prior year were pulled over to the current year. From this page you will be able to add new programs, edit programs, or remove programs.



To add a new program:

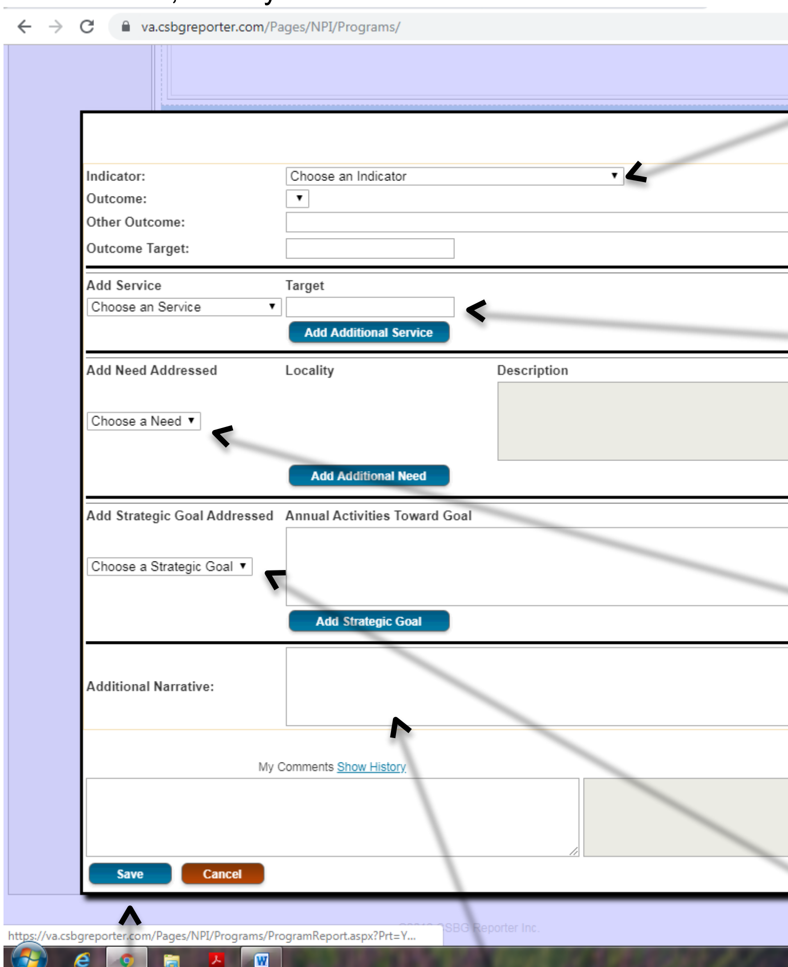
When clicking add new program, a box will open which will allow you to enter the new program name. After entering the program name, click insert program.





Once you have added a program, it will appear within the list of programs in alphabetical order. When a program is created you will need to identify whether the program uses TANF funds by clicking the yes or no box. You will also need to describe the program in the text box. You will also add your FNPI's and CNPI's from this page. You will click on either FNPI or CNPI and click "add new".

To Add FNPI, when you click FNPI and "add new" the FNPI sheet will populate.



You will choose an indicator (FNPI), once an NPI is chosen the list of possible outcomes populates. You will select the outcomes and enter the target number.

You will also be able to choose services and add targets for those services. You can add multiple services under an outcome.

All the needs that were entered on the prior screen will populate when you click on the choose a need drop down. You will select any needs that are associated with this program.

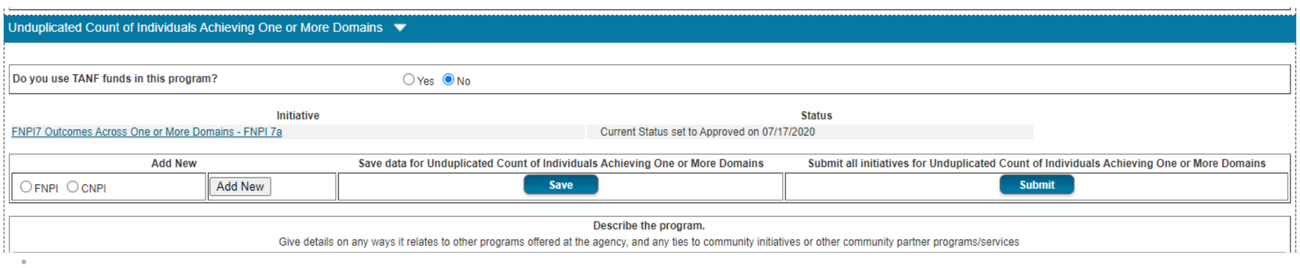
All the strategic goals that were entered on the prior screen will populate when you click on the choose a strategic goal drop down. You will select any goals that are associated with this program.

Don't forget to hit save after entering the information.

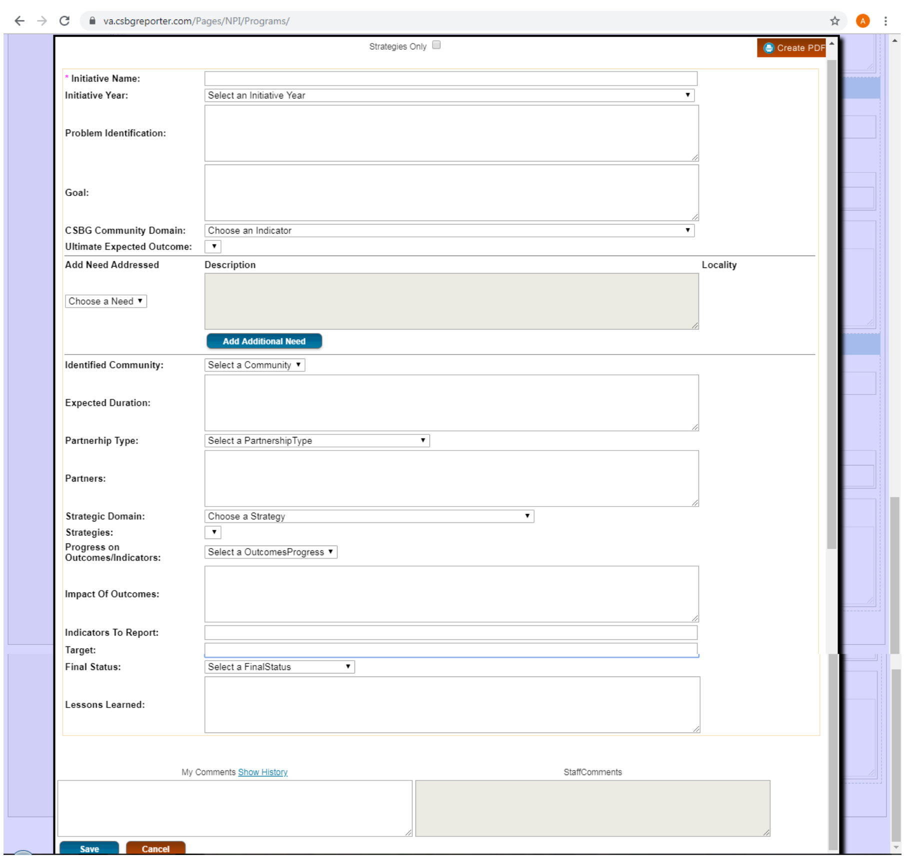
You also can add an additional narrative if needed.

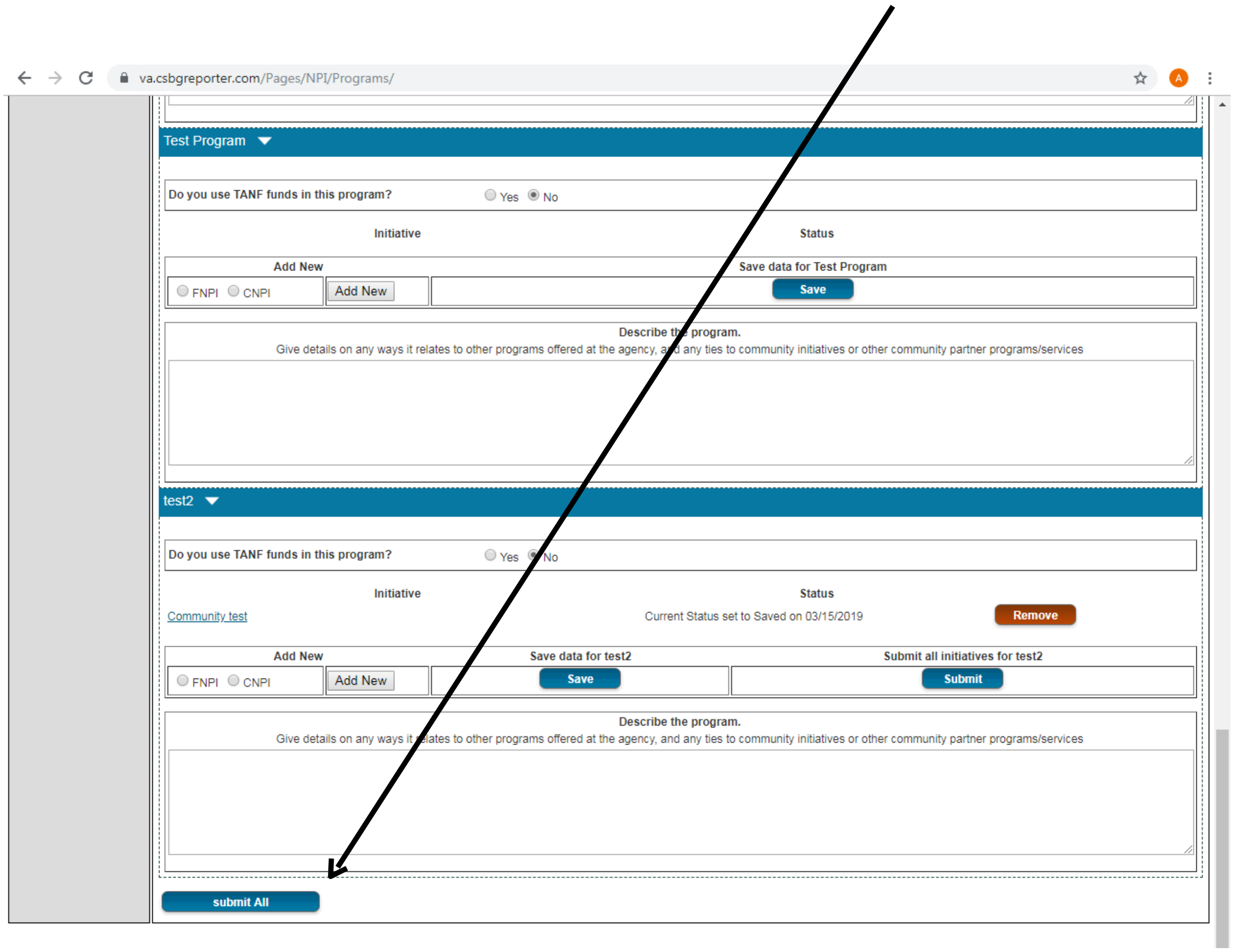
FNPI 7a

All Community Action Plans should have a program titled Unduplicated Count of Individuals Achieving One or More Outcomes. You will add this program, select FNPI 7a and fill out the program information just as you do for the other programs. This is where you will report on the total number of clients who reported achieving one or more outcomes across your entire agency.



To Add CNPI, when you click CNPI and "add new" the CNPI sheet will populate. The Community Initiative status sheet will populate on this page. Once complete, click save at the bottom of the form.

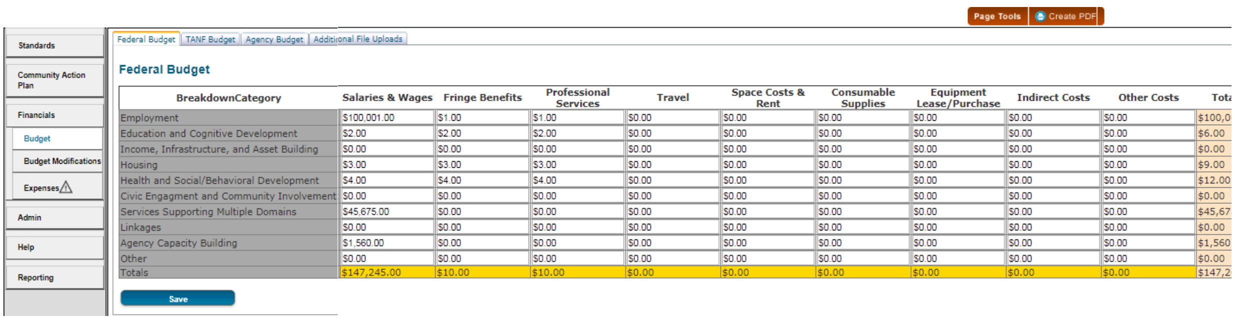



va.csbgreporter.com/Pages/NPI/Programs/
Test Program
Do you use TANF funds in this program?
Yes
No
Initiative
Status
Add New
Save data for Test Program
FNPI
CNPI
Add New
Save
Describe the program.
Give details on any ways it relates to other programs offered at the agency, and any ties to community initiatives or other community partner programs/services
test2
Do you use TANF funds in this program?
Yes
No
Initiative
Status
Community test
Current Status set to Saved on 03/15/2019
Remove
Add New
Save data for test2
Submit all initiatives for test2
FNPI
CNPI
Add New
Save
Submit
Describe the program.
Give details on any ways it relates to other programs offered at the agency, and any ties to community initiatives or other community partner programs/services
submit All

Financials

Under the budget page there are 4 budget tabs. These are completed annually and due May 1st with the Community Action Plan.

The first is the Federal Budget. You will breakdown your Federal CSBG allocation into the categories on the Federal Budget Tab.



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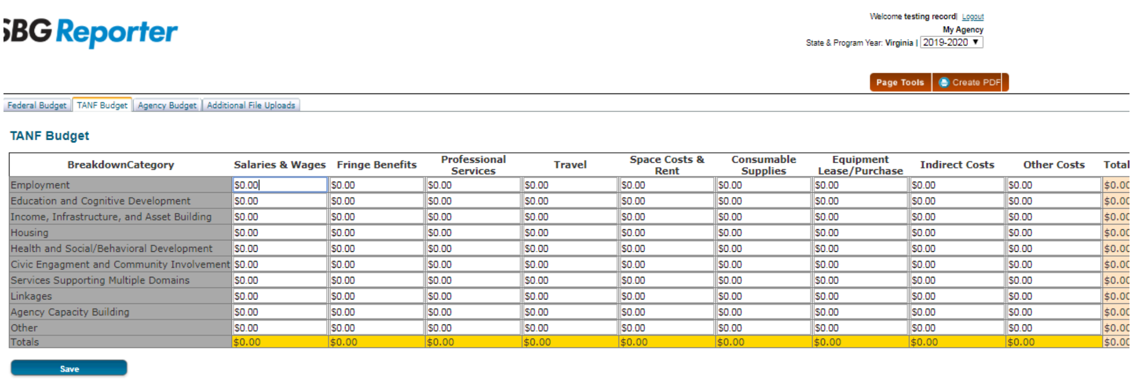
Federal Budget

BreakdownCategory	Salaries & Wages	Fringe Benefits	Professional Services	Travel	Space Costs & Rent	Consumable Supplies	Equipment Lease/Purchase	Indirect Costs	Other Costs	Tota
Employment	$100,001.00	$1.00	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$100,0
Education and Cognitive Development	$2.00	$2.00	$2.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$6.00
Income, Infrastructure, and Asset Building	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Housing	$3.00	$3.00	$3.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$9.00
Health and Social/Behavioral Development	$4.00	$4.00	$4.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$12.00
Civic Engagment and Community Involvement	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Services Supporting Multiple Domains	$45,675.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$45,67
Linkages	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Agency Capacity Building	$1,560.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,560
Other	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Totals	$147,245.00	$10.00	$10.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$147,2

Save

The second tab is the TANF budget. You will breakdown your TANF allocation into the categories on the TANF Budget Tab.



SBG Reporter

Welcome testing record| Logout
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State & Program Year: Virginia | 2019-2020

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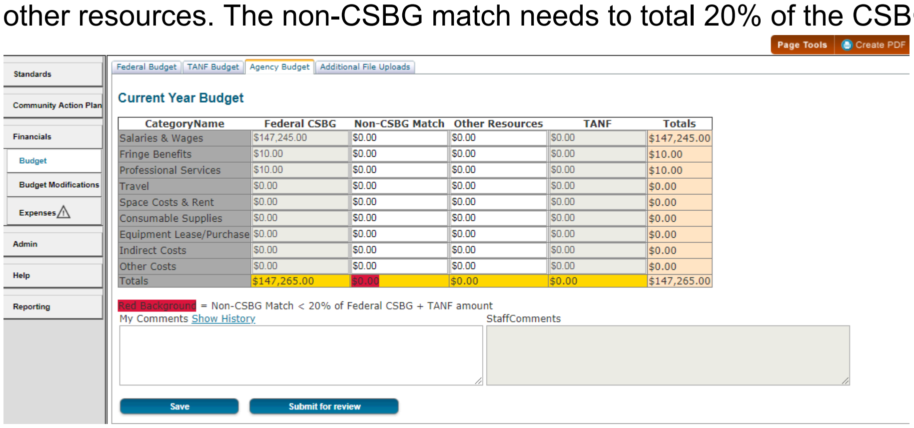
TANF Budget

BreakdownCategory	Salaries & Wages	Fringe Benefits	Professional Services	Travel	Space Costs & Rent	Consumable Supplies	Equipment Lease/Purchase	Indirect Costs	Other Costs	Total
Employment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Education and Cognitive Development	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Income, Infrastructure, and Asset Building	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Housing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Health and Social/Behavioral Development	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Civic Engagment and Community Involvement	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Services Supporting Multiple Domains	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Linkages	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Agency Capacity Building	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Other	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0
Totals	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.0

Save

The third tab is the Agency Budget. The agency budget pull the information from the Federal Budget tab and the TANF budget tab. On this tab you will enter the non-CSBG match and the other resources. The non-CSBG match needs to total 20% of the CSBG and TANF allocation.



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Current Year Budget

CategoryName	Federal CSBG	Non-CSBG Match	Other Resources	TANF	Totals
Salaries & Wages	$147,245.00	$0.00	$0.00	$0.00	$147,245.00
Fringe Benefits	$10.00	$0.00	$0.00	$0.00	$10.00
Professional Services	$10.00	$0.00	$0.00	$0.00	$10.00
Travel	$0.00	$0.00	$0.00	$0.00	$0.00
Space Costs & Rent	$0.00	$0.00	$0.00	$0.00	$0.00
Consumable Supplies	$0.00	$0.00	$0.00	$0.00	$0.00
Equipment Lease/Purchase	$0.00	$0.00	$0.00	$0.00	$0.00
Indirect Costs	$0.00	$0.00	$0.00	$0.00	$0.00
Other Costs	$0.00	$0.00	$0.00	$0.00	$0.00
Totals	$147,265.00	$0.00	$0.00	$0.00	$147,265.00

Red Background = Non-CSBG Match < 20% of Federal CSBG + TANF amount

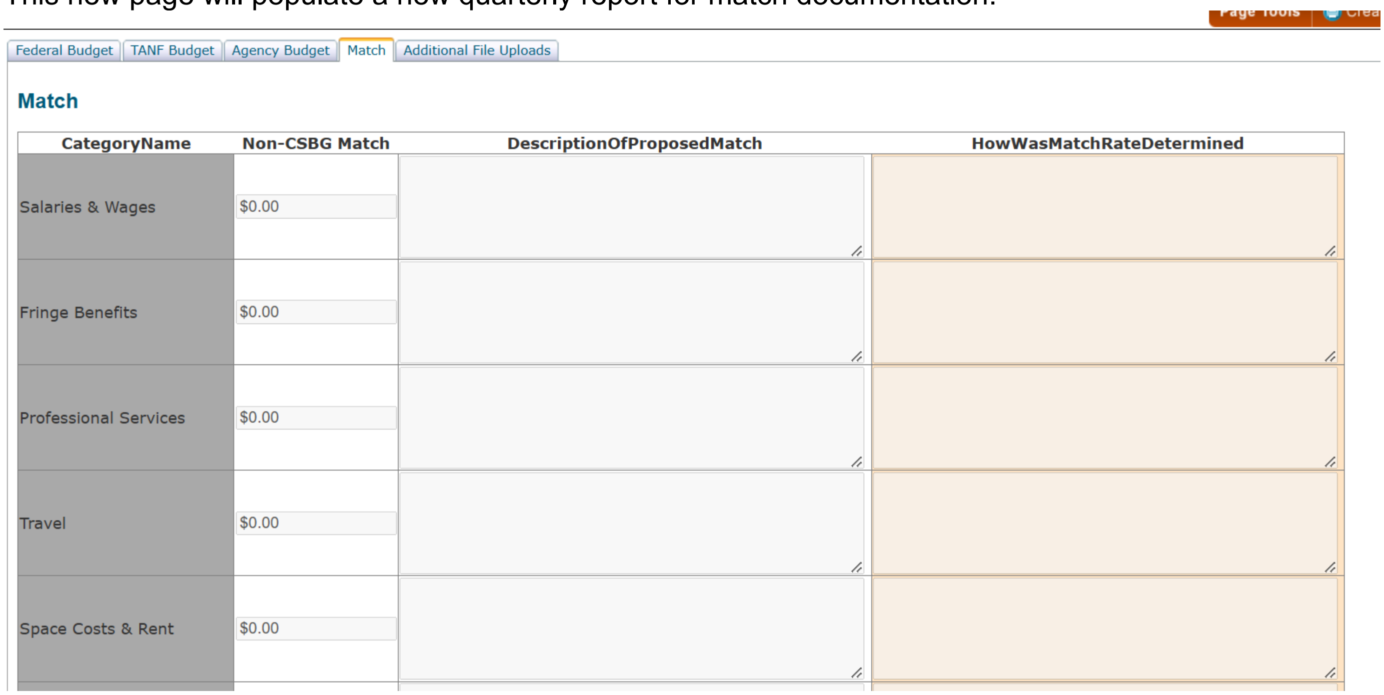
My Comments Show History

StaffComments

Save | Submit for review

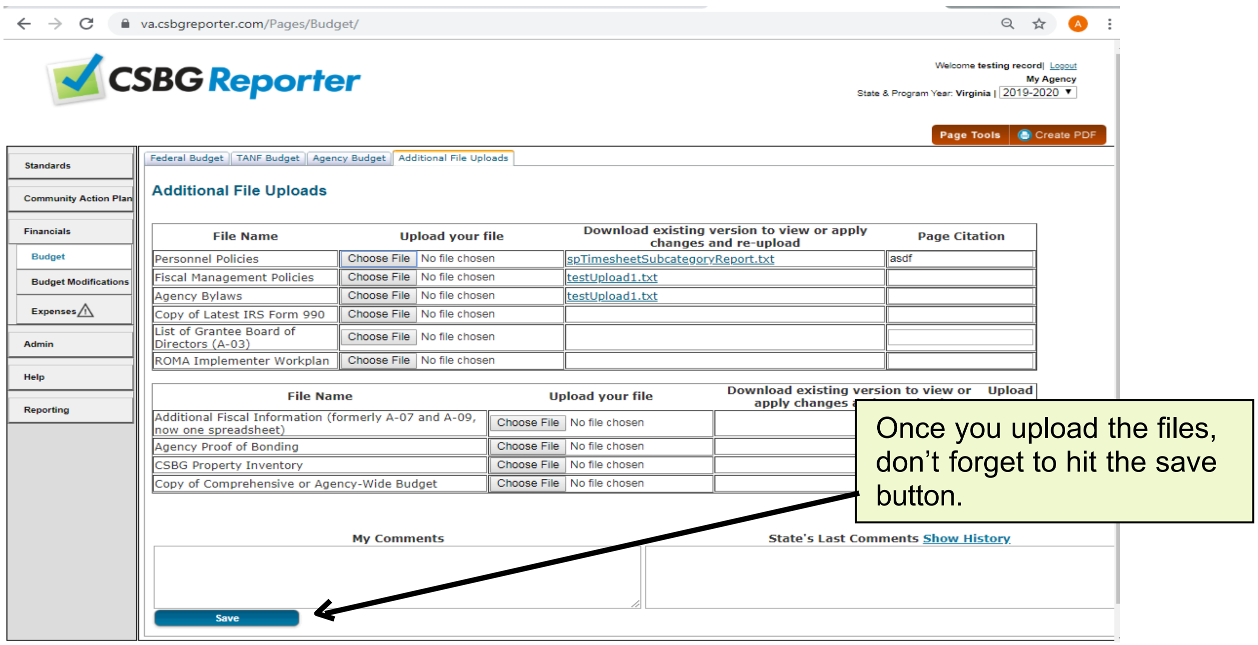
The fourth tab is the match page. On this page the match totals per category will populate from the agency budget tab. You will need to enter the description of proposed match, if you are using in-kind you will enter a description of how you determined the in-kind match rate.

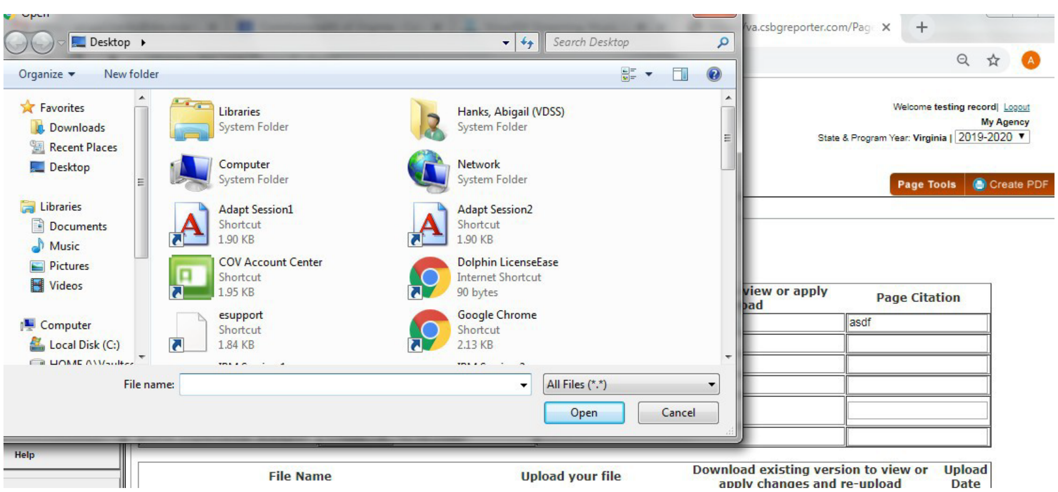
This new page will populate a new quarterly report for match documentation.



The fifth tab is the Additional files upload page. These are all documents that you will upload as part of the Community Action Plan.

When you click on Choose file for each file the file search box will populate, and you will be able to upload the file from your computer.



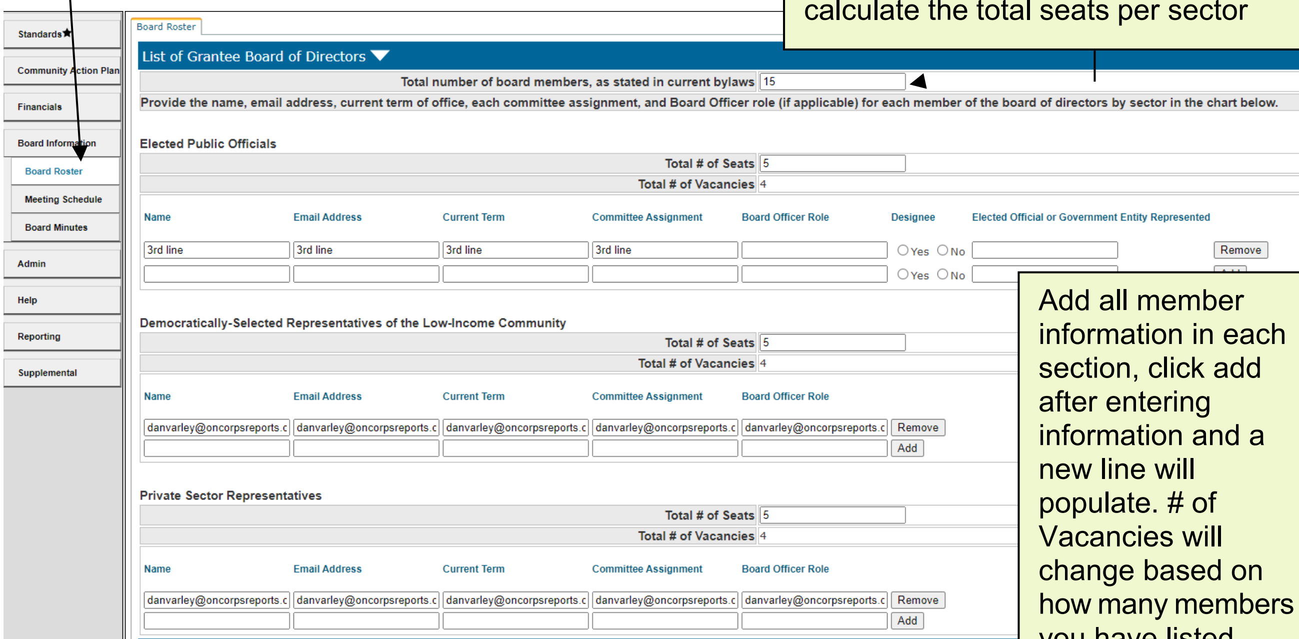


Board Information Section

There are 3 tabs in the board information section. These need to be reviewed when you submit the Community Action Plan and edited throughout the year when there are changes.

Board Roster

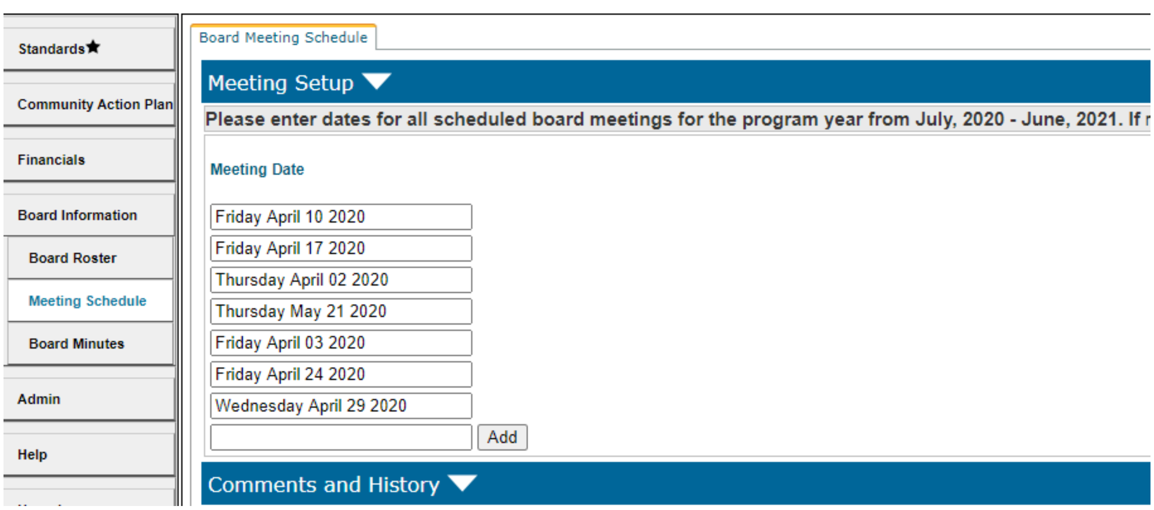
Enter the total number of members per your bylaws. This will then calculate the total seats per sector



Add all member information in each section, click add after entering information and a new line will populate. # of Vacancies will change based on how many members you have listed.

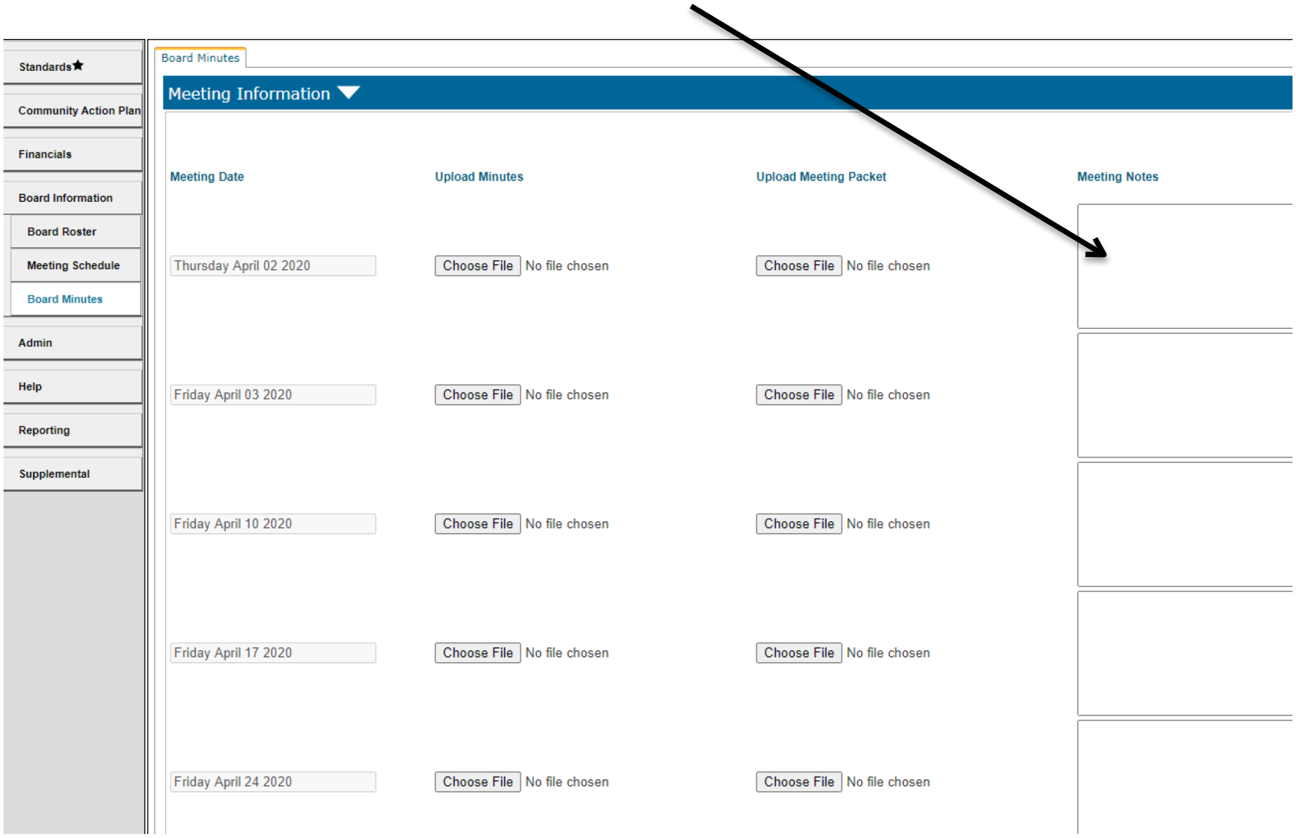
Meeting Schedule

Enter all scheduled meetings for the upcoming program year. Click add and new line will populate.



Board Minutes

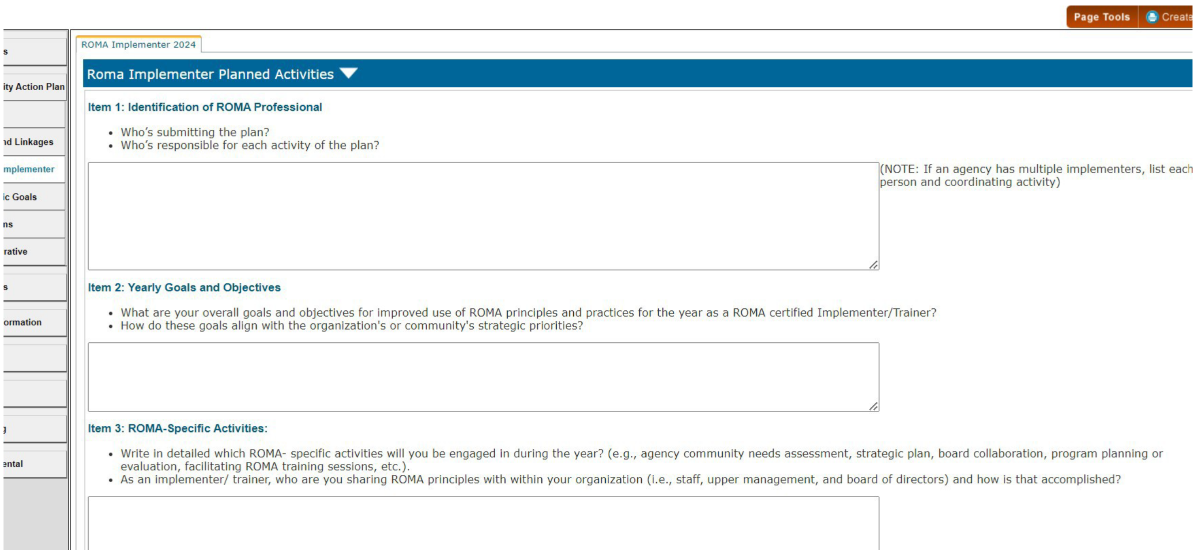
The dates you entered in the meeting schedule page will populate on the minutes page. Upload minutes and board packet for each meeting as it becomes available. If you did not hold a scheduled meeting, please type in the notes box.



ROMA Implementer

The last section of the Community Action Plan is the ROMA Implementer Workplan.

In this section your ROMA implementer will fill out the planned activities for each quarter. There is also a section where the implementer can upload documents you would like to share with our office. **This is where you will upload the measurement tools for the year.**



CAP Plan Tips & Information

Check the Date Before You Start!
Don't forget to toggle to new year – the system will take you to what year you were in when you last logged out. You will need to be mindful of what year you are in when you log in.

Needs and Strategic Goals Pages
You can make edits or additions as needed. You will not be able to delete a need or strategic goal if it is tied to a program. You will need to delete it from the program if you need to delete the need or strategic goal.

Gaps and Linkages
This page you can edit, add, or delete as needed. Gaps are not tied to any other area in the plan.

Programs Tab
Everything is pulled over from the prior year; you can edit the title of a program if needed at the top of the page. If you want to delete a program, you must remove any outcomes. Nothing else has changed on the main page. You must still provide a description of the program and check whether the program uses TANF Funds.

When you click into the outcome indicator, you will notice one change. You will see the services have pulled over, but there is no target for the service. You will no longer need to target for services. We still want you to identify which services are provided for each program because this helps us better understand the program. Targets, however, are not needed because, for the reports we submit to OCS, only service totals in general are required.

They do not want to see services broken down by program. Therefore, when you report moving forward (next year) you will report services as a total from the agency. If you provide mentoring in Head Start and Healthy Families, the service total will be the combined total. For your own agency board reports you may still want to break down service totals by program but that is no longer needed for us.

Don't forget to hit submit once all initiatives are entered per program. You can also hit submit all at the bottom of the page.

Outcomes across Multiple Domains - FNPI 7a – All Community Action Plans should have a program titled Unduplicated Count of Individuals Achieving One or More Outcomes. You will add this program, select FNPI 7a and fill out the program information just as you do for the other programs. This is where you will report on the total number of clients who reported achieving one or more outcomes across your entire agency.

CAP Plan Tips & Information Continued

ROMA Workplan

When you open your page, you will be able to enter your workplan (ROMA Activities per quarter) and hit submit. This has a history built in, so you can see when it has been submitted and approved. **In this section you will also upload your measurement tools, we are looking for 3 measurement tools.**

Financial Section

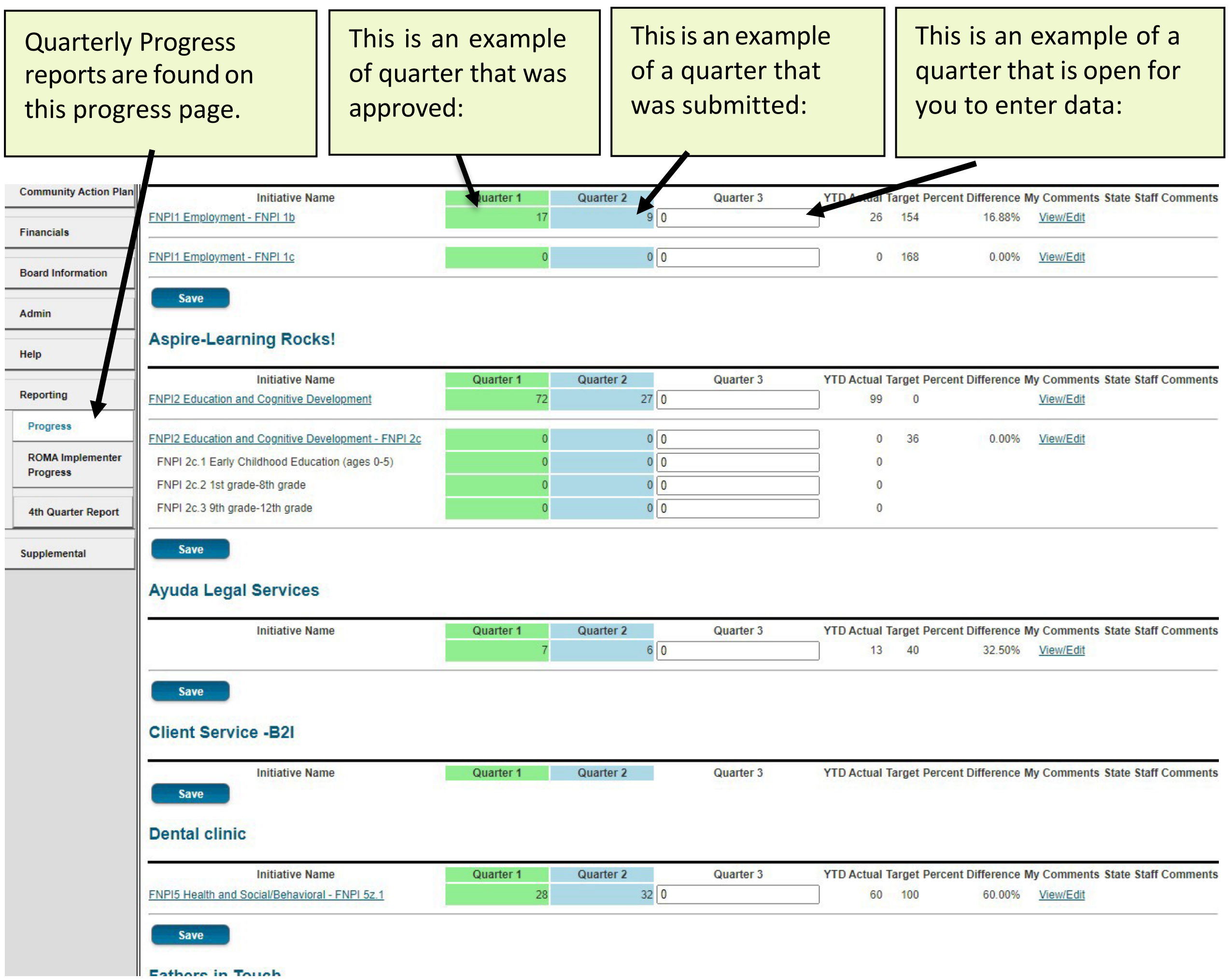
You will enter your federal and TANF budgets – The CSBG Office will send new year fiscal totals, typically in March each year. In the third tab you will enter your match and other resources. The 4th tab is the new match tab where you will describe match for the upcoming year. The 5th tab is the additional file uploads page. This page contains the items we want you to upload annually. The CSBG Office will email the additional fiscal information spreadsheet to Finance Directors.

Board Information Tab

Board Roster – the board roster pulled over from the prior year. Please make changes as needed. You will start by entering the total number of members per your bylaws. Then you will enter the total number of seats per sector. You do not enter a number into the total number of vacancies section. That will populate on its own. You will enter each member's information in this sheet, click add to get a new line to populate. Delete as needed. This is due annually, but we do expect you to update this sheet throughout the year. When members are added or leave throughout the year update this sheet. There is history built in so we can see when the sheet was updated and if we notice it is not updated in several months, we will ask some questions.

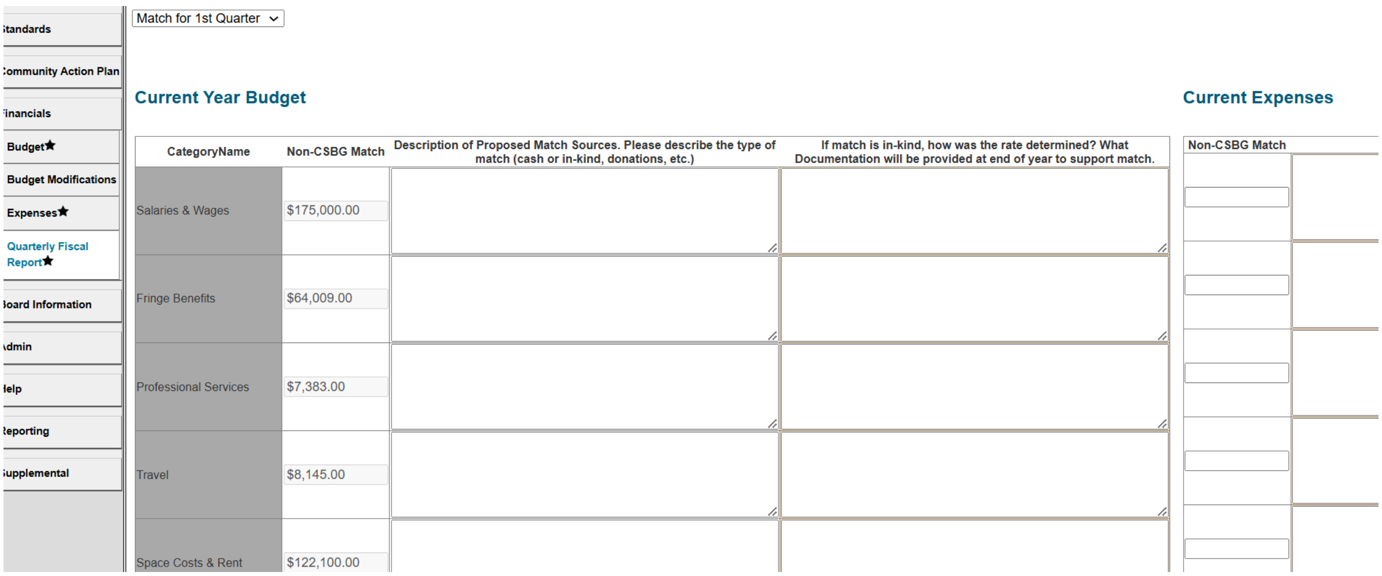
Reporting – Progress

Each quarter you will have the ability to enter the data for that quarter. Once you enter the information for that quarter hit submit and it will lock it for staff to review. You will fill out this form for all 4 quarters.



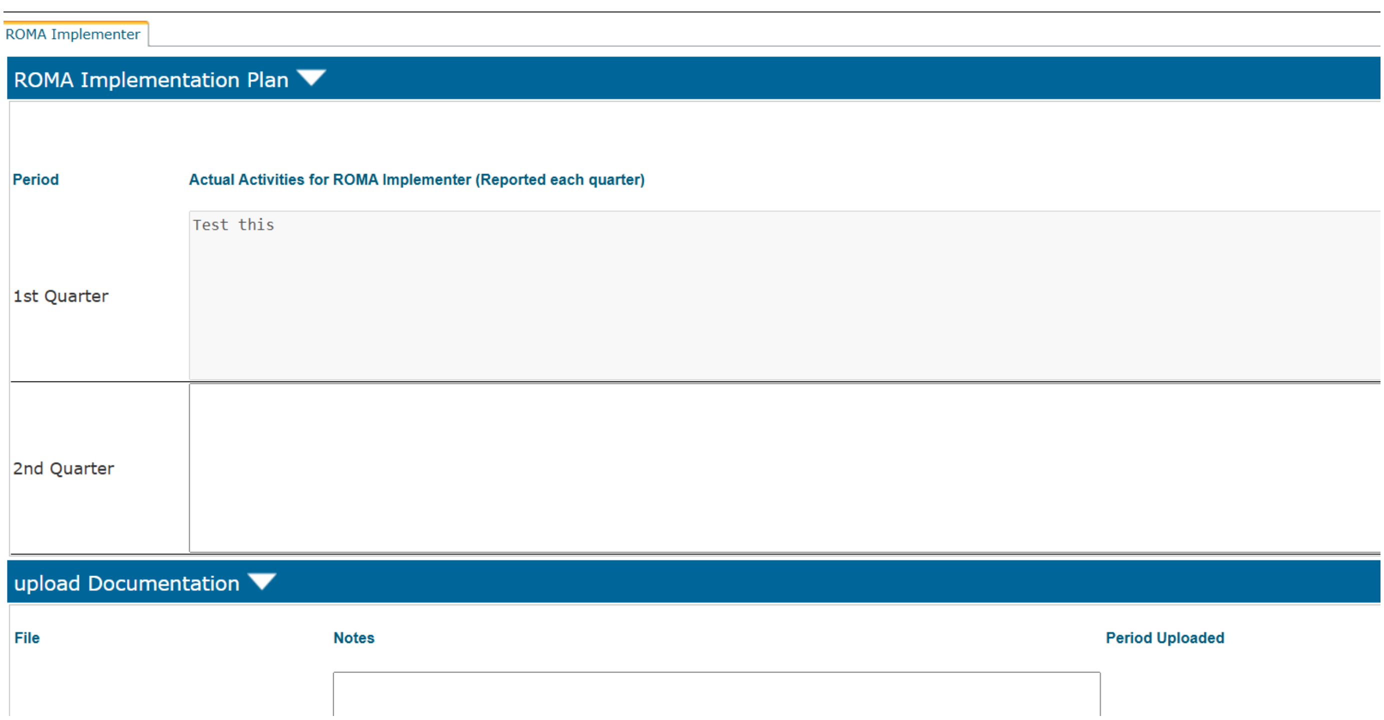
Quarterly Match Report

This report will pull the non-CSBG match descriptions over from the match section of the CAP Plan. You will enter quarterly the total amount of match received that quarter and a description of the match that quarter.



Quarterly Report- ROMA Implementer Progress

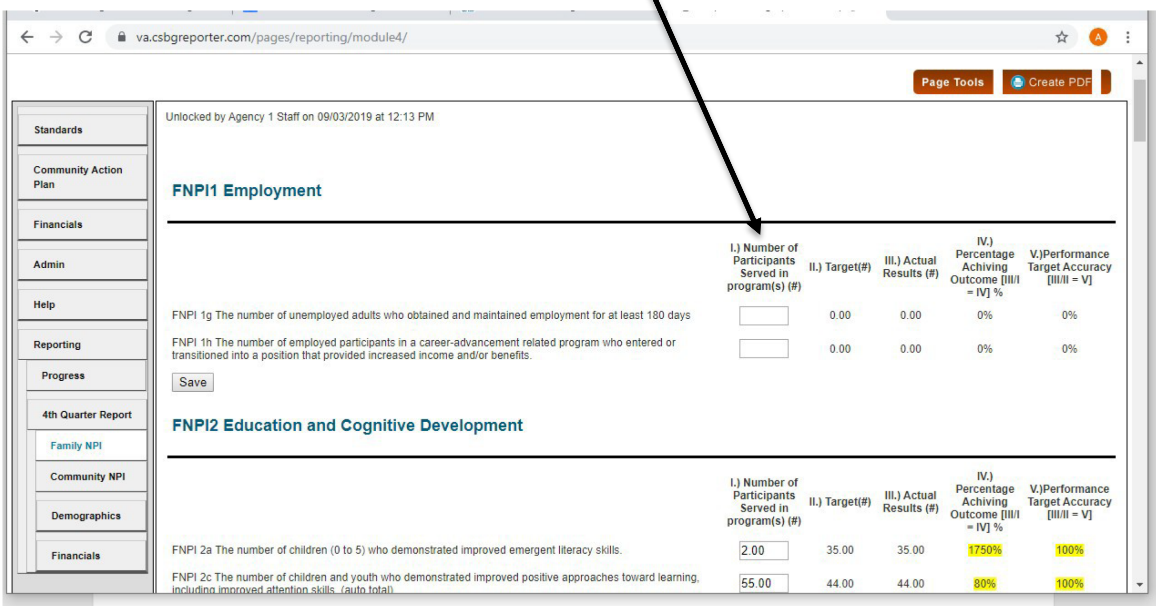
The quarterly ROMA implementer progress report allows ROMA Implementers to share their accomplishments from each quarter.



4th Quarter Report- Family NPI

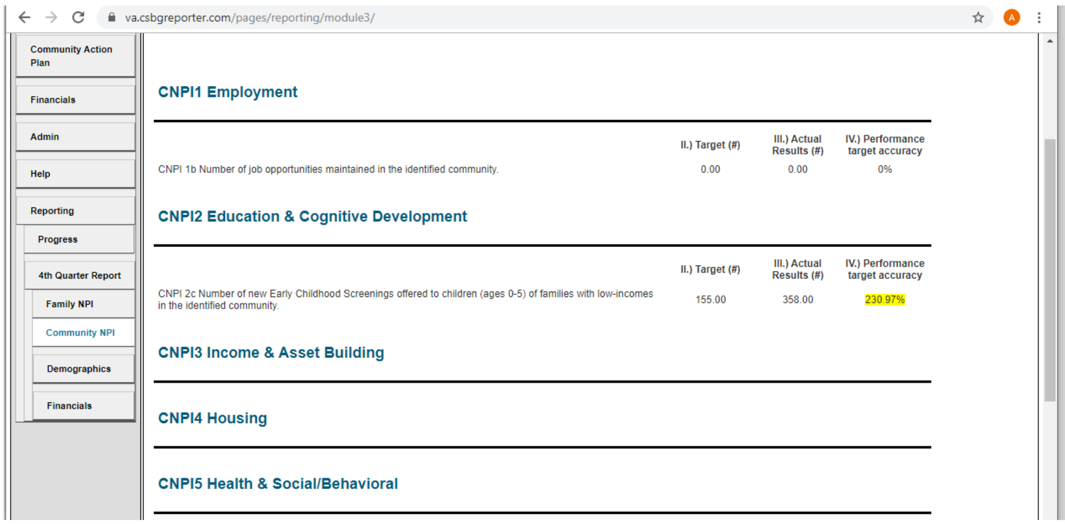
The Family NPI form is due with the 4th quarter report. On this page the Target column pulls from the Community Action Plan, the Actual Results pulls from the Progress page, it will automatically total the numbers.

The only information that needs to be entered on this page is the 1st column, *the number of participants served.*



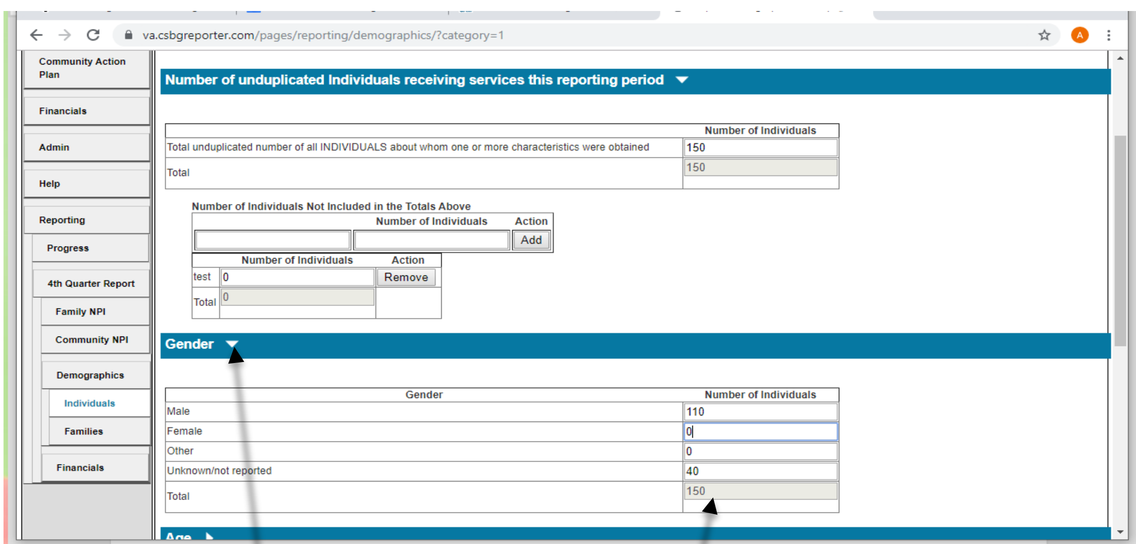
At the bottom of the FNPI Page service counts will also automatically total over from the Progress page.

4th Quarter Report – Community NPI – The information on this sheet will automatically pull from the Community Action Plan and Progress page. There is nothing that needs to be entered on this page.



4th Quarter Report – Demographics Individual and Families

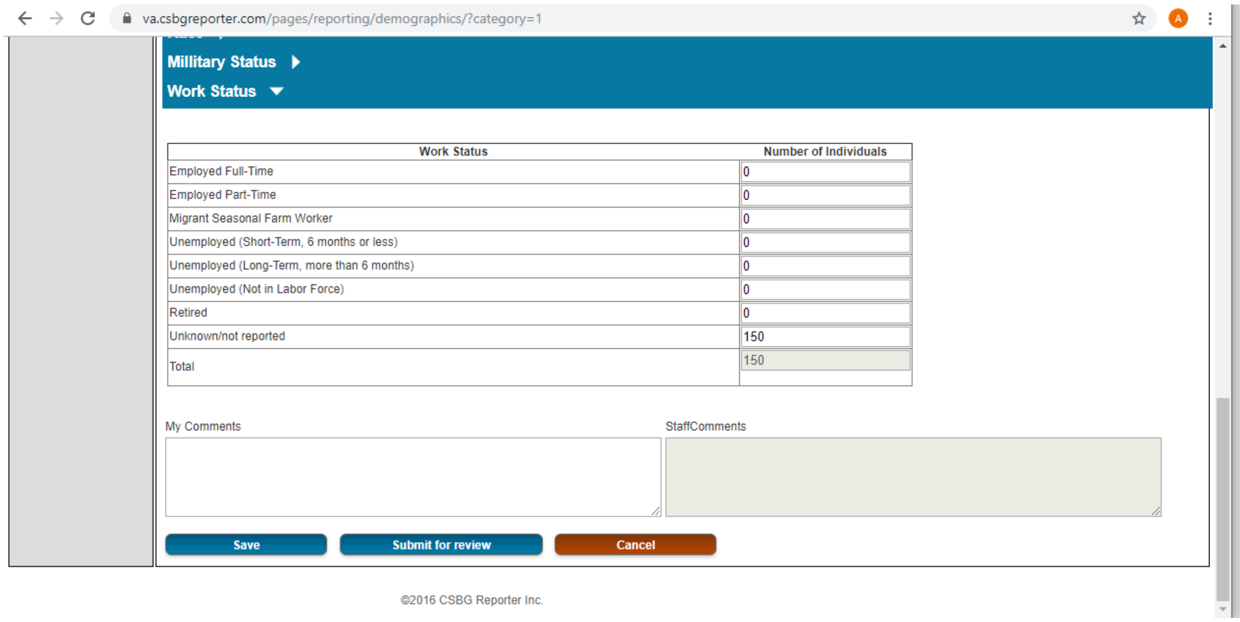
There are several dropdown tabs within the demographic's pages – both the Individual and Families pages operate the same. *Please Note: There is logic built into these pages, which will not allow submission unless all areas are filled out and totally correctly. If there is an error, you will see a red error message populate where a correction is needed.*



Open and collapse each section by clicking on blue box

Enter your information in each of the sections.

At the end of both demographics forms you have the option to save or submit. **Save** will allow you to come back and make changes. **Submit** will lock it for CSBG Staff to review.



va.csbgreporter.com/pages/reporting/demographics/?category=1

Millitary Status

Work Status

Work Status	Number of Individuals
Employed Full-Time	0
Employed Part-Time	0
Migrant Seasonal Farm Worker	0
Unemployed (Short-Term, 6 months or less)	0
Unemployed (Long-Term, more than 6 months)	0
Unemployed (Not in Labor Force)	0
Retired	0
Unknown/not reported	150
Total	150

My Comments

StaffComments

Save | Submit for review | Cancel

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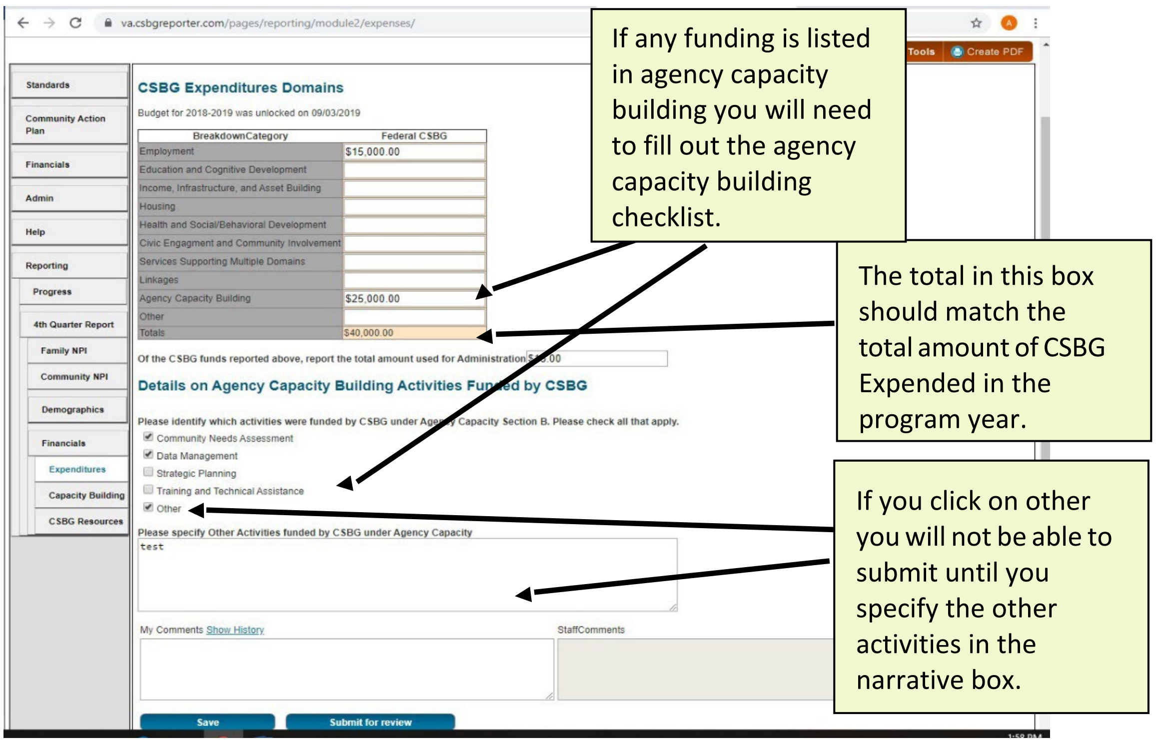
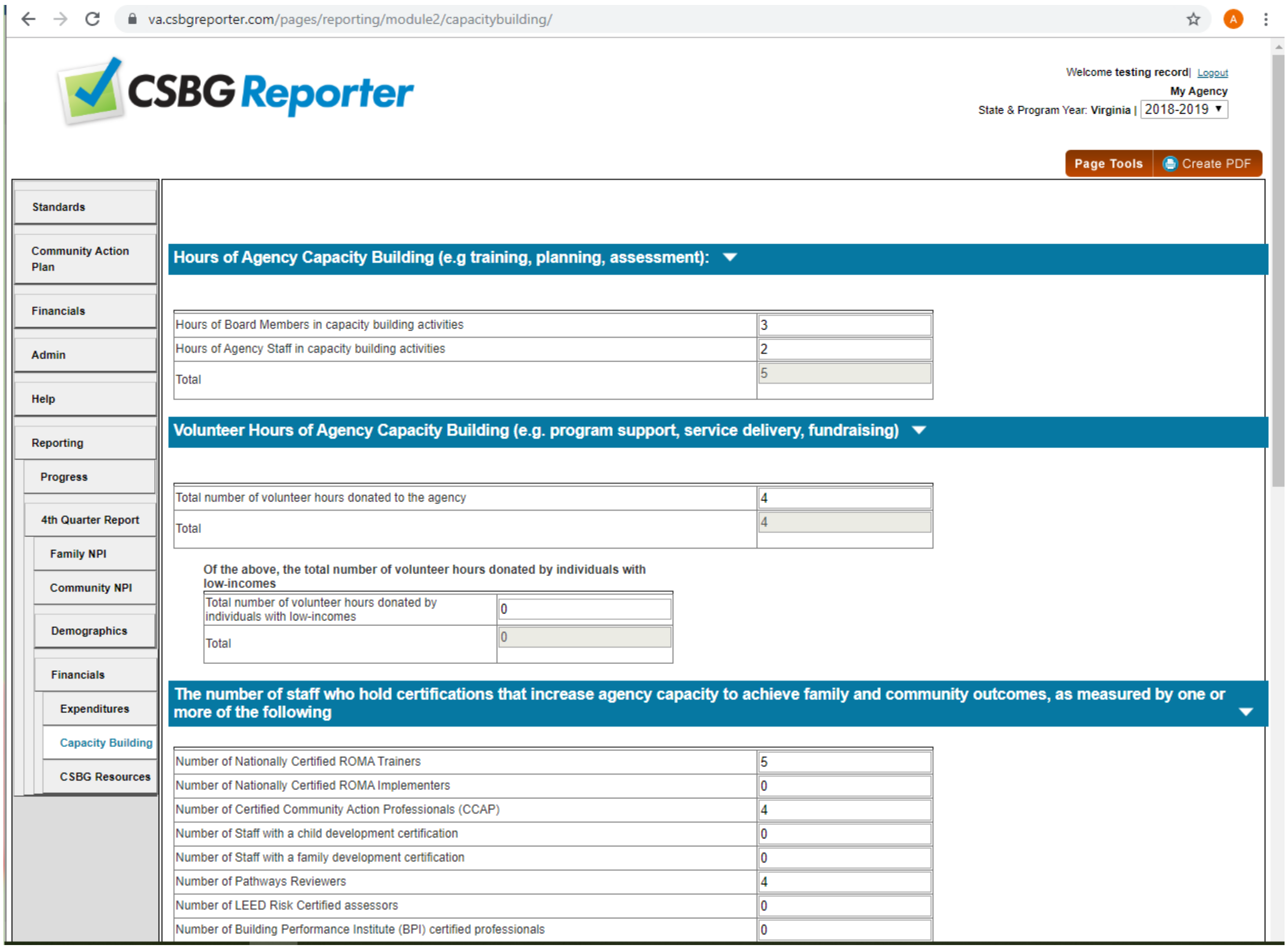
4th Quarter Report – Financials Expenditures



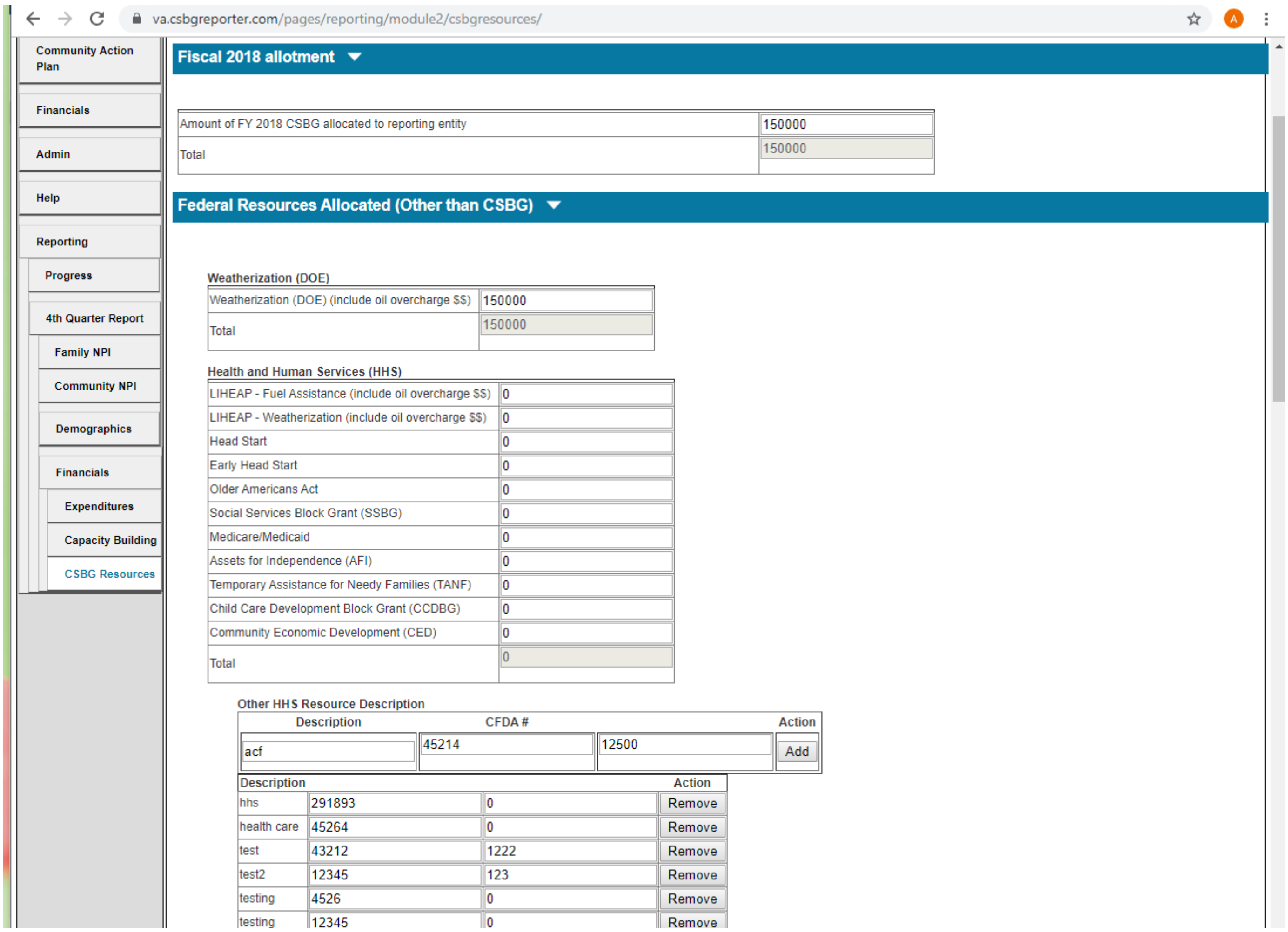
4th Quarter Report – Capacity Building

This page is very similar to the Demographics pages. You will enter the information in each of the categories. You can also open and collapse any section of this by clicking on the blue tabs. You will also be able to save or submit at the bottom of the page.



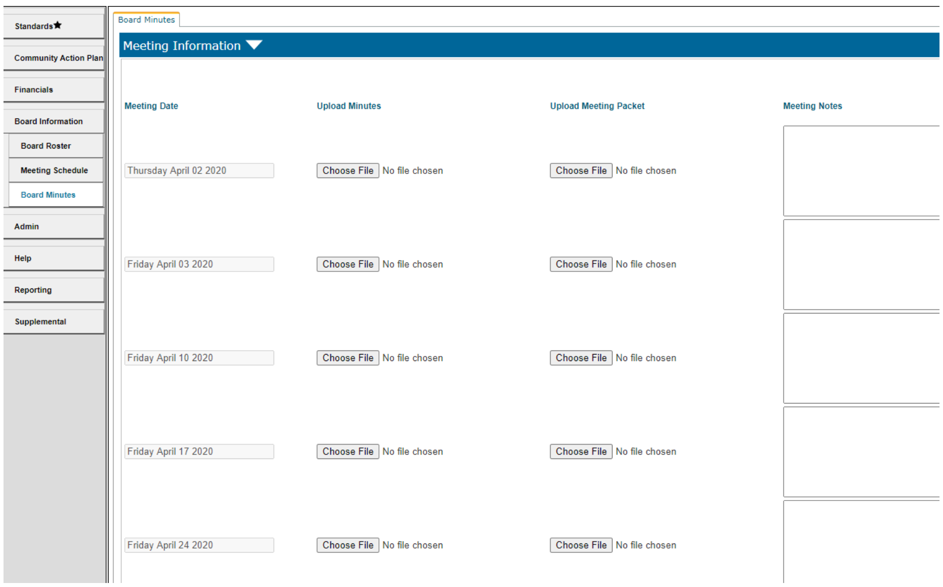
4th Quarter Report – CSBG Resources

You will enter the information in each of the categories. You can also open and collapse any section of this by clicking on the blue tabs. You will also be able to save or submit at the bottom of the page.



Board Minutes

The dates you entered in the meeting schedule page will populate on the minutes page. Upload minutes and board packet for each meeting as it becomes available. If you did not hold a scheduled meeting please type in the notes box.



CSBG Reporting Tips

The CSBG Report is a comprehensive report—it should contain all programs* and services your agency provides. The Community Action Plan informs the report. In your community action plan you enter programs with outcomes and services, which are then transferred to the progress report page.

*Public CAAs should report everything under their board's direction. The sub-grantees would be under the board's direction. However, not necessarily the entire subcontractor's agency, only the work they are doing with CSBG or TANF funds.

Outcomes or FNPI's

CSBG Eligible Entities should only report on FNPIs when the change a customer made or the outcome they achieved was directly related to or assisted by programs or activities of the CSBG Eligible Entity. **An outcome obtained by a referral may only be counted if the CSBG Eligible Entity is engaged with the participant through a program or activity supported by the CSBG Eligible Entity** (i.e., when the participant is enrolled in an intensive case management program). Do not count FNPIs for changes that were secured by the participant independent of the CSBG Eligible Entity.

All outcomes reported should have a **clear measurement tool** associated with the outcome. All outcome indicators in the housing domain pertain to **households**. However, this is an unduplicated count of individuals. Report the **individuals in the households** who obtain these outcomes. If a family of four obtained the outcome, then report four (4). All other outcomes indicators pertain to the individual so only report on the individual who achieved that outcome.

FNPI 7a

The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains. Report any individual who achieves one or more outcomes across any domain in this report. This is an unduplicated count—the individual should only be counted one time. The result will be an unduplicated (each individual counted once) count of all the individuals across the CSBG Eligible Entity who achieved one or more FNPIs. This number should not be greater than the total number of outcomes in a given quarter. Learn more about FNPI 7a on pages 37-38: https://nascsp.org/wp-content/uploads/2018/12/Module-4-Instruction-Manual_V2_12_7_18_F.pdf

Reporting Outcomes

Each quarter you will report on the number of individuals who achieved outcomes that quarter and the number of individuals who received a service that quarter. This is an unduplicated count of individuals. If a person achieved multiple outcomes or services, they would be counted under each service or outcome. However, if a person received the same service or achieved the same outcome in subsequent quarters they would not be counted in those other quarters.

Reporting Outcomes Example		
FNPI 2a. The number of children (0 to 5) who demonstrated improved emergent literacy skills. **Measurement tool:** The agency conducted an assessment in October and in April to determine improved literacy skills for a class of 30 students.		
Report	**# Reported**	**Explanation**
Quarter 1	0	There was no assessment in Q1.
Quarter 2	25	Students who passed the assessment in October would be counted – for this example let's say 25 students passed.
Quarter 3	0	There was no assessment in Q3.
Quarter 4	4	Students who passed the assessment in April and **did not** pass the assessment in October would be counted. For this example, 28 students passed, but only 4 of those were students not counted in Q2. You would report 4 students.
Annual Report	29	The total would add Q2+Q4, or 25+4 = 29. Thus, this count is **unduplicated**.

In the Quarter 4 FNPI page, the numbers from all four quarters will be added together. So, for FNPI 2a you would see a total of 29 (25 in Q2 and 4 in Q4). In that year a total of 29 children demonstrated improved literacy skills.

Services

CSBG Eligible Entities will report **unduplicated counts of individuals receiving any of the services** listed on the Individual and Family Services Form. The only time that services are reported as a result of a referral is when an MOU is in place with a partnering agency and the participant is enrolled in a specific CSBG Eligible Entity program.

If a participant received the same service more than once during the reporting period, only report that participant one time. The same participant may be reported in more than one service. Learn more about service on pages 39-42: https://nascsp.org/wp-content/uploads/2018/12/Module-4-Instruction-Manual_V2_12_7_18_F.pdf

Reporting Services Provided

In the same program as above, the services that were selected as leading to the outcome were:

- SRV 2g Literacy/English Language Education
- SRV 2c Other Early-Childhood (0-5 yr. old) Education
- SRV 2a Early Head Start

If you had 30 children in the class starting in August, you would report 30 in Q1 for each of these services. If no new children entered the class for the remainder of the year, Q2, Q3 and Q4 would be 0. If new children entered the class in one of the other quarters, you would enter that number in the applicable quarter. If a student left the class at any point during the year, there is no need to report that.

Reporting Outcomes Example		
SRV 2g. Literacy/English Language Education		
Report	**# Reported**	**Explanation**
Quarter 1	30	30 students began class in August.
Quarter 2	0	There are still 30 students, but no new students joined the class this quarter.
Quarter 3	1	A student left, and a new one joined. There are still 30 students total, but there is **1 new** student. The loss of a student is not reported.
Quarter 4	0	No new students.
Annual Report	31	This is the total, unduplicated number of students provided service in this year.

This same count would apply to all of the three services, since each service is provided via this class.

Service Under Multiple Outcomes

If you had the same service under multiple programs or outcomes, you will report the total number of individuals receiving that service on the progress report.

For example, if SRV 3b. Financial Coaching/Counseling was listed under 3 different housing programs, and the list of participants for each program was **different** you would total those participants and report the total number under SRV 3b. See FNPI Reporting Page for Quarter 4, pgs 8-9 https://nascsp.org/wp-content/uploads/2018/12/Module-4-Instruction-Manual_V2_12_7_18_F.pdf for more information.

Key Data in Your Report

Number of Participants Served in program(s) (#) – this is the total people served in that program at any point throughout the year (this is entered in Q4 on the FNPI page). This number will be equal to or greater than the actual results.

- **Target (#)** – this number is auto generated from your Community Action Plan.
- **Actual Results (#)** – this number is auto generated from the four quarters of your progress report.
- **Percentage Achieving Outcome** [III/ I = IV] (% auto calculated)
- **Performance Target Accuracy** (III/II = V] (% auto calculated)

Reporting Demographics (All Characteristics Report)

For the CSBG Annual Report, it is important that CSBG Eligible Entities only report the unduplicated count of participants. Therefore, when CSBG Eligible Entities are unable to verify data as unduplicated, that data should not be reported. If a CSBG Eligible Entity can verify that a portion of its data is unduplicated, it is appropriate to report that portion of the data. Make sure to provide a comment to that effect this year and next year to explain the variance that will result from improved reporting. The top priority is to maintain the integrity of the data reported, which is why it is critical that only unduplicated data is included in the report. It is recognized, though, that this can be a challenge for CSBG Eligible Entities. **Include demographic data on all individuals and households served by the CSBG Eligible Entity, not only those who are CSBG eligible.**

To obtain unduplicated counts, a CSBG Eligible Entity will need to have a system that distinguishes the characteristics for each individual or household. To obtain an unduplicated count, a unique identifier will be needed at the individual level. While some individuals and households may be served by several programs within a reporting year and thus entered into multiple data systems (e.g., LIHEAP, WIC, etc.), they must be reported as unduplicated individuals and unduplicated households in this report. Learn more on pages 42-54.

CSBG Measurement Tool Toolkit

What is a measurement tool?

Evidence or a way to document that a service or strategy was provided, and an outcome was achieved. (NOTE: Measurement tools must be applied with consistent processes and procedures to verify outcomes and outputs.)

Why You Should Measure Outcomes and Outputs

Measuring impact is essential because it helps you illustrate the actual difference your nonprofit makes by fulfilling its mission. The National Council of Nonprofits encourages you to identify what "success" looks like, develop a plan to get there, collect data to measure outcomes, and communicate your findings.

You should know why you're measuring the impact of your programs. Think about what your findings will help you accomplish. First, are you measuring for management or for accountability?

Measuring for management: Often referred to as "monitoring," this approach focuses on processes, efficiency, and execution (i.e. the number of participants). The data is usually collected and analyzed more frequently, on a monthly basis.

Measuring for accountability: Otherwise known as reporting and "evaluation," this approach focuses on the long-term effects and information needed to support future planning. The data typically pertains to outcome and impact statistics and may be collected and analyzed less frequently, on a semi-annual or annual basis.

Why Measurement Matters

Why should you measure outcomes? Here are two of the most important reasons:

1. **Funders expect measurable outcomes.** Many grantmaking organizations require nonprofits to design and measure outcomes as part of the grant process. Funders are looking for accountability in where their financial support goes. They want to make sure your program delivers on what it says it's going to do.

2. **Measuring outcomes helps your organization stay on track and focus on what really matters—bringing about positive change.** By measuring outcomes, you can more clearly see if the work you are doing is accomplishing the goals you intend it to accomplish. If you find out it's not, you can make changes to your program. This helps make your programs as effective as possible.

Design a measurement system or way to track your indicators. Figure out how you will collect the data described in your indicators. This might mean coming up with a measurement system yourself such as creating a survey that you give at the start and conclusion of the program. Finding a way to track your indicators might also mean taking advantage of data that is already being gathered.

Why should you measure outputs?

Measuring outputs is important because you have to know what it was that you did that produced successful changes.

Design a measurement system or way to track your services and strategies. Figure out how you will collect the data described in SRV and STR in the Annual Report. This might mean coming up with a measurement system yourself such as keeping sign in sheets, log of tangible assistance provided, or copies of vouchers/payments provided. Finding a way to track your output might also mean taking advantage of data that is already being gathered.

Consistency is key – ensure the same measurement tool is used within the program and staff are trained in using the tool.

Common Myths to Get Out of the Way Before You Start Planning

Myth: Evaluation is a complex science. I don't have time to learn it!

No! Formal evaluation can be complex, but you can do some things that are easy and quick to learn that can tell you important things about what you are doing and what it means. Evaluation is just another way of saying "answering questions." And you will use your measurement tools and processes to gather data to find the answers.

Myth: It's an event to get over with and then move on!

No! Measurement and analysis of the data you get from the tools and process is an ongoing process. It takes months to develop, test and polish — however, many of the activities required to put measurement systems in place are activities that you're either already doing or could be doing as a part of your daily work.

Myth: Measurement is a whole new set of activities – we don't have the resources.

No! Most of the activities in a measurement process are normal management activities that need to be carried out anyway to evolve your organization to the next level.

Myth: There's a "right" way to do outcomes evaluation. What if I don't get it right?

No! Each outcomes evaluation process can be somewhat different, depending on the needs and nature of the organization and its programs. Consequently, each organization is the "expert" at collecting and analyzing their own data. Your evaluation can start with simple measurement activities, but then learn as you go along in your outcomes planning and implementation.

Myth: Funders will accept or reject my outcomes plan.

No! Enlightened funders will (at least, should?) work with you, for example, to polish your outcomes, indicators, and outcomes targets. Especially if yours is a new program, then you very likely will need some help — and time — to develop and polish your outcomes plan.

Myth: I always know what my clients need – I don't need outcomes evaluation to tell me if I'm really meeting the needs of my clients or not.

You don't always know what you don't know about the needs of your clients – a comprehensive assessment helps ensure that you always know the needs of your clients. This is where measurement processes begin. The Assessment sets up the planning process to establish structures so that you and your organization are very likely always focused on the current needs of your clients. The assessment and planning processes are strengthened by identifying appropriate measurement tools and processes before services are started. Also, you won't always be around – measuring outcomes will help ensure that your organization is always focused on the most appropriate, current needs of clients even after you've left your organization.

Myth: We don't have time to follow up after a service is delivered, so we just assume that an outcome occurred. So, I don't need any measurement tools or processes.

While receipt of a service could lead to an identified change, this is not always the case. Without follow up to measure if a change occurred, you can only report on the service provided.

Resources

- https://blog.candid.org/post/impact-measurement-how-to-measure-your-nonprofits-impact/
- https://nascsp.org/wp-content/uploads/2021/01/Measurement-Tools-One-Pager_Final_10.20.20_draft-for-post.pdf
- https://nascsp.org/wp-content/uploads/2018/12/Module-4-Instruction-Manual_V2_12_7_18_F.pdf

Index of CSBG outcome indicators and example measurement tools
FNPI 1a. **The number of unemployed youths who obtained employment to gain skills or income.** • *Youth are defined as individuals aged 14-24.* • **Examples: Obtain a pay stub, obtain offer letter of employment.** • *Note: FNPI 1a does not set any national requirements for how long a participant must be employed for the outcome to be valid. Temporary and seasonal employment (including summer youth employment) may be reported.*
FNPI 1b. **The number of unemployed adults who obtained employment (up to a living wage).** • *Adults, for the purpose of this report, are defined as individuals aged 25 and up.* • **Examples: Obtain a pay stub, obtain offer letter of employment.** • *Note: When CSBG Eligible Entities do not collect income for the employment obtained and cannot verify if the participant obtained a job at or below a living wage, the participant should be reported here in "up to a living wage."*
FNPI 1c. **The number of unemployed adults who obtained and retained employment for at least 90 days (up to a living wage).** • This indicator measures participants who obtained a job and demonstrates that the participants retained the job for at least 90 days and earned up to a living wage. **Examples: obtain pay stubs, letter from employer with start date/current date** *Note: Outcome data reported in FNPI 1c should also be reported in FNPI 1b. If a participant obtained and maintained a job for 90 days as a result of CSBG Eligible Entity assistance, this participant also qualifies for FNPI 1b (obtaining a job). This is true only if the participant obtained employment through the assistance of the CSBG Eligible Entity. If the Entity serves a participant who had already obtained a job on their own, and is assisting them only with maintaining employment, that participant would not be reported in FNPI 1b-d.*
FNPI 1d. **The number of unemployed adults who obtained and retained employment for at least 180 days (up to a living wage).** • This indicator measures participants who obtained a job and demonstrates that the participants retained the job for at least 180 days and earned up to a living wage. **Examples: obtain pay stubs, letter from employer with start date/current date.** *Note: Outcome data reported in FNPI 1c should also be reported in FNPI 1b. If a participant obtained and maintained a job for 90 days as a result of CSBG Eligible Entity assistance, this participant also qualifies for FNPI 1b (obtaining a job). This is true only if the participant obtained employment through the assistance of the CSBG Eligible Entity. If the Entity serves a participant who had already obtained a job on their own, and is assisting them only with maintaining employment, that participant would not be reported in FNPI 1b-d.*

FNPI 1e.
The number of unemployed adults who obtained employment (with a living wage or higher).

- Examples: obtain pay stubs, offer letter from employer
  Note: There is no single national "living wage." Each state and/or local agency must define what constitutes a "living wage" in its service area. When reporting on indicators related to living wage, Community Action Agencies (CAAs) can provide their own definition, select from national or locally defined models, or work with their state to identify a shared definition. Count and report the number of program participants who are helped to reach or exceed local living wage thresholds. CAAs must identify the living wage definition used in the General Comments section. The Massachusetts Institute of Technology has developed the MIT Living Wage Calculator, a useful tool that estimates the living wage needed to support families using twelve unique family compositions.

FNPI 1f.
The number of unemployed adults who obtained and retained employment for at least 90 days (with a living wage or higher).

- Examples: obtain pay stubs, letter from employer with start date and current date. *Note: Outcome data reported in this indicator, FNPI 1f, should also be reported in FNPI 1e. If a participant obtained a job earning a living wage as a result of CAA assistance and retained it for 90 days, this participant also qualifies for FNPI 1e (obtaining a job with a living wage). This is true only if the participant obtained employment through the assistance of a CSBG Eligible Entity. If the Entity serves a participant who had already obtained a job on their own, and is assisting them only with maintaining employment, that participant would not be reported in FNPI 1e-g.*

FNPI 1g.
The number of unemployed adults who obtained and retained employment for at least 180 days (with a living wage or higher).

- Examples: obtain pay stubs, letter from employer with start date and current date. *Note: Outcome data reported in this indicator, FNPI 1f, should also be reported in FNPI 1e. If a participant obtained a job earning a living wage as a result of CAA assistance and retained it for 90 days, this participant also qualifies for FNPI 1e (obtaining a job with a living wage). This is true only if the participant obtained employment through the assistance of a CSBG Eligible Entity. If the Entity serves a participant who had already obtained a job on their own, and is assisting them only with maintaining employment, that participant would not be reported in FNPI 1e-g.*

FNPI 1h. **The number of employed participants in a career-advancement related program who entered or transitioned into a position that provided increased income and/or benefits**. • Examples: obtain pay increase letter, pay stubs, increased benefits letters Note: if you report FNPI 1h, please break it down in the following sub-outcomes: FNPI 1h(1). Of the above, the number of employed participants who increased income from employment through wage or salary amount increase. Report the number of participants from the programs listed in FNPI 1h who increased their income specifically through a wage or salary increase. The increased income should be directly related to the advancement of skills obtained through the programs in FNPI 1h. Participants who increase their income should be reported in both FNPI 1h(1) and FNPI 1h. • FNPI 1h(2). Of the above, the number of employed participants who increased income from employment through an increase in hours worked. Report the number of participants from the programs listed in FNPI 1h who increased their income specifically by increasing the number of hours worked. The increased hours should be directly related to the advancement of skills obtained through the programs in FNPI 1h. Participants who increased their income through increased hours should be reported in this indicators FNPI 1h(2) and FNPI 1h. If the participant increased their wage/salary and hours worked, then they should be reported in FNPI 1h, FNPI 1h(1) (wage/salary increase) and FNPI 1h(2) (hours increase). • FNPI 1h(3). Of the above, the number of employed participants who increased benefits related to employment. Report the number of participants from the programs listed in FNPI 1h who increased their employment-related benefits. The increased benefits should be directly related to the advancement of skills obtained through the programs in FNPI 1h. Participants who increased their benefits should be reported in this indicator FNPI 1h(3) and FNPI 1h. If the participant increased their wage/salary, hours worked, and benefits, then they should be reported in FNPI 1h, FNPI 1h(1) (wage/salary increase), FNPI 1h(2) (hours increase), and FNPI 1h(3) (benefits increase).
FNPI 2a. **The number of children (0 to 5) who demonstrated improved emergent literacy skills.** • *Emergent Literacy Skills refers to the knowledge and expertise or ability that lays the foundation for reading and writing for infants and toddlers.* • *Examples: Literacy Skills assessment: https://www.doe.virginia.gov/teaching-learning-assessment/k-12-standards-instruction/english-reading-literacy/literacy*
FNPI 2b. **The number of children (0 to 5) who demonstrated skills for school readiness.** • Examples: School Readiness Assessment: https://www.doe.virginia.gov/teaching-learning-assessment/early-childhood-care-education/school-readiness-copy
FNPI 2c. **The number of children and youth who demonstrated improved positive approaches toward learning, including improved attention skills.** Examples: Observational Logs, report cards https://www.researchgate.net/publication/226636719_Positive_Approaches_to_Learning_in_the_Context_of_Preschool_Classroom_Activities

FNPI 2d. **The number of children and youth who are achieving at basic grade level (academic, social, and other school success skills).** • Examples: Grade level entrance assessment: https://www.doe.virginia.gov/teaching- learning-assessment/student-assessment
FNPI 2e. **The number of parents/caregivers who improved their home environments.** • Examples: Observational Logs, checklist completed by client
FNPI 2f. **The number of adults who demonstrated improved basic education.** • *Basic education includes the basic skills adults need, such as reading, writing, math, English language proficiency, and problem solving, to be productive workers and citizens. This can also include the basic education needed as a prerequisite to obtain additional education.* • Examples: pre/post assessments • https://www.doe.virginia.gov/teaching-learning-assessment/specialized-instruction/adult-education
FNPI 2g. **The number of individuals who obtained a high school diploma and/or obtained an equivalency certificate or diploma.** • Examples: Obtain a copy of diploma/ certificate, or a declaration from school where diploma was received.
FNPI 2h. **The number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.** • Examples: Obtain a copy of credential, certificate or degree, or declaration from school where credential was received. *(Note about indicator: Participants who are involved in CSBG Eligible Entity case management, coaching or other support programs who earned the above-mentioned certificate would qualify for this outcome)*
FNPI 2i. **The number of individuals who obtained an associate degree.** • Examples: Obtain a copy of associate degree, or declaration from school where associate degree was obtained. *(Note about indicator: Participants who are involved in CSBG Eligible Entity case management, coaching or other support programs who earned an associate degree would qualify for this outcome)*

FNPI 2j. **The number of individuals who obtained a bachelor's degree.** • Examples: Obtain a copy of bachelor's degree, or declaration from school to where bachelor's degree was obtained. *(Note about indicator: Participants who are involved in CSBG Eligible Entity case management, coaching or other support programs who earned a bachelor's degree would qualify for this outcome)*
FNPI 3a. **The number of individuals who achieved and maintained capacity to meet basic needs for 90 days.** • Examples: Self-Assessment tool
FNPI 3b. **The number of individuals who achieved and maintained capacity to meet basic needs for 180 days.** • Examples: Self-Assessment tool
FNPI 3c. **The number of individuals who opened a savings account or IDA.** • Examples: savings account documentation, or IDA documentation
FNPI 3d. **The number of individuals who increased their savings.** • Examples: bank statements showing increase in savings over time.
FNPI 3e. **The number of individuals who used their savings to purchase an asset.** • Examples: documentation showing purchase
FNPI 3f. **The number of individuals who improved their credit scores.** • Examples: Credit reports pulled at two different times
FNPI 3g. **The number of individuals who increased their net worth.** • *Net worth is defined as the total value of the participant's assets, minus the participant's total amount of debt.* • Examples: Net worth Calculator completed at two points in time: https://www.bankrate.com/smart-spending/personal-net-worth-calculator/
FNPI 3h. **The number of individuals engaged with the Community Action Agency who report improved financial well-being.** • Examples: Use of a pre and post financial wellbeing calculator or quiz. • Example https://www.consumerfinance.gov/consumer-tools/financial-well-being/

FNPI 4a. **The number of households experiencing homelessness who obtained safe temporary shelter.** • Examples: Rental information, shelter logs
FNPI 4b. **The number of households who obtained safe and affordable housing.** • Examples: lease or mortgage documents
FNPI 4c. **The number of households who maintained safe and affordable housing for 90 days.** • Examples: rent or mortgage payments documentation
FNPI 4d. **The number of households who maintained safe and affordable housing for 180 days.** • Examples: rent or mortgage payments documentation
FNPI 4e. **The number of households who avoided eviction.** • Examples: rent or mortgage payments documentation, letter from mortgage/ rental company
FNPI 4f. **The number of households who avoided foreclosure.** • Examples: mortgage payment receipts, letter from mortgage company
FNPI 4g. **The number of households who experienced improved health and safety due to improvements within their home (e.g. reduction or elimination of lead, radon, carbon dioxide and/or fire hazards or electrical issues, etc.).** • Examples: health and safety inspection reports
FNPI 4h. **The number of households with improved energy efficiency and/or energy burden reduction in their homes.** • Examples: energy bill, proof of installation of energy efficient materials, Weatherization Final Inspection Report and Client Sign Off Sheet; utilities bills pre and post service
FNPI 5a. **The number of individuals who demonstrated increased nutrition skills (e.g., cooking, shopping, and growing food).** • Examples: Pre/Post test, observational logs, questionnaire.

FNPI 5b. **The number of individuals who demonstrated improved physical health and well- being.** • Examples: Self-Report Questionnaires -For Youth https://youthrex.com/wp-content/uploads/2019/10/IPAQ-TM.pdf • Self-Report Activity Diaries/Logs • Devices: Pedometers, Heart-Rate Monitors
FNPI 5c. **The number of individuals who demonstrated improved mental and behavioral health and wellbeing.** • Examples: Pre/post test, Confirmation from medical personnel
FNPI 5d. **The number of individuals who improved skills related to the adult role of parents/ caregivers.** • Examples: Pre/post test, Observational logs
FNPI 5e. **The number of parents/caregivers who demonstrated increased sensitivity and responsiveness in their interactions with their children.** • Examples: Observational logs
FNPI 5f. **The number of seniors (65+) who maintained an independent living situation.** • Examples: Assessment to show the ability to live independently: https://www.va.gov/files/2021-12/Assessment-Capacity-Live-Independently.pdf • Independent living scale: https://www.tbims.org/combi/ils/index.html#:~:text=The%20ILS%20is%20designed%20as,initiation%20sub%2Dscale%20nine%20points.
FNPI 5g. **The number of individuals with disabilities who maintained an independent living situation.** • Examples: home visit observations; verification of continued residence in private household, Activities of independent living scale: https://www.alz.org/careplanning/downloads/lawton-iadl.pdf
FNPI 5h. **The number of individuals with chronic illness who maintained an independent living situation.** • Examples: home visit observations; verification of continued residence in private household, Activities of independent living scale: https://www.alz.org/careplanning/downloads/lawton-iadl.pdf

FNPI 5i. • **The number of individuals with no recidivating event for six months.** Examples: Parole reports, Proof of no recidivating events
FNPI 6a. **The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community.** • Examples: Pre/post tests, Observational logs
FNPI 7a. **The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.** • Report any individual who achieves one or more outcomes across any domain in this report. This is an unduplicated count. The individual should only be counted one time. The result will be an unduplicated (each individual counted once) count of all the individuals across the CSBG Eligible Entity who achieved one or more FNPIs.

Virginia Office of Economic Opportunity

GUIDANCE FOR ANNUAL ROMA PLANS

As part of our commitment to effective performance management and accountability, each Community Action Agency (CAA) is required to create an annual ROMA (Results-Oriented Management and Accountability) plan **due May 1,** within your Community Action Plan (CAP) in CSBG Reporter. This document outlines the importance of these plans, their purpose, benefits to your agency, and practical tips for completing them effectively, as outlined in agencies CSBG funding contract - Reference Section IV, Scope of Services and Deliverables.

Why Create an Annual ROMA Plan?

The annual ROMA plan is essential for outlining the actionable activities your agency will undertake throughout the year to improve service delivery and outcomes. It helps to ensure that the principles of ROMA are integrated into your agency's operations, ultimately enhancing the effectiveness of your programs and services.

Purpose of the CAA ROMA Plan

The ROMA plan aims to guide action, manage performance, and ensure accountability by providing a clear framework for implementing the ROMA cycle within your agency. It outlines specific activities and goals aligned with performance management strategies, facilitating progress measurement and outcome reporting to stakeholders. This framework helps agencies effectively address community needs and demonstrate their impact.

ROMA Plan Checklist

When completing your ROMA plan, consider the following questions:

Identification of ROMA Professional:

- ☐ Who is submitting the plan?
- ☐ Who is responsible for each activity of the plan?

Yearly Goals and Objectives:

- ☐ What are your overall goals and objectives for improved use of ROMA principles and practices for the year as a ROMA certified Implementer/Trainer?
- ☐ How do these goals align with the organization's or community's strategic priorities?

ROMA-Specific Activities:

- ☐ What specific ROMA activities will you engage in during the year (e.g., community needs assessment, strategic planning, board collaboration, program planning or evaluation, facilitating ROMA training sessions)?
- ☐ As an implementer/trainer, who are you sharing ROMA principles with within your organization (staff, upper management, board of directors), and how will this be accomplished?

Performance Metrics:

- ☐ How will the agency measure the success and impact of ROMA-related activities?
- ☐ Please upload two (2) measurement tools that demonstrate how your CAA will assess the outcomes/changes resulting from these activities. Include any relevant measurement tools related to these activities.

Partnerships and Collaboration:

- ☐ Are there any partnerships or collaborations you plan to establish or maintain to support your ROMA efforts?
- ☐ How will these collaborations enhance the effectiveness of your work?

Note on Flexibility:
Please be aware that these questions are subject to modification in preparation for the next fiscal year.

Submission and Review Process

CAA's ROMA plans will be submitted to the Office of Economic Opportunity (OEO) **annually on May 1 through CSBG Reporter.**

Review Criteria

- **Clarity of Goals:** The specificity and measurability of your goals and objectives.
- **Alignment with Strategic Priorities:** How well your ROMA activities align with your organization's strategic priorities.
- **Details of Activities**: Thoroughness in outlining specific ROMA-related activities planned for the year.
- **Performance Metrics:** The robustness of the measurement tools provided to assess the effectiveness and impact of your activities.
- **Partnerships and Collaborations:** Evidence of planned partnerships that support your ROMA efforts.

The state office will also periodically follow up on these plans throughout the fiscal year to discuss the successes or challenges of the activities identified in your plan. Agencies are required to submit updates on their plans every quarter.

Quarterly Expectations for CAAs Regarding Quarterly ROMA Reports

1 **Timely Submission**
Submit reports by designated deadlines for prompt review.

2 **Completeness and Accuracy**
Ensure all required sections are included and that data is accurate and verified.

3 **Alignment with Goals**
Clearly demonstrate how activities align with the ROMA plan's established goals and objectives.

4 **Systemic Barriers**
Identify and discuss any systemic barriers encountered and how they were addressed or planned to be addressed.

5 **Stakeholder Engagement**
Highlight community and stakeholder involvement in activities and decision-making.

6 **Outcome Measurement and Continuous Improvement**
Provide measurable outcomes related to community needs, discuss challenges faced, and describe adjustments made based on feedback.

4th Quarter Reporting (due **August 15th**): In CSBG Reporter, the 4th quarter report must include the following sections:

- Planned Activities for ROMA Implementer (submitted with the Community Action Plan)
- Actual Activities for ROMA Implementer (reported each quarter)
- Describe your biggest success and your biggest challenge/obstacle (only for the 4th quarter report)
- Top ROMA Training need for implementers and agency? (only for the 4th quarter report)

Key Tips for Completing the ROMA Plan

Be Clear and Specific: Clearly outline your agency's goals and the specific ROMA activities planned for the year.

Align with Strategic Priorities: Make sure that your ROMA goals and activities are in line with your organization's overall strategic objectives.

Engage Stakeholders: Involve staff, management, and board members in discussions about ROMA principles and activities to ensure buy-in.

Utilize Measurement Tools: Incorporate effective measurement tools to assess the success and impact of your ROMA activities.

Document Collaborations: Identify and describe partnerships that will enhance your ROMA efforts and how they will be maintained.

Advantages for Your Agency for Creating a ROMA Plan

- **Improved Program Outcomes:** By focusing on results and accountability, your agency can enhance the effectiveness of its programs.
- **Strategic Alignment:** Ensuring that ROMA activities align with your organization's strategic priorities promotes cohesion and focus.
- **Informed Decision-Making:** Using data and performance metrics to assess activities helps inform future planning and resource allocation.
- **Stronger Collaborations:** Engaging with partners and stakeholders fosters a collaborative environment that supports shared goals.

Sample- Agency ROMA Activities (not limited to):

- **Community Needs Assessment:** Conducting assessments to identify the needs and priorities of the communities they serve, ensuring programs are responsive and relevant.
- **Strategic Planning:** Developing long-term strategic plans that align with ROMA principles & incorporate community input/agency mission.
- **Program Planning and Evaluation:** Designing programs based on identified needs; evaluating their effectiveness using ROMA metrics.
- **Training and Capacity Building:** Providing training sessions for staff and board members on ROMA principles across departments (i.e. finance, weatherization, HR, head start, housing, workforce, re-entry, childcare, etc.).
- **Data Collection and Analysis:** Implementing systems to collect (i.e., databases, data management plans, data teams, etc.), analyze, and report on data related to program outcomes and community impact.
- **Board Development:** Establishing clear understanding around their responsibilities, roles, and oversite governance of the agency.
- **Stakeholder Engagement:** Involving community members and stakeholders in decision-making processes, program design, and evaluation.
- **Performance Monitoring:** Establishing key performance indicators (KPIs) to track the effectiveness of programs and services. Creating an internal agency auditing processes for fiscal and programs.
- **Collaborative Partnerships:** Forming partnerships with other organizations to enhance service delivery and share resources.
- **Feedback Mechanisms:** Creating systems to gather feedback from clients, staff, community members, to inform program adjustments and improvements.
- **Awareness Campaigns:** Raising awareness about community needs and the services offered by the agency, promoting engagement and participation.