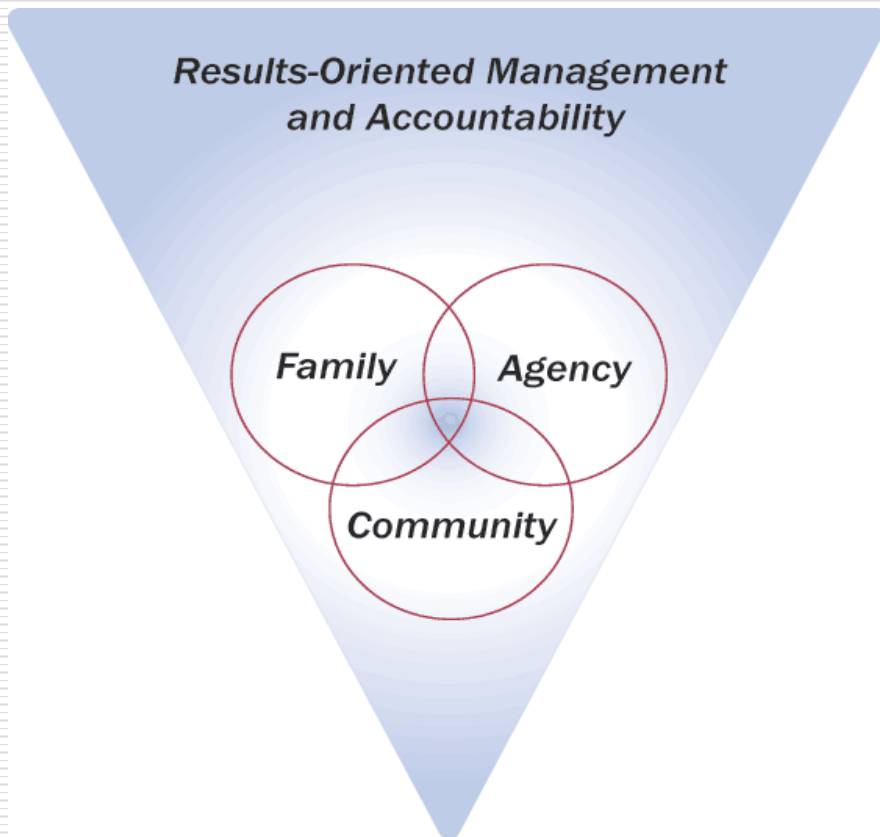


# Introduction to

# ROMA



This project is financed, in part, by a DHHS grant from the Office of Community Services. © 2006 Community Action Association of Pennsylvania

# What is ROMA?

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- Sometimes agencies will talk about their “ROMA report” or about the “ROMA program.”
  
- ROMA is, however, a **complete** management and accountability **process** that is focused on the results achieved as a result of your agency’s activities.

# These activities are all a part of the ROMA Cycle

## The Results Oriented Management and Accountability Cycle

**Assessment**  
Needs and Resources



**Evaluation**  
Analyze data, compare with benchmarks



**Planning**  
Use assessment data and agency mission statement to identify results, and strategies



**Achievement of Results**  
Observe and report progress

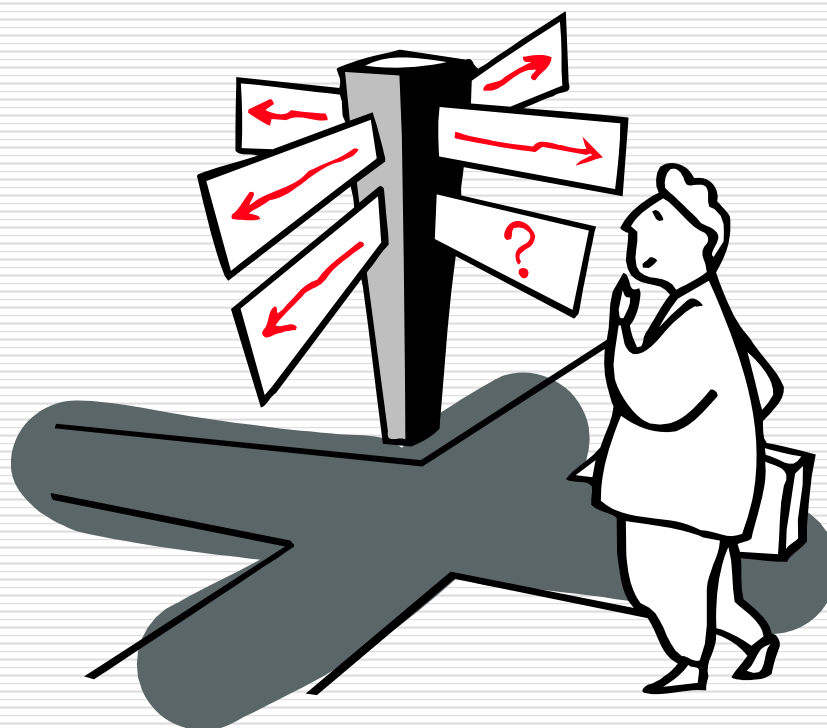


**Implementation**  
Strategies and services



# But why ROMA?

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# In 1993, Congress passed the **Government Performance and Results Act (GPRA)**

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"The purposes of this Act are  
to improve Federal program  
effectiveness and public  
accountability

by promoting a new focus on  
results, service quality and  
customer satisfaction."

GPRA -- Section 2 (b) Purposes



# The **Monitoring and Assessment Task Force**

was formed in response to GPRA.

---

**In 1994,**  
the Task Force produced a  
**National Strategic Plan**  
which endorsed a “results-oriented” approach for CAAs.

In the Strategic Plan,  
the MATF identified  
**six national goals,**  
so that all CAAs could talk about  
their results  
using one or more of these goals.

# The Six National Goals

---

**Goal 1.** Low-income people become more self-sufficient. **(Family)**

**Goal 2.** The conditions in which low-income people live are improved. **(Community)**

**Goal 3.** Low-income people own a stake in their community. **(Community)**

**Goal 4.** Partnerships among supporters and providers of services to low-income people are achieved. **(Agency)**

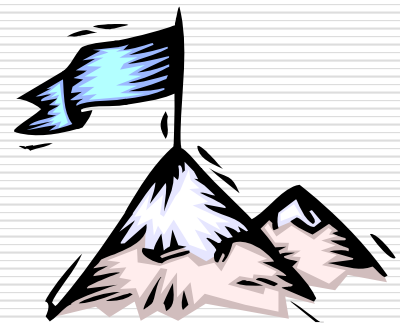
**Goal 5.** Agencies increase their capacity to achieve results. **(Agency)**

**Goal 6.** Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. **(Family)**

# Next, in 1998, the CSBG Act was amended,

---

mandating implementation of a comprehensive performance-based management system, “Results-Oriented Management and Accountability,” or **ROMA**, across the entire Community Services Network.



Performance reporting, **using ROMA**, from all partners in the Network began **October 1, 2001**.



**ROMA** was defined as:

---

**“a sound management practice  
that incorporates the use of  
outcomes or results  
into the administration,  
management,  
and operation  
of community action agencies.”**

*1998, CSBG Act*



In addition to the services  
and activities provided by a CAA,

---

CAAs must focus on the **results**,

the **outcomes**,

or

the **products**,

of the programs it provides.

Remember, results can be  
individual/family, agency  
or community level.



Community Action helps people:

change their lives for the better,  
and helps communities become better  
places to live.

Community Action Agencies are **unique!**

CAAs are **change agents**

-- not simply service providers --

and the **“change”** we focus on is

the **“transition to self sufficiency.”**



---

CAAs have historically measured things like:

- the number of food baskets distributed
- the number of Meals-on-Wheels delivered
- the number of children attending Head Start centers
- the number of families receiving WIC services
- the number of adults attending GED classes
- the number of clients served per day

While this is important,

---

we must also be able to identify

how these interventions

produce

results.

# Program Assessment Rating Tool (PART)

---

The Office of Community Services (OCS) participated in a Program Assessment and Rating Tool (PART) review in 2004, which was administered by the Office of Management and Budget (OMB).

PART raised several questions regarding the implementation and reporting of outcome data across the country -- especially, the way individual states and eligible entities had established performance goals and performance indicators.

It was suggested that a national system be adopted to standardize this information for everyone.

# Implementation of National Indicators of Community Action Performance *Beginning in 2005*

---

OCS reviewed the data submitted by local CAAs and State offices in the first mandatory reporting for 2001.

As a result of this data review, and in response to the issues regarding a need for a standardized system of reporting CAA results raised by PART, OCS has established National Indicators of Community Action Performance (also known as the “National Performance Indicators” or NPIs).

Establishing performance goals is incorporated into the NPIs.

CAAs are to project, not only the number of units of service they will provide and the number of people to be served, but also to identify the number of results that will be achieved by these participants or by the CAAs themselves while working on community revitalization and building agency capacity.

# NASCSP Standard Monitoring Principles and Practices for CSBG

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Originally presented by NASCSP for comment in 2004, the Standard Monitoring Principles are a guide for state offices to use in updating and improving their monitoring responsibilities and practices.

The Standards are being reviewed by the network to determine the best ways to transition from existing practices to the broader areas indicated.

They focus on the concept of: "beyond compliance to excellence."



## Community Action leaders need to work together to ensure the Network is strong.

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- “The overall health of a community action agency encompasses more than just a technical compliance with specific program mandates.
- In order for a CAA to be truly ‘healthy,’ it must be continually striving to find better ways to use programmatic resources to help people move out of poverty.
- Programs operated by a CAA must contribute to the agency’s overall mission, and each program must achieve measurable outcomes that help to change the lives of low-income people.

*NASCSP Standard Monitoring Principles and Practices*



Why is reporting on services provided by your agency not enough?

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# Take Me Out to the Ballgame:

## Baseball Case Study



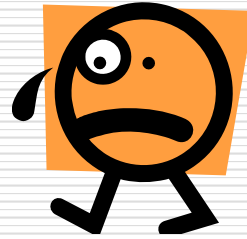
## Situation:

The team finished last in the prior season.

---

To boost dwindling attendance, the team promotes that:

- ❑ Outfielders ran three times more laps during spring training.
- ❑ Pitchers threw twice as many pitches during spring training.
- ❑ Batters took four times as much hitting practice during spring training.
- ❑ The team hired two new coaches and invested \$100,000 in a state-of-the-art communications system to enable the Manager to talk with them so they can give real-time perspectives on each play from their strategic vantage points in the stands during the games.
- ❑ By the All-Star break, the team is taking an average of 17 more swings at pitches per game . . .



And the fans say,

“So what?”

because they’re **still in last place,**

without a **single player**  
who deserves to be on  
the **All-Star Team.**

The fans don't care  
about the process,

---

if they don't get  
**the results.**

What they care about  
is

**winning!**

# Playing Ball with Community Action

---

The **Board of Directors**  
is like the **Owner and General Manager** of  
a ball team.

The **Executive Director**  
is like the **Manager**.

The **funders, community, and clients**  
are like the **fans** who **want to see results**.



For Community Action Agencies,

---

changing lives  
and  
improving communities

is how we  
score runs  
and win games.





If this is **all** we tell the community

---

(who are our fans),

they may also say:

“so what?”

**Community members,  
just like the fans,  
don't care about the process,**

---

**if they don't see that we  
get **the results.****

**What they care about, too,  
is **winning ...****

**changing lives  
and  
improving communities!**

---

**Just like the baseball team**

**that must hit the ball to score runs**

**and win,**

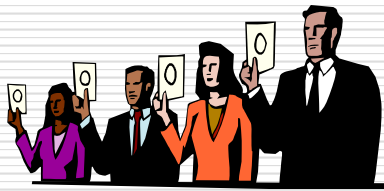
**Community Action won't change lives**

**without delivering services efficiently,**

**compassionately, and intelligently.**

**But....**





---

**Documenting**  
**the achievement of results**  
**is how we prove**  
**that we are a winning team.**

**Remember:**  
**our results are**  
**changing lives**  
**and improving communities.**

How will “lives be changed?”  
In what ways will “communities  
be improved?”

---

It is important that your agency  
staff and Board understands:  
the community needs and  
resources,  
the agency mission,  
and the results that are to be  
achieved by agency activities  
**BEFORE** you decide on what  
services and strategies you  
will support.

# Is this good management?

---



# Community Action Agencies are more than service providers.

---

## PROVISION OF SERVICES MODEL

Providing services because funding is available can distract you from a more effective selection of services and strategies.

Failure to link activities together to form a comprehensive set of services and advocacy strategies may reduce your effectiveness in helping the families with whom you work to move out of poverty.

Sometimes there are unintended consequences doing the same services you always have done -- enabling the continuation of poverty.

## STRATEGIC THINKING MODEL

The development of strategies must be built on a firm foundation that includes the community outside your agency.

- What will the community be like if you are successful in your work?
- Who do you want the community to say you are?
- How can you develop Stakeholder Involvement?

You must be faithful to your mission and to your “corporate identity” as an anti-poverty agent.



# How do CAAs know what services to provide?

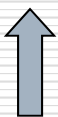
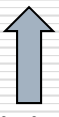

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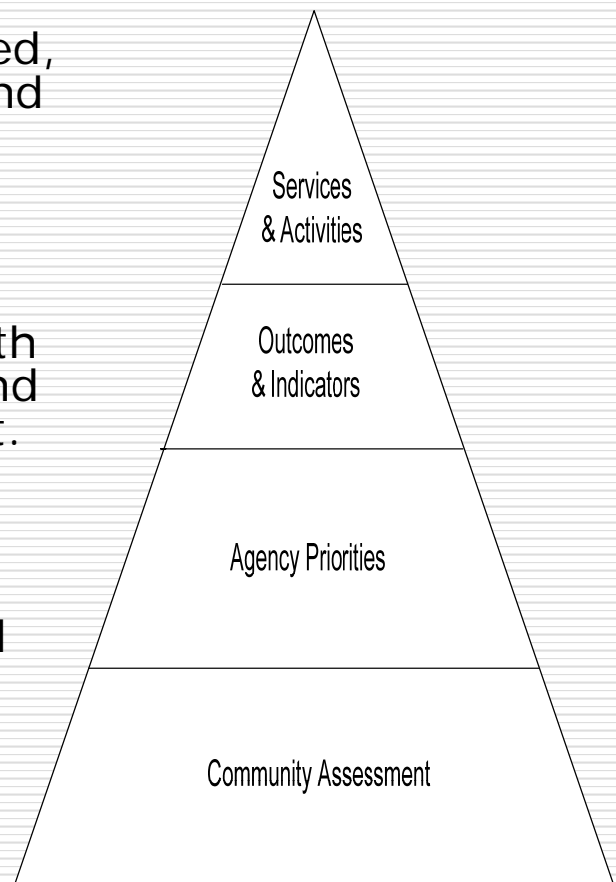
- They review their mission statement.
- They do a community assessment to identify needs and resources.
- They get input from clients, partners, staff and supporters.
- They consider the results they want to achieve.
- Only then do they identify the strategies would enable them to get these results.



# ROMA Activities

Start at the base of the pyramid.

- Design & develop services and activities based on the identified outcomes to be achieved, priorities established and resources. 
- Identify outcomes and indicators that align with the agency priorities and community assessment. 
- Develop priorities to address needs -- based on mission and vision. 
- Identify needs and resources of the community.



# Part of the Planning Process

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## Identifying Realistic Results

# As a CAA Board Member,

---

you will help staff  
identify what results are expected  
for the families and communities  
you serve.

When you identify results that  
are expected, you will try to  
estimate how many people will  
be able to achieve the results.

# What is the rate of success?

---

Your agency will be tracking how many people's lives have been changed and how communities have been improved.

But how do you know if the results you expect are realistic?

What is the rate of success you should expect?

Let's look at some measures of successful results from industry.

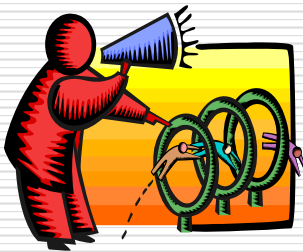
# Success Measures in Industry: References for Setting Public and Nonprofit Sector Expectations

- Executive management recruitment, \_\_\_\_ % placement rate.
- New Magazine, \_\_\_\_ % survives over 12 months.
- Movies \_\_\_\_ in 6 or \_\_\_\_ % make a profit.
- Broadway \_\_\_\_ in 7 or \_\_\_\_ % make a profit.
- Music Recordings, \_\_\_\_% make a profit.
- Prescription drugs, \_\_\_\_ % make it to market.
- Of the prescription drugs that make it to the market,  
 \_\_\_\_ % make a profit.
- Pfizer \_\_\_\_ in 100 new drugs or \_\_\_\_% make it to the market, 10 – 12 years to develop a product.
- DuPont \_\_\_\_ in 250 or \_\_\_\_% of ideas to generate one major marketable new product
- On Time Railroad Delivery + or - \_\_\_\_ hours.
- Baseball: \_\_\_\_ in 3 or \_\_\_\_ % is a superstar.  
\_\_\_\_ in 4 or \_\_\_\_%) is a successful hitter.

# Performance Standards in Industry are modest.

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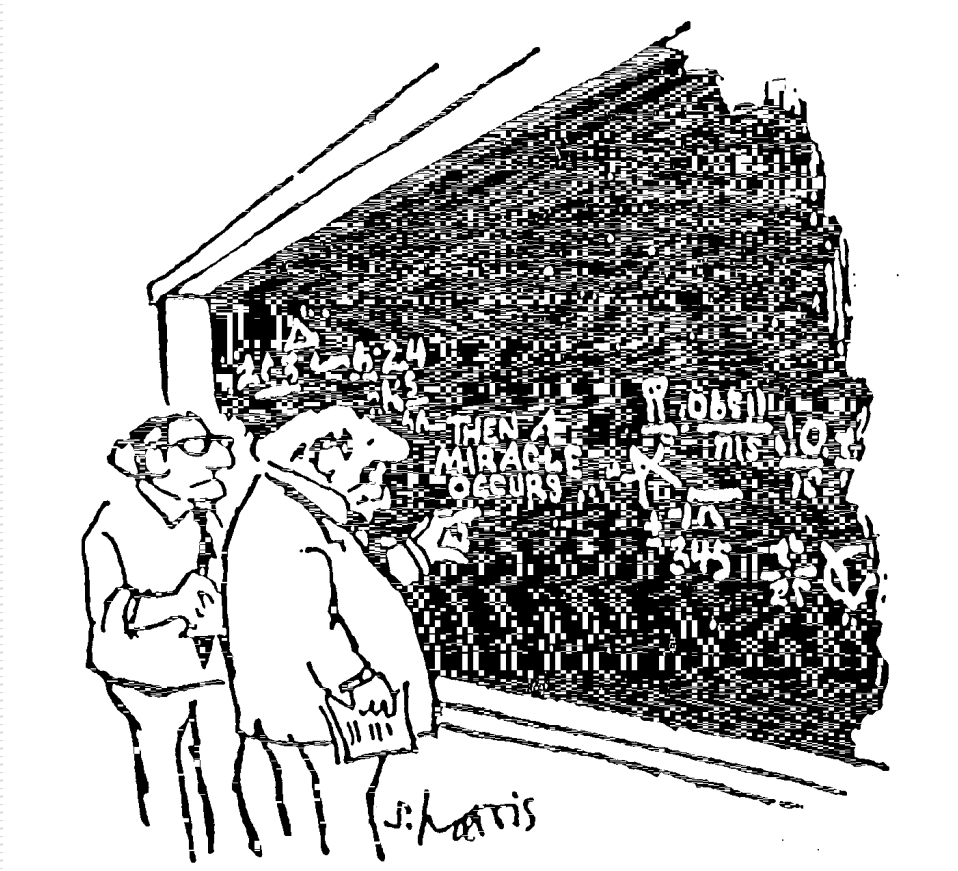
While they are modest, these performance standards are **not arbitrary**. They come from a long-term commitment by industry executives to **collect and analyze** data to determine what is possible and realistic.



Community Action must establish its own standards of performance and communicate these standards of performance to your “fans” (funders, supporters, staff, etc.)

# How do CAAs know **what strategies** will lead to the results they identify?

---



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***“I think you should be more explicit here in Step Two.”***

As CAAs collect and analyze  
**results** data over time,

---

we will have the documentation to  
support our projections of the  
kinds of results we expect for  
families and communities.

We will document the movement of  
families from poverty to self  
sufficiency and the positive changes  
in communities.





# In your role,

---

you will help staff  
develop and set  
**realistic** expectations  
for the results to be achieved.

You will need to consider  
the difficulties that stand in the  
way of self sufficiency  
for families and communities.

But don't forget:

---

while we are not expected to “hit  
the ball every time we are up,”

we need to eventually

“win games”

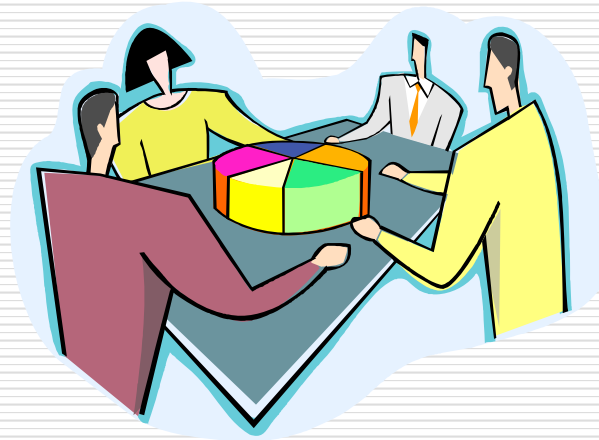
(help families and communities

achieve results)

to matter to our “fans.”

# Getting ready for accountability

---



## Establishing Measures and Indicators

# What do you measure?

---

How do the **advocacy activities** in which your agency staff, volunteers and board members engage help move families to self sufficiency and improve communities?

How do the **services** your agency delivers help move families to self sufficiency and improve communities?

# How will you know?

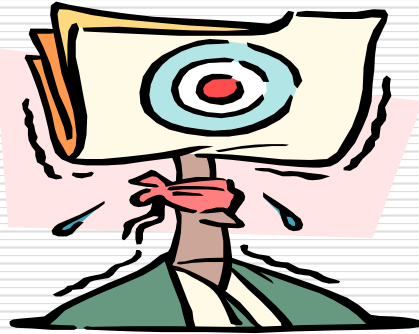
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How does getting a food basket, Meals on Wheels or WIC help strengthen vulnerable populations?

How do Head Start services impact families?

How does helping adults to get a GED or improve job skills really impact on their family self sufficiency?

(exercise follows)



---

How do you know  
if you are meeting your goals  
and producing results?  
You need to establish clear measures  
and indicators  
of those results  
you are trying to achieve,  
and processes that enable you to  
observe and document the indicators.

# As a Board Member,

---

you will help staff identify measures and processes that will let you know when you have “hit a home run” and when you have “won a game.”



# Identify the outcome, indicator and measure for two of your services.

Identify services and outcomes:

<b>Service or Activity Identify Timeframe # of clients served, # of units offered</b>	<b>Outcome</b>	<b>Outcome Indicator</b>
<b>Example:</b> 20 families receive budget counseling as part of the family self-sufficiency program, 7/1/06-6/30/07.	Families improve their ability to manage their income.	7/20 or 35% of families will establish and maintain a budget for 90 days.



# Identify the outcome, indicator and measure for two of your services (con't).

Identify measures and procedures:

Measurement Tool	Data Source, Data Collection Procedures, Personnel	Data Source, Data Collection Procedures, Personnel
<p><b>Example:</b> Families will produce appropriate budgets and report on their use.</p>	<p>The budget form and client reports are kept in the case record, reviewed with the client and updated by the case manager.</p>	<p>A review of the budget happens quarterly, with a semi-annual report going to the central data collection point.</p>

# Don't forget the Community Goals!

---

**Goal 2.** The conditions in which low-income people live are improved.



**Goal 3.** Low-income people own a stake in their community.



Community goals are often  
the hardest to define.

---

This means that they are also  
the hardest to identify results  
and indicators.

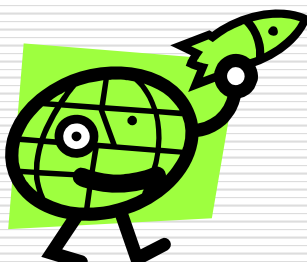
However, it is an important part of our  
original mission to help improve  
communities so that low income  
people have opportunities to improve  
their lives.

# Some examples of community results:

Low-Income people have improved access to essential services.

Municipal infrastructure is maintained or improved.

The supply of jobs, adequate and affordable housing, community facilities, capital and lending programs is increased.



# Some examples of increased community participation:

---

Low-income people volunteer and participate in formal public organizations, government, boards or councils that provide them the ability to be involved in decision-making and policy setting activities.

Low-income people participate in advocacy activities.



Low-income people own businesses or homes in their communities.

# Don't forget the Agency Goals!

---

**Goal 4.** Partnerships among supporters and providers of services to low-income people are achieved.



**Goal 5.** Agencies increase their capacity to achieve results.



You have many connections in  
the community

---

that will help develop  
the capacity of your CAA.

You will help staff create  
and maintain partnerships  
to help families and communities  
achieve results.

Periodically, you will help evaluate the **results** of these partnerships.

---

You will be asked to answer  
this question:

What is better as a  
result of this  
partnership?







Based on the goals  
you and your agency set,  
you will need to help and support staff,  
to manage your “team,”  
and evaluate your results --  
so that you move closer and closer  
to having an All Star Team.

# Remember:

---

- ❑ The public perception of human service agencies is not always positive.
- ❑ **Demonstrating success** will win public support and improve public image.
- ❑ The individual human-interest story is **not** a substitute for overall agency impact. It is a way to demonstrate the **kinds of results** that are being achieved.
- ❑ Nothing is as powerful as documentation of how lives and communities have been **positively impacted** by association with your CAA.

# The War is not over!

---

"In the sixties we waged a war on poverty, and poverty won," Ronald Reagan said last year (1987), in one of the one-sentence pronouncements he has sometimes made to the press while walking across the White House lawn to his helicopter. Most people would probably agree with him.

*Copyright © 1988, Nicholas Lemann. "The Unfinished War"; The Atlantic Monthly, December, 1988, issue. Volume 262, Number*

**Don't let this be the last word!  
Now, in the 21<sup>st</sup> century, let us use  
ROMA as a weapon to fight the  
War On Poverty.**



# Implementing ROMA in your agency:

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What are the steps **you** need to take to assure that ROMA is integrated into the operation of your agency?

Power Point  
presentation  
prepared by

---

CAAP

Community Action  
Association  
of Pennsylvania

under a grant from the US  
Department of Health and  
Human Services, Office of  
Community Services.