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NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Introduction to Results Oriented Management and Accountability

ROMA

March 2014

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Objectives

- Provide historical origins of ROMA
- Introduce the IM 49 and the ROMA Cycle
- Discuss performance management and the focus on results
- Set the stage for what is coming up Next Generation

What is ROMA?



- Sometimes you will hear people talk about “the ROMA report” or will talk about agencies who are “doing ROMA”
- But ROMA is really about a **complete** management and accountability **process** that is focused on the **results** achieved as a result of local Community Action Agency activities.

Let's look at some historical events that produced ROMA



History



- The **Economic Opportunity Act of 1964** established the Community Action Network
- There was a direct federal-local relationship with local Community Action Agencies when implementation of this act began.
- The Omnibus Reconciliation Act of 1981 changed the relationship – establishing the Community Services Block Grant (CSBG), transitioning funding to a block grant to the states.

History



- In the early years of Community Action many different approaches were taken to reporting on the accomplishments of the CAAs to meet the purposes of the federal funding.
- Systems include basic reporting on services and participant counts, but included requirements that asked agencies to identify what they planned to do and what they planned to achieve.

History



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

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

History



The **Monitoring and Assessment Task Force (MATF)** was formed in response to GPRA.

OCS convened this work group, consisting of staff from national, state, and local community action sectors. These individuals, taken together, represented the field of practitioners and administrators across the country.

History



The Human Services Amendments of 1994 reauthorized CSBG for 1995 - 1998

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)**

History



Next, in **1998**, the **CSBG Act** was amended, mandating implementation of a comprehensive performance-based management system for Community Action Agencies. The term “Results-Oriented Management and Accountability,” or **ROMA**, was created by the MATF, and was identified as the system to be used across the entire network.

The 1998 legislation required that performance reporting, from all partners in the Network begin **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.”

Information Memorandum 49, 2001



- Set out core activities for local Eligible Entities and for State CSBG offices
- And provided guidance regarding reporting of activities beyond CSBG

Core Activities Constituting ROMA Implementation for Eligible Entities



1. The entity and its board complete regular assessments
2. Identify specific improvements, or results, in the lives of individuals, families, and/or the community as a whole
3. Organizes and operates toward accomplishing these improvements, or outcomes, including linking with other agencies in the community.
4. Provides reports to the State that describe client and community outcomes.

The Results Oriented Management and Accountability Cycle



Report to state office (to national, NPIs) ; other external reports

May use scales, or other tools to monitor progress



Core Activities Constituting ROMA Implementation for State Agencies



1. Develop a State-wide vision statement (goals and purposes of community action); participate in, and contribute to, broader State anti-poverty /community development initiatives compatible with ROMA;
2. Trained all its eligible entities (staff and boards) in outcome-based management, and entities use ROMA concepts
3. Plans received from eligible entities describe projected outcomes and program reports evaluate results based on measurable improvements of conditions
4. Submits complete, accurate, and timely annual reports on the "measured performance of the State and the eligible entities in the State

ROMA is About the Entire Agency



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Considering:

- CSBG authorizing legislation which speaks to program coordination requirements both within and beyond eligible entities
- ROMA implementation activities that have occurred to date which address broad agency outcomes

OCS concluded that it is both necessary and appropriate to apply ROMA concepts to the work of community action, not CSBG alone.

What Does That Mean?



So this means that, in addition to reporting what the agency has **DONE**,

the agency is expected to be able to identify what has **happened as a result** of what they have done.

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

We Needed Performance Indicators



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While it was easy to measure things like:

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

We knew we must also be able to identify:

- how these interventions produce results,
- what the results look like.

Implementation of National Indicators of Community Action Performance



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OCS reviewed the data submitted by local CAAs and State offices as a result of mandatory reporting beginning in 2001.

This data review, and a response to the identification of a need for a standardized system of reporting CAA results, led to the establishment of National Indicators of Community Action Performance (also known as the “National Performance Indicators” or NPIs) as of 2005

Brief overview of NPIs



- The NPIs are organized under the Six National Goals
- They identify some, not all, of the changes that are observed by the CAAs.
- *They also include a mix of both outputs and outcomes.*
- A guide and lexicon is provided to standardize the measures across the country.



Being able to project what will be accomplished is an important part of good management practices, and referred to in GPRA.

Establishing performance goals (or “targets:”) is incorporated into a few of the NPIs.

In these items, CAAs are to project, not only the number of units of service they will provide/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



Originally presented by NASCS 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 routinely reviewed by the network to determine the best ways to assure ROMA principles to included in the monitoring practices.

The Standards focus on the concept of: “beyond compliance to excellence.”



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Why is reporting on services not enough?



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Take Me Out to the Ballgame:

Baseball Case Study





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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 is **winning ...
and we have defined winning as:**

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

Big questions:



How will “lives be changed?”

In what ways will “communities be improved?”

It is important that your agencies (staff and Board alike) understand:

- the needs and resources of their own community,
- the mission of the agency and the legislation,
- and the results that are to be achieved by agency activities

They must be able to connect what they are doing to what they expect to achieve.

Is this good management?



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.

Community Action Agencies are more than service providers.



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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.

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.



A Re-cap: What ROMA IS



ROMA is a full performance measurement and management system designed to help Community Action Agencies improve their ability to achieve results.

What ROMA IS



We can think of the ROMA system as being about looking at the CAA/CSBG network from two views:

- What is happening in the agency?
 - ✓ Mission, Plan, Services, Reports accurate and timely?
 - ✓ Managing it's money well?

- What kinds of outcomes are being observed, documented and reported?
 - ✓ What has changed? What is better?

Performance Management is Based on Data



Data about community needs and resources:

- Identify the nature and scope of community issues

Data used during strategic planning

- Identify agency resources (\$, facilities, staff, etc) the agency has/needs
- Identify the results the agency expects to achieve
- Identify what services are expected to produce results
- The number of individuals, families, communities that are projected to be served
- And the number expected to achieve identified results

Data collected during implementation of services

- Actual numbers of served
- Demographic information about those served

Data collected to identify achievement of results

- The number of those served who made movement toward their goals and who achieved the end results expected (or different results)

ROMA Tools

- The Logic Model
- Scales and matrices

ROMA Logic Model



Organization/Program _____			Level: __ family __ agency __ community		
Need	Service or Activity	Outcome	Indicator	Evidence (the tool will be used to measure)	Data collection processes and personnel
Mission Statement:					

Note: the “**Actual Results**” column is missing from this graphic. Once service is delivered, actual results must be compared with projected results.

Scales to Help Understand Our Work



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Will this help to tell our story?

Identifying Movement of a Family towards Self Sufficiency



Benchmark	Description of status
Thriving (Self Sufficient)	The ability to meet family basic needs without assistance, and to have sufficient discretionary income for savings and emergency expenses.
Safe	The ability to meet family basic needs without public assistance.
Stable	The ability to meet family basic needs.
Prevention Line	
Vulnerable	The in-ability to meet all of the family basic needs.
In-Crisis	The in-ability to meet all of the family basic needs, with some needs in a critical state (eviction notice expired or homeless, no food in the house, utilities shut off).

Defining Self-Sufficiency



- **Basic Needs:** housing, utilities/telephone, childcare, food, transportation, health care, clothing and household items, and taxes (minus federal and state tax credits).
- **Public Assistance:** public benefits in the form of cash or vouchers (i.e. child care assistance, energy assistance, SNAP, WIC, TANF and Medicaid)
- **Sufficient Discretionary Income for Savings and Emergency Expenses** may well be beyond the scope of most CAA programs, but movement toward this state is supported

Community Action's Pathway to Self-Sufficiency



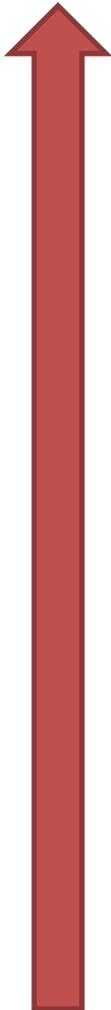
<p>STEP THREE</p> <p><i>THRIVING</i></p>	<p>The ability to meet family basic needs without public assistance, and to have sufficient discretionary income for savings and emergency expenses.</p>	<p>GOAL ONE</p> <p>People with low incomes become more self-sufficient</p>
<p>STEP TWO</p> <p><i>SAFE</i></p>	<p>The ability to meet the family's basic needs without public assistance.</p>	<p>GOAL ONE</p>
<p>STEP ONE</p> <p><i>STABLE</i></p>	<p>The ability to meet the family's basic needs.</p>	<p>GOAL SIX</p> <p>People with low incomes, especially vulnerable populations, achieve stability</p>

Identifying Movement of a Community towards Revitalization



Benchmark	Description of status
Thriving	All safe elements plus: healthy, safe (low crime)– opportunities for engagement and services available to local residents to meet all of their needs are of high quality. There are indicators of resilient showing the community can react to changes in a positive way.
Safe	Revitalized communities provide opportunities for all individuals to be engaged and to achieve their personal goals. Organizations and providers consistently join together for community action. Services are available and meet resident needs.
Stable	Moderate crime, with improved local access to services(which meet most of residents' needs) and opportunities for resident engagement. Local leaders help residents support shared purpose. Joint action of providers/organizations is evident.
Prevention Line	
Vulnerable	has “cleaned up” some streets, there is a reduction in crime, and is beginning to attract opportunities and services. Little resident engagement or shared purpose but some leadership emerging. Some community action of multiple providers/organizations
In-Crisis	unsafe (high crime, inadequate or abandoned housing, etc), and does not include opportunities and services (food deserts, poor schools, etc.). No resident engagement or shared purpose. No resident leadership. No joint action of service providers and organizations

Community Action's Pathway to Revitalized Communities



STEP FOUR <i>THRIVING</i>	Revitalized communities are healthy, safe and resilient in times of change.	GOAL TWO Community Action joins with other community stakeholders to improve the conditions in which people with low incomes live.
STEP THREE <i>SAFE</i>	Revitalized communities provide opportunities for individuals to be engaged and to achieve their personal goals.	GOAL THREE People with low incomes own a stake in their community.
STEP TWO <i>SAFE</i>	Revitalized communities foster a sense of shared purpose and generate joint action of multiple agencies and organizations	GOAL FOUR Community Action partners with supporters and providers of services to achieve results for people with low incomes.
STEP ONE <i>STABLE</i>	Revitalized communities enable everyone to meet their own basic needs.	GOAL TWO Community Action joins with other community stakeholders to improve the conditions in which people with low incomes live.

Additional Information



For more information about the ROMA, and
ROMA Next Generation Center of Excellence,
visit:

www.roma1.org

You may also contact the ROMA COE team:

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