Implementing ROMA at the Local CAA

Management & Leadership Training Conference
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Learning Objectives for Today

- Understand basic principles of a results orientation
- Discuss the importance of Organizational Culture
  - how it can change.
  - Identifying roles of agency staff and board
- Brief review of elements of a Local Theory of Change
- Using the ROMA Checklist
  - Explore integrating a ROMA implementation plan with the other activities already in place
Implementing ROMA at the Local CAA

Resources for Facilitating a Workshop

ROMA Series: Beyond the Basics
Full Workshop Learning Objectives

• Understand basic principles of a results orientation
• Prepare to create a Local Theory of Change
• Consider what is meant by “implementation of the full ROMA Cycle”
  – Use of the ROMA Checklist
  – Explore integrating a ROMA implementation planning with the other activities already in place
• Discuss the concept of Organizational Culture and the roles of agency staff and board in assuring agency-wide understanding of ROMA
• Explore measuring and monitoring progress and success
• Create an action plan
Part 1

SETTING THE CONTEXT
What is ROMA?

Results Oriented Management and Accountability

• Results Oriented – basic assumption about the impact of your agency services and strategies
• Management – the system for producing services and strategies
• Accountability – the process for knowing (and being able to share) what your efforts achieved
Elements of ROMA

The Results Oriented Management and Accountability Cycle

**Assessment**
Community needs and resources, agency data

**Evaluation**
Analyze data, compare with benchmarks

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

**Achievement of Results**
Observe and report progress

**Implementation**
Services and strategies produce results
What does the agency do now?

• Think about the various services and strategies your agency is engaged in.

• What do you do for the customer?
  – How much service does each customer receive?
  – What is the agency’s involvement in the delivery of the service?
  – How many customers receive multiple services from the agency?

• What changes for customers?
Consider – What Results?

Why don’t we think about results?

• A historical focus on what we do, not what we accomplish

• Confusion between services and results.
  • If we give out food boxes and people receive food boxes, the receipt of the service is sometimes considered to be an outcome.
  • It is not an outcome. It is receipt of a service.

• Lack of follow up
  – lack of resources for follow up, lack of measurement plans
Services for Individuals and Families

**One Service -> One Outcome**
- Service -> Outcome

**One Service -> Multiple Outcomes**
- Service -> Outcome

**Multiple Services -> One Outcome**
- Service
- Service
- Service
- Service
- Service -> Outcome

**Multiple Services -> Multiple Outcomes**
- Service
- Service
- Service
- Service
- Service
- Service
- Outcome

**Services**
- Service
- Service
- Service

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Two Different Approaches

More Basic Services

Basic Services

OR

- Jobs
- Education & Training
- Health Care Prevention/Treatment
- Advocacy
- Asset Accumulation
- Improved Living Conditions
- Improved Quality Of Life
- Self Sufficiency
How does work get done?

Considering your Organization’s Culture
The “Culture” In An Organization

- Includes beliefs about
  - What the world is like (what is reality?)
  - How to respond to social and material environments
  - The appropriate way for people to interact with each other
  - Such things as chain of command and other management structures

- Is reflected in
  - Way work is organized
  - How technologies are used

- It affects how people
  - Understand conditions related to poverty
    - Health/wellness (including mental health), disabilities
    - education, motivation, etc.....
Organizational Culture

learned beliefs, traditions, principles and guides for individuals

collective behaviors that members of a group commonly share with each other.
Consider “sub-groups”

• Think about your organization.
• Are there different sub groups that have different behaviors?
  – Consider
    • Attire
    • interactions with customers
    • what they have on the walls/desks
    • etc.
Changing Organizational Culture

Why do efforts to initiate organizational change fail?
• No matter the change, no matter the company, there is one constant that largely determines success or failure – it is the role and importance of organizational culture.
• Culture shapes behaviors and help individuals understand the organization.
• Culture is often so strong and so powerful that when there is a discrepancy or inconsistency between the current culture and the objectives of change, the culture will win.
• An organization's culture is directly related to its effectiveness and its success.
How to Change the Organizational Culture

• *First, assess the current culture.*
• Understand what the changed culture should look like.
• Reinforce ROMA principles; integrate the values into all aspects of the agency functioning.
• Ideas include:
  – Posting values in the workplace
  – Recognize people who integrate the values into their everyday work
  – Incorporate the values into recruiting and performance appraisal process
Assessing Organizational Culture

Use the Organizational Assessment
How to Change the Organizational Culture

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Moving to a Results Oriented Culture

Implementing the concepts of Performance management
Buy-in or No Buy-in at the Top?

“I am very familiar with Leadership that won’t buy in to ROMA. Because, for years, that was me.”
Who is the Champion?

• The person at the top of the agency (ED/CEO)
• Someone from agency leadership (upper management) who has authority
• Anyone else who feels passionate about the anti-poverty work the agency is doing
  • to move individuals and families to economic stability and
  • to support the creation of healthy communities
Building Blocks of a ROMA Culture

1. Recognition of a Results Orientation
2. Broad exposure to Introduction to ROMA
3. Executive Staff and Board acceptance and participation in ROMA and Performance Management
4. Trained staff in trusted position
5. Employing a shared language
6. Includes the whole agency (not just CSBG)
7. Incorporated into existing regular activities
#1. Recognition of Results Orientation and Performance Management

The agency demonstrates ...

– Having a focus on results not services
– Acceptance that agency performance must be identified and improved
– Understanding of ROMA principles
– Value of Performance Management systems (ROMA) as a tool
#2. Broad Exposure to Basic ROMA Principles (Introduction to ROMA)

Assure shared understanding across the whole organization

• Schedule and conduct *Introduction to ROMA* training for all departments
  – Directors, Managers, Supervisors
  – Board Members
  – Direct service staff

• Repeat or expand training as needed to reinforce and refresh knowledge
  – New staff and new board members
  – Staff who have a change in work duties; Board members with new responsibilities.
#3. Executive Staff and Board Acceptance and Participation

- ED and Board demonstrates Results Orientation and Performance Management principles
  - Organization activities are linked to National Goals
  - Focus is on outcomes not just outputs
  - Actual performance is compared to projections
- ROMA language is part of every Board agenda
  - Frequent reference to the ROMA cycle in reports and discussions
- Assure Executive and Board have training on ROMA
#4. Trained staff in a trusted position

- Organization has invested in staff member(s) becoming Certified ROMA Professional (NCRP)
- NCRP is valued and trusted. Organization trusts in the expertise that training imparts to that staff person
- NCRP has assigned duties that include review and input on all aspects of agency planning and implementation of ROMA.
#5. Employing a Shared Language

- Become familiar with the terminology of Results Oriented Management and Accountability
- Use ROMA terminology consistently and exclusively
- Use acronyms carefully
#6. Include the Whole Agency

- All program areas are Results-oriented
  - ROMA thinking is not limited to CSBG
- ROMA Cycle is foundational to organization strategic planning.
- ROMA cycle is applicable to all activities in the agency
- Identify results and report performance throughout all programs.
#7. ROMA incorporated in regular Activities

- Use the Checklist to map out current practices for all areas of the ROMA Cycle
- Adapt Monthly Program Reports
  - All program reports include OUTCOMES language
  - Reference to National Goal
  - Activities reported by their National Performance Indicators (NPI’s)
How to Change the Organizational Culture

- First, assess the current culture.
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- Reinforce the ROMA principles; integrate the values into all aspects of agency functioning.

Ideas include:
- Posting ROMA values in the workplace
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- Incorporate the values into recruiting new staff and board members; and performance appraisal process
What does the community need you to do?

A RESULTS ORIENTATION STARTS WITH KNOWING WHAT IS NEEDED.
Responding to Community Needs

• What the agency wants to accomplish must be based on what the community needs.
**Activity**

**Identifying Level of Need**

- Family, Agency, or Community?
  - For each need identified, write as a need statement and decide if it is primarily a family, agency, or community need.

- Write F, A, or C by each need listed on flip chart.
The role of leadership is to transform the complex situation into small pieces and prioritize them. Carlos Ghosn
Resources?

• The prioritization of which needs your agency will address can be dependant on the resources you have or on resources you feel you can acquire.

• Don’t forget your partners when you think about resources.
The CAA’s Range of Responses

Because of the nature of the Community Action network, it is most common that the agency will use its CSBG funding to leverage other resources. These should be appropriate to the anti-poverty mission of the agency, and some agencies leverage resources to continue to support their customers who move beyond the “poverty” level toward security.
Part 2

DO YOU HAVE AN ANTI-POVERTY MISSION?
WHAT IS POVERTY?
What We Believe about Poverty

- Poverty is a complex problem.
- It requires long-term and multi-faceted strategies that integrate agency and community resources.
- Stabilization is a first step on the continuum toward self-sufficiency.
- Community stakeholders, particularly those with a low-income, best know their community’s needs.
- Family and community successes are interconnected.
Definition

Poverty Defined:

• "the state of one who lacks a usual or socially acceptable amount of money or material possessions"

– Webster's Dictionary
## Quantifying Poverty

<table>
<thead>
<tr>
<th></th>
<th>POVERTY THRESHOLDS</th>
<th>POVERTY GUIDELINES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose/Use</strong></td>
<td>Statistical — calculating the number of people in poverty</td>
<td>Administrative — determining financial eligibility for certain programs</td>
</tr>
<tr>
<td><strong>Issuing Agency</strong></td>
<td>Census Bureau</td>
<td>Department of Health and Human Services</td>
</tr>
<tr>
<td><strong>Characteristics by Which They Vary</strong></td>
<td>Detailed (48-cell) matrix of thresholds varies by family size, number of children, and, for 1- &amp; 2-person units, whether or not elderly. Weighted average thresholds vary by family size and, for 1- &amp; 2-person units, whether or not elderly. There is no geographic variation; the same figures are used for all 50 states and D.C.</td>
<td>Guidelines vary by family size. In addition, there is one set of figures for the 48 contiguous states and D.C.; one set for Alaska; and one set for Hawaii.</td>
</tr>
</tbody>
</table>
Definitions – Beyond FPL

Poverty Defined:

- “[when someone's] resources are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary living patterns, customs and activities”

  - Professor Peter Townsend, a leading authority on poverty in the UK
Social Exclusion

“Individuals, families, and groups in the population can be said to be in poverty when they lack the resources to obtain the type of diet, participate in the activities and have the living conditions and amenities which are customary or at least widely encouraged or approved in the societies in which they belong”
Different Kinds of Poverty

Some things to think about:

• Lack of resources in different life domains, may produce different poverty experiences
  • *Is there a single domain that is outside the norm or is there an accumulation of problematic situations in multiple domains?*

• How does severity of the poverty experience impact on opportunities for mobility?

• Does the length of time matter?

• Was there a “Poverty producing event” (death of wage earner, divorce, disaster)

• Consider the trend of increased “in-work poverty”
What do you communicate to your community about your understanding of the causes and conditions of poverty and how you will impact these?
Communicate Your Assumptions

Two different kinds of assumptions:

Assumptions about the causes and conditions of poverty in your local community

Assumptions about the agency’s role in addressing the issues related to poverty.
Assumptions in Mission Statement

“To provide opportunities for people to reach their goals in order to enhance their lives, their families, and their communities.”
What does it really say?

“To provide opportunities for people to reach their goals in order to enhance their lives, their families, and their communities.”

People have goals

Attainment of the goals will improve their lives, families & communities

They need more opportunities

We can provide the opportunities
Our agency will provide credit counseling to low income people who are deeply in debt.
Our agency will provide credit counseling to low income people who are deeply in debt.

- People in debt do not know how to manage credit.
- There is a path for families to get out of debt.
- People in debt have sufficient resources but just can’t manage them.
- We can provide the counseling services.
We are a part of a community coalition that works with existing and potential employers who are not giving jobs to local residents.
What do the strategies say?

We are a part of a community coalition that works with existing and potential employers who are not giving jobs to local residents.

- Employers would want to work with the community.
- Employers are not familiar with the pool of workers in our community.
- There are local people who have the skills to do the jobs.
- We must work together to increase the impact.
Think About It!

• Considering your own agency Mission and the services and strategies you provide can be a window into what you are communicating to the community.

• Are these really the assumptions of your agency? Your staff? Your board?

• Do your mission and services help to identify the big goals your agency has?
Reviewing Your Mission Statement

Does the Mission Statement:

• Include your anti-poverty purpose?
  – Align with the National Community Action TOC?
• Speak to the needs your agency will address?
  – at the family, agency, and community level
• Identify what you want to achieve
• Identify HOW you hope to reduce poverty
  – what you will offer
• Identify your population? Who you will serve?
• Address your relationships? Who are our partners
• Reflect your strengths? Understanding of the community?
Part 3

MATCHING THE NEED WITH OUTCOME AND SERVICE/STRATEGY
Identifying Results

• Examples of results might include:
  – Family: Low-income residents have safe and affordable housing
  – Agency: Our agency has a budget with diverse sources of funding that assures adequate resources and long term financial sustainability.

• Do your aspiration goals match the needs assessment and your mission?
What Can You Change or Maintain?

• Change is considered to be **POSITIVE** if it is an improvement in the lives of families and individuals or in the circumstances in the community
  
  – *As you are considering your assumptions and identifying the problems that the needs assessment had brought to your attention, you have to think about what is in your power to change*

• We also identify a **NEUTRAL** change when we have prevented something from getting worse
  
  – *Much of what Community Action Agencies do in our anti-poverty mission framework is to help families avoid a crisis so they can maintain a measure of stability*
## Things That May Change

<table>
<thead>
<tr>
<th>Need Statement (family level)</th>
<th>Outcome Statement (family level)</th>
<th>Service (family level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents are not involved in their children’s school activities</td>
<td>Parents increase their involvement with children’s school activities</td>
<td>Parents will participate in monthly parent support group meetings during the school year</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Need Statement (community level)</th>
<th>Outcome Statement (community level)</th>
<th>Strategy (community level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The fire department reports that the low income neighborhood has fires that are more severe than other neighborhoods.</td>
<td>The severity of fires in low income neighborhood is reduced.</td>
<td>A community campaign (of several partners) will establish fire safety classes and make smoke detectors available to low income residents.</td>
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</table>

<table>
<thead>
<tr>
<th>Need Statement (agency level)</th>
<th>Outcome Statement (agency level)</th>
<th>Strategy (agency level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our agency does not have staff who understand the “whole family approach”</td>
<td>Our agency case managers are able to apply the “whole family approach”</td>
<td>Agency case managers will participate in training for direct service and supervisory staff will be trained in providing support to them.</td>
</tr>
</tbody>
</table>
## Maintaining Stability

<table>
<thead>
<tr>
<th>Need Statement (f/a/c)</th>
<th>Outcome Statement (f/a/c)</th>
<th>Service 1 (f)</th>
<th>Service 2 (f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>At risk of loss of food programs (SNAP, WIC or other) which will reduce food supply in the home</td>
<td>Maintain food supply</td>
<td>Assistance with application for benefits or assistance with renewal of application</td>
<td>Tangible assistance (food box, rent payment, utility voucher, etc.)</td>
</tr>
<tr>
<td>At risk of loss of utility service</td>
<td>Maintain utility service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At risk of eviction or foreclosure</td>
<td>Maintain housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At risk of loss of housing benefits (section 8, public housing)</td>
<td>Maintain housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At risk of loss of health insurance</td>
<td>Maintain health insurance</td>
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</table>
Part 4

HOW DOES YOUR AGENCY RESPOND?
On what level do/will you work?

• Think back to the Assessment of Needs
• How do we make sure the needs are communicated so everyone understands the level of need?

• **We create clear need statements!**
Deciding on Services and Strategies

• Include what you already do plus what you want to do
• This consideration should push you to describe how:
  – Programs/services and strategies achieve overall goals
  – The agency supports its services and strategies
• Can focus within a goal and across goals. For example:
  – Family: Provide subsidized housing through direct services and referral agreements with two partner agencies; refer to education/training to increase skills for better employment.
  – Agency: Integrate agency databases to support delivery of wraparound services.
The ingredients for a Theory of Change

• Assumptions about local conditions of poverty and what the agency can do about it
• Direction from Mission Statement
• Ideas about what impact the agency wants to have on individuals, families and communities
• Identification of resources, including funding for specific services and partnerships
The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.
Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.
Goal 3: People with low incomes are engaged and active in building opportunities in communities.

Services and Strategies

- Employment
- Education & Cognitive Development
- Income, Infrastructure & Asset Building
- Health/Social Behavioral Development
- Housing
- Civic Engagement & Community Involvement

Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

Performance Management

How well does the network operate?

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

What difference does the network make?

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

A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

This publication was created by NASCAP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services. Grant Number 90CI00451.
Local Theory of Change

• What does your agency believe it should be doing to address issues related to poverty in your community?

• The answer to this question will guide the selection of outcomes and actions that will accomplish those outcomes.
Two Views of Agency Outcomes

Program Outcomes Identified in Silos
- Head Start
  - Outcome
    - Indicators
- Community Services
  - Outcome
    - Indicators
- Housing
  - Outcome
    - Indicators
- Weatherization
  - Outcome
    - Indicators

Integrated View of Agency Outcomes
- Family Problems
  - Outcome
    - Indicators
  - Strategies
    - Program
- Community Problems
  - Outcome
    - Indicators
  - Strategies
    - Program
- Agency Problems
  - Outcome
    - Indicators
  - Strategies
    - Program

Jeannie Chaffin, LLC
Local Theory of Change

WHY?
<table>
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<tr>
<th>The Process Should</th>
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<tbody>
<tr>
<td>Challenge the underlying logic of the connections between activities/programs and outcomes and the long term goals.</td>
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<tr>
<td>Admit where there are leaps of faith.</td>
</tr>
<tr>
<td>Acknowledge where there are gaps in your knowledge about what else you may need to find out.</td>
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<tr>
<td>Capture the complexity of the issue and the nature of change.</td>
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<tr>
<td>Be realistic about what can be accomplished with the resources at hand.</td>
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<tr>
<td>Take external context into account.</td>
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<tr>
<td>Provide clear measures of success.</td>
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Part 5

IMPLEMENTING ROMA
Checklist for Implementation

Activity

• What are you doing now that would demonstrate each of the items on the checklist?
  – Who is doing it?
  – What is the process?

• What could be done differently to include the ROMA element?
In each phase of the ROMA Cycle

• Who is involved and what do they do?
• What is expected to be achieved in this phase?
• How will you know if it is done well (successfully)?
• How do you collect, aggregate and analyze the data in each section?
• What makes the process useful?
The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

Evaluation
Analyze data, compare with benchmarks

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

Achievement of Results
Observe and report progress

Implementation
Services and strategies produce results
Assessment – Key Elements

• Make sure you have a team
• Define the community
• Establish a committee, budget, plan, and time table
• Gather quantitative data
  – Community commons
  – Agency data
• Data on resources and assets
• Gather qualitative data
  – Who, how, when to ask
  – Customer satisfaction
• Data on resources and assets

• Aggregate and analyze the data
• Identify priorities
• Create need statements
  – Family, agency, community level
• Make recommendations for response to the needs
  • This document goes next to the Planning Committee

• Communicate with stakeholders
The Outcome of Assessment

- Prioritized Needs from the CNA Team
- Assessment of Partners and Other Resources
- Potential Causes Influencing Need
- Identify Prioritized Needs to be Addressed
- Recommendations from CNA Team
The Results Oriented Management and Accountability Cycle

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Planning – Different Kinds of Plans

• Agency-wide Strategic Plan - Results from the Board’s comprehensive planning process that identifies the agency direction and its goals.
  – It includes outcomes, actions, and the means of measuring the achievement of (or progress towards) the goals.

• Community Action Plan
  – detailed plan of how CSBG funds will be utilized to support or leverage other funding to support specific programs and services that lead to anti-poverty outcomes

• Program Plans – aka funding proposals
Remember the “resource shelf”? It is like the CAA’s agency-wide Strategic Plan.

- One of the “books” is the Community Action Plan.

- The agency will have plans (proposals) for programs, services and strategies that are funded by sources other than CSBG.
Agency-wide Planning Is Useful to....

- Reenergize both the Board and the Staff to find ways to accomplish the agency’s overall Mission (not just individual program missions)
- Allow consideration of different ways to address the causes and conditions of poverty in the community in a comprehensive way
- Provide the vehicle for the agency leadership to set long term goals and direction, as well as the goals projected for the coming year
  - Engages leadership in review of data to make realistic decisions
  - Ensures maximum impact of our limited resources
  - Offers opportunity for change and innovation
  - Proposes ways to redefine relationships
- Identify what we will do and who will do it
- Give direction so that staff can implement action steps to achieve successful outcomes
Readiness Assessment – Worksheet

• Before we get started:
  – Is your agency already prepared to engage in strategic planning process?
  – Or what steps need to be taken to address challenges?

• What other factors should be considered related to readiness?
On What Level Will You Work?

- Direct services to individuals and families to produce changes in knowledge, skills, attitudes, behaviors.
- Strategies that include community initiatives to promote changes in infrastructure, access, policy or specific conditions.
- Strategies that support agency capacity such as staff, facilities, resources or practices.
Prioritize

• *Size of the problem* – percentage of the population with the problem; percentage of the population at risk for the problem

• *Seriousness of the problem* – life threatening, economic impact, urgency for intervention

• *Effectiveness of the intervention* – the degree to which an intervention is available to address the problem
Engaging in Community Strategies

- Which problems will not be effectively addressed by direct service?
- What community efforts currently exist that could support a new (or modified) direction?
## Strategic Planning Roles

<table>
<thead>
<tr>
<th>Board</th>
<th>Executive Director</th>
<th>Staff</th>
</tr>
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<tbody>
<tr>
<td>• Provide input on agency’s strategic direction</td>
<td>• Initiate discussion on purpose and timing</td>
<td>• Participate in the Planning Committee</td>
</tr>
<tr>
<td>• Assist with process design and research</td>
<td>• Ensure adequate resources</td>
<td>• Assist in gathering information</td>
</tr>
<tr>
<td>• Identify resources to support process</td>
<td>• Oversee process design and research</td>
<td>• Assist in development of the Plan</td>
</tr>
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<td></td>
<td>• Engage key internal and external stakeholders</td>
<td>• Assist in management of communications and logistics</td>
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**Image:**
- Image 0x-0 to 721x66
- Image 137x439 to 585x527
- Image 437x66
- Image 0x0 to 585x527
The Results Oriented Management and Accountability Cycle

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**Achievement of Results**
Observe and report progress
Implementing High Quality Services

• Documentation that staff are properly trained and equipped.
• Assure that staff knows what is expected of them (projected indicators)
• Human Resource policies and procedures in place to provide supervision, evaluation and support to staff (OS category 7)
• Fiscal policies and procedures in place to assure funds are spent appropriately to support achievement of outcomes (OS category 8)
• Information about the target population to be served:
  • How many people will be served?
  • Who are they?
  • What service do they get?
  • What changes?
• Appropriate oversight of programs is in place, including monitoring the implementation of the agency plans.
• Process in place to secure Customer Satisfaction feedback
Strategies at the Community Level

• Consider the trend that is being identified as a community need
• Consider the factors impacting the need
• What do you have control over?
Predict what can happen to the trend if you address the factors that are restricting or contributing to change.

Is it Better? Does it stay the same? Is it worse?

Problem statement: Homelessness is increasing

Factors restricting positive change

Factors contributing to positive change

Where will we go if nothing changes? Where do we want to be?

From Annie E. Casey’s Results Based Leadership
Using Indicators

- Indicators track progress towards achieving goals. There are both output and outcome indicators:
  - Output: Number of customers completing job training certification program
  - Outcome: Number of customers employed in living wage jobs after 6 months
- Use indicators that you already collect data for
- Recognize that you only need a few indicators to measure progress and success.
- Establish a process to monitor performance across agency goals during implementation.
The Results Oriented Management and Accountability Cycle

**Assessment**
Community needs and resources, agency data

**Evaluation**
Analyze data, compare with benchmarks

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

**Implementation**
Services and strategies produce results

**Achievement of Results**
Observe and report progress
Management and Accountability

- Track Progress
- Ability to MEASURE results
- Realistic targeting
- Accurate reporting
- Honest evaluation
- Flexibility to adjust plans for improved results
- Integrate into all agency-wide processes
Managing the Evaluation Process

• Clarity about expectations for the process are critical
• Maintain a board committee to monitor progress on elements of the plan (compare planned and actual)
• BE RESULTS ORIENTED
  – Focus on outcomes – not just outputs
Monitoring and Reporting

• Monthly
  – Are we doing what we said we were going to do?
  – Review status of strategies

• Quarterly
  – Are we making the progress we intended?
  – Review performance against outcomes

• Annually
  – Are we going in the right direction?
  – Update strategic plan

Source: Achieve It – Leadership Strategies
# Elements of a Strategic Plan Scorecard

<table>
<thead>
<tr>
<th>Strategic Priority:</th>
<th>Outcome</th>
<th>Indicator</th>
<th>Strategy</th>
<th>Measurement of Success</th>
<th>Year to Date</th>
<th>Progress R/Y/G</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

*Legend: R = Red, Y = Yellow, G = Green*
Balanced Scorecard Toolkit

Mayberry Community Action Agency (MCAA)

**Mission:** Helping people, changing lives by offering opportunities through Education, Wealth Building, Advocacy & Community Organizing that empower low income residents to achieve self-sufficiency.

**Vision:** A thriving, self-sufficient Mayberry powered by a community alliance delivering cost-effective, high impact services to citizens in need.

**Strategic Themes:**
- Operational Excellence
- Strengthening Partnerships
- High Impact Services
- Capacity Building

<table>
<thead>
<tr>
<th>Strategic Themes</th>
<th>Objectives</th>
<th>Indicators</th>
<th>Targets</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improve Advocacy</td>
<td>Client outcome index, including indicators of training, employment, and income (HRA, HIA)</td>
<td>&gt;90% (2011 level=44%)</td>
<td>Revised job training program, Advocacy Program</td>
</tr>
<tr>
<td></td>
<td>Improve Community Outcomes</td>
<td>Diversify Funding</td>
<td>&gt;20%</td>
<td>Funder Cultivation</td>
</tr>
<tr>
<td></td>
<td>Improve Family Outcomes</td>
<td>Improve Cost Effectiveness</td>
<td>&gt;20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Advocacy</td>
<td>Unrestricted funds, % (HMSIA APN 4.63)</td>
<td>&gt;95%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diversify Funding</td>
<td>Program Benefit/Cost Index (HMSIA APN 4.65)</td>
<td>&gt;95%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Cost Effectiveness</td>
<td>Client Access Score</td>
<td>&gt;85% (±1 point increased)</td>
<td>Online Access Program, Partner Outreach</td>
</tr>
<tr>
<td></td>
<td>Improve Service Quality</td>
<td>Family Development Scale (HMSIA APN 1.1)</td>
<td>&gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Partnering</td>
<td>Community Reaching (HMSIA APN 2.8.1)</td>
<td>&gt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Program Development</td>
<td>Employee skills assessment score</td>
<td>&gt;8 out of 10</td>
<td>Career Development, Balanced Scorecard Initiative, SmartCIP Program</td>
</tr>
<tr>
<td></td>
<td>Improve Service Quality</td>
<td>Culture survey score</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Partnering</td>
<td>Paper usage (HMSIA APN 5)</td>
<td>&gt;10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Program Development</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 16: Strategic Plan and Scorecard Graphic

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Figure 3: Assessment Process

This publication was created by the National Association of Community Action Agencies – Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number 90ET0428. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families. The publication is provided free of charge to CSBG grantees and is part of the National T/TA Strategy for Promoting Exemplary Practices and Risk Mitigation for the CSBG program. To download the report, please visit www.communityactionpartnership.com.
Considering existing reports:

HOW GOOD ARE YOUR REPORTS?
Consider the Quality of the Reports

• If the report is confusing to read, it can cause you to have more questions than answers
• If there is too much data, you could miss essential elements
• If the data isn’t sorted, you may be flipping through pages to find what you want to know
Things to Consider

• **Quality** of the data
  – Accuracy, completeness and timeliness of the data included in the report

• **Presentation** of the data in the report
  – Is it easy for the reader to find data that is important to him/her?

• **Usefulness** of the data
  – Is it relevant to the task of managing the program/service? Do I have access to the data when I want/need it?

• **Performance** Focus
  – Does it include data on outcomes and performance as well as services?
Who gets the reports?

- Besides reports that come to the Board, who else gets reports?
- What agency staff have access to the reports?
- Are they posted on the web site?
- Are there other ways they are communicated to the public and the media?
The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

Evaluation
Analyze data, compare with benchmarks

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

Achievement of Results
Observe and report progress

Implementation
Services and strategies produce results
Analysis of Data

- Collect data
- Store data
- Retrieve data
- Aggregate data
- Analyze data
- Share the analysis
From IS to AR

• Look at a few graphs taken from data reported by the CSBG network using the Information Systems (IS) survey.
Short Term or Emergency Needs Met

- Obtained food assistance
- Obtained Energy Assistance
- Obtained other Emergency Assistance
- Obtained Emergency Temporary Shelter, Rent, Mortgage Assistance
- Qualified for federal and/or state tax credits
- Obtained Emergency Clothing

Short term or emergency needs met by various sources of assistance.
Increased education and/or skills
Obtained safe and affordable (permanent) housing.
Unemployed low-income people obtained a job
Increased savings or other assets

Self Sufficiency Outcomes
Children received meals

Children obtained immunization or other health service

Pre-school children improved school readiness

Pre-school children improved kindergarten or first grade readiness

Youth improved health and physical development

Youth increased academic, athletic or social skills

Youth improved social and emotional development

Youth avoided risk taking behavior

Youth reduced involvement with criminal justice system

Report on Children and Youth
Part 6

HOW DOES IT ALL GET DONE?
Maximize Efforts

1. Leadership team adopts a results orientation.
   - demonstrates commitment
   - communicates vision and value

2. Establish resources for supporting any identified changes (budget, facilities, staff time, etc)

3. Communicates why the agency is engaging in implementation of the full ROMA Cycle
   - What are its benefits?
   - Foster understanding of how the process will support the major issues facing the organization
How can it be integrated into what you are already doing?

• What are you already doing?
  – Meeting org standards?
  – Do you have a CNA, SP?
  – Implementing high quality direct services and engaged in community strategies
  – Reporting using NPIs and AR?
  – Integrating reports for other funding sources into agency wide report
  – Considering what the reports tell you about your success (and the success of your customers).
  – Analysis of data and use of data for improvements
What else do you need to know?

• Will my organization do all of this?
• Considering how much we are already doing, what needs to happen to improve?
• Who will take the lead? Who is responsible?
Outside Factors Impacting Your Role

Threats to the organization:
• Funding cuts to the organization
• Downsizing threats
• Competition from other/private organizations

Demands on your position
• Increase demands - decrease in resources
  – Loss of staff positions
  – Increasing paperwork demands
• Devaluation from other professions or leadership
Thinking about your role

- Is ROMA valued in the organization?
- Do you have tasks and responsibilities related to ROMA implementation?
- How do other professionals/staff in your setting view work related to ROMA?
  - Are you valued for your work with ROMA?
- How do you view your ROMA work?
  - What do you think your contribution is to your agency? *What could it be?*
So what can YOU do?

What is the first thing you will do when you get back to your agency?

Will you use the ROMA checklist to determine your agency’s current practices?

Other steps?
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