# ROMA for Boards: Providing the Basics to Community Action & Other Community Boards

A Presentation from the
Florida Association for Community Action, Inc.

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# What is ROMA?
# (Results-Oriented Management and Accountability)

"ROMA is a framework for marrying traditional management functions with the new focus on accountability. It is the common language for CAAs to use to respond to the Government Performance and Results Act of 1993, which requires that federally funded programs demonstrate measurable outcomes." OCS guidance from 1996

ROMA is an approach "to help agencies identify cost effective strategies for reducing gaps in services, improve the capacity of CAAs to partner with innovative community and neighborhood-based initiatives and help communities better understand the agency's goals and achievements. Testimony on Reauthorization of the Community Block Grant Program, Don Sykes, Director of the Office of Community Services (OCS)

ROMA is a complete management and accountability process that is focused on the results achieved as a result of your agency's activities. The focus is on results or outcomes in addition to the traditional counts of clients and units of service.

Background

# The ROMA Cycle

Implementation of ROMA in a CAA can be depicted as a cyclical process. This model developed by Mooney and Jakopic as a way to make the directives in Information Memo 49 easier to understand incorporates the Core Activities for Eligible Entities that are outlined in that directive.

# Information Memo (IM) 49

## IM 49, February 21, 2001, introduced three fundamental elements into results focused management and ROMA implementation:

- Focusing our efforts on client, community, and organizational change, not particular programs or services. As such, the (six national) goals provide a basis for results-oriented (not process-based or program-specific) plans, activities, and reports.
  - CAAs must not focus on program-based delivery systems, but rather see how programs work together within the agency to promote changes – not just to provide units of service.
  - The effectiveness of CAAs is measured by the positive impact on the client, resulting from participation in one or multiple programs of the CAA.
  - CAAs work to improve their community as well as their own agency management processes.
- Understanding the interdependence of clients, communities, and programs. The (six national) goals recognize that client improvements aggregate to, and reinforce, community improvements, and that strong and well-administered programs underpin both.
  - Emphasizes the interdependence of the family, agency and community dimensions, whose effectiveness depends on sound agency management.
- Recognizing that CSBG does not succeed as an individual program. The (six national) goals presume that Community Action is most successful when activities supported by a number of funding sources are organized around client and community outcomes, both within an agency and with other service providers.
  - Establishes that CAAs work best in partnership with other community based organizations, that CSBG funds are used to leverage other resources, and that all activities and outcomes of a CAA whether funded by CSBG or other sources are reportable.

# How Our History Shaped Our Current Environment-Selected Dates

## 1970 – The Mission and the Model

The issuance of **OEO Instruction 6320-1** established the mission and the model (family, agency and community) of Community Action:

"To stimulate a better focusing of all available, local, state, private, and Federal resources upon the goal of enabling *low-income families,* and *low-income individuals* of all ages in rural and urban areas, to attain the skills, knowledge, and motivations and secure the opportunities needed for them to *become self-sufficient."* Family

"The Act thus gives the CAA a primarily catalytic mission: to make the *entire community* more responsive to the needs and interests of the poor by *mobilizing resources* and bringing about greater institutional sensitivity. A CAA's *effectiveness,* therefore, *is measured* not only by the services which it directly provides but, more importantly, *by the improvements and changes it achieves in the community's attitudes and practices toward the poor and in the allocation and focusing of public and private resources for antipoverty purposes."* Community

"In developing its strategy and plans, *the CAA shall take into account the area of greatest community need, the availability of resources,* and its own strengths and limitations. *It should establish realistic, attainable objectives, consistent with the basic mission established in this Instruction, and expressed in concrete terms which permit the measurement of results.* Given the size of the poverty problem and its own limited resources, the CAA should concentrate its efforts on one or two major objectives where it can have the greatest impact." Agency

History

# How Our History Shaped Our Current Environment

## 1993-Measurement and Accountability-GPRA

Congress passed the **Government Performance and Results Act (GPRA)** in response to a renewed emphasis on accountability.

"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 …. and to help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality."

These points were made regarding the expectations of the Act:

- Establish performance goals to define the level of performance to be achieved by a program activity.
- Express such goals in an objective, quantifiable, and measurable form.
- Describe the operational processes, skills, technology, and the human capital, information, or other resources required to meet the performance goals.
- Establish performance indicators to be used in measuring or assessing the relevant outputs, service levels and outcomes of each program activity.
- Provide a basis for comparing the actual program results with the established performance goals.
- Describe the means to be used to verify and validate measured values.

History

# How Our History Shaped Our Current Environment

## 1994 – Six National Goals

**The 1994 Amendment to the CSBG Act, in response to GPRA, specifically mentioned a requirement for CSBG eligible entities to provide outcome measures to monitor success in three areas: promoting self-sufficiency, family stability, and community revitalization.**

In 1994, the Monitoring and Assessment Task Force (MATF) was created by the Office of Community Services (OCS) and produced the Six National Goals **for community action that specifically addressed the three areas** identified in the '94 amendment**, and added agency 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)**

# How Our History Shaped Our Current Environment

## 1998 – Reauthorization of the CSBG Act

Congress enacted the 1998 Reauthorization of the CSBG Act that included language to **mandate** implementation of a comprehensive performance-based management system across the entire Community Services Network. **ROMA** was identified as this system. The 1998 Reauthorization required outcome reporting from all CAAs and CSBG eligible entities beginning October 1, 2001.

## 2005–Implementation of National Indicators of Community Action Performance

OCS reviewed the data submitted by local CAAs and State offices in the first mandatory reporting for 2001. As a result of the data review, and in response to a need for a standardized system of reporting results raised by PART, OCS established National Indicators of Community Action Performance (also known as the "National Performance Indicators" or NPIs).

Targeting 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.

# What is the Best Model for Community Action Agencies? We Are More Than Service Providers

| **(Traditional) PROVISION OF SERVICES MODEL** | **(Where We Want To Be) STRATEGIC THINKING MODEL** |
|---|---|
| Providing services because funding is available can distract you from a more effective selection of services and strategies.<br><br>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.<br><br>Sometimes there are unintended consequences doing the same services you always have done – enabling the continuation of poverty. | The development of strategies must be built on a firm foundation that includes analysis of your community assessment and agency resources.<br><br>You must be faithful to your mission and to your “corporate identity” as an anti-poverty agent.<br><br>Ask yourself these questions:<br>• What will the community be like if you are successful in your work? How will conditions for low income people change?<br><br>• How can you develop stakeholder involvement to meet the needs your agency cannot address? |

The Community Action Management Model

# We Are Drucker Driven!

The ROMA curriculum and subsequent ROMA National Peer-To-Peer Training Program which has six certified ROMA trainers in Florida and more in the certification process, uses the Peter F. Drucker Foundation Self-Assessment Workbook. Fundamental to its teachings are basic management principles that directly apply to Community Action:

"Social sector organizations have to think through very clearly what results are for their programs and services. They must demonstrate both commitment and competence in a highly demanding environment. People ask, "What is being achieved? Is this a responsible organization worthy of my investment? What difference is being made in society, in this community, in the life of individuals?"

The successful social sector organization will hold itself accountable for performance inside the organization – for effective marketing, exemplary management of human and financial resources, but always with the central focus on its bottom line: changed lives."

"Social sector organizations with vision and new mind-sets will forge relationships crossing the private, public and social sectors to build partnerships and community. They will welcome the challenge of accountability, define and achieve meaningful results, and articulate their accomplishments in a way that draws interest, energy, and support their mission."

"The demand that social sector organizations show results is not a passing trend. The demand today and for the future is performance. How are you changing lives and communities for the better?"

The Community Action Management Model

# The Family, Agency, Community Model

It is our family, agency and community model that distinguishes us from other social service agencies and supports our continued funding from the Community Services Block Grant.

In our Community Action model, family results or outcomes describe the transition to or achievement of self-sufficiency, support for families transitioning to self-sufficiency, and family stabilization.

In our Community Action model, community results or outcomes describe the ability of the CAA to mobilize public and private resources that support low-income persons in their transition to self-sufficiency, the use of these resources to improve community infrastructure, and the involvement of low-income persons in community organizations and activities.

In our Community Action model, agency results or outcomes describe the capacity of the CAA to use sound management practices in the delivery of programs and services.

The Community Action Management Model

## What We Measure and How We Measure It
## Services

CAAs have historically measured services:

- o The number of children attending Head Start centers.
- o The number of adults attending GED classes.
- o The number of persons receiving LIHEAP payments.
- o The number of persons receiving employment services.
- o The number of persons receiving housing counseling.
- o The number of houses weatherized.

We must also be able to identify the <u>outcomes</u> resulting from <u>these services</u>/interventions/activities.

Measurement and Performance

# What We Measure and How We Measure It
## Services Yielding Outcomes

Service: The number of children attending Head Start centers.
Outcome: The number and percent of children entering kindergarten ready to learn.
Outcome: The number and percent of children who have received all recommended childhood immunizations.

Service: The number of adults attending GED classes.
Outcome: The number and percent of adults who obtained a GED.

Service: The number of persons receiving LIHEAP payments.
Outcome: The number and percent of persons whose energy source was not shutoff.
Outcome: The number and percent of persons whose energy service was restored.

Measurement and Performance

# What We Measure and How We Measure It
## Services Yielding Outcomes

Service: The number of persons receiving employment services.
Outcome: The number and percent of persons who found full-time employment above minimum wage with benefits.
Outcome: The number and percent of persons who found part-time work without benefits.

Service: The number of persons receiving housing counseling.
Outcome: The number and percent of persons able to obtain a mortgage.
Outcome: The number and percent of persons whose home did not go into foreclosure.

Service: The number of houses weatherized.
Outcome: The number and percent of homes where energy utilization was reduced.

Measurement and Performance

# What We Measure and How We Measure It-Background of Performance Measurement

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.

Also in 2004, the Standard Monitoring Principles, a guide for state offices was developed by NASCSP to use in updating and improving their monitoring responsibilities and practices.

The national Community Action Network reviews these Principles to determine the best ways to transition from existing practices to the broader areas indicated with a focus on the concept of “beyond compliance to excellence” that……………………………………………………

# What We Measure and How We Measure It-Background of Performance Measurement

- the overall health of a community action agency encompasses more than just a <u>technical compliance</u> 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.

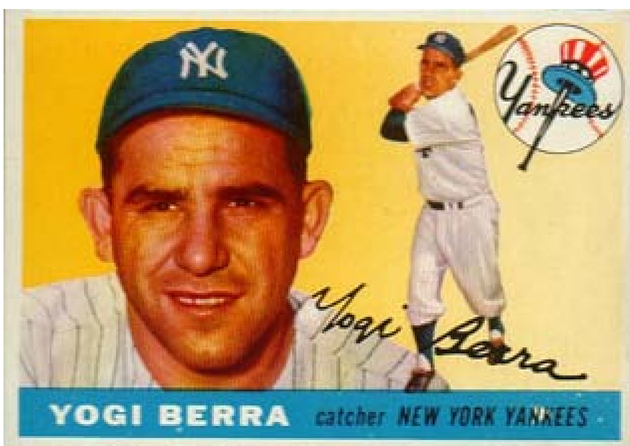
- programs operated by a CAA must <u>contribute to the agency’s overall mission</u>, and each program must <u>achieve measurable outcomes</u> that help to change the lives of low-income people.

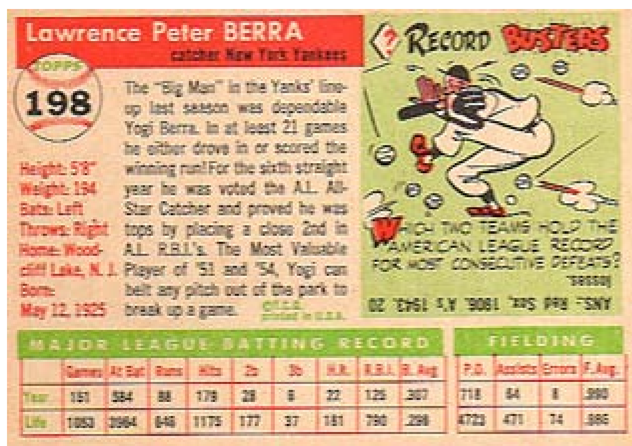
*NASCSP Standard Monitoring Principles and Practices*

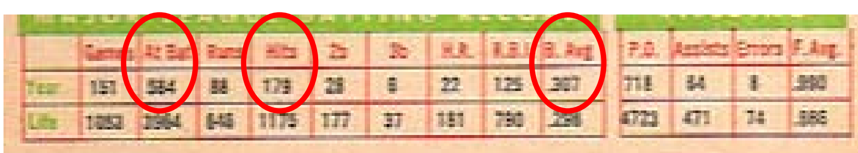
Measurement and Performance

# What We Measure and How We Measure It-Calculating Performance
# A Lesson From Baseball

In baseball while we collect the number of times a player is "at bat", (attendance or participation), what baseball wants to know is the result of being "at bat." Did the player hit the ball and get safely on base? This result or outcome indicator is a performance calculation called the batting average which can be illustrated with Yogi Berra's baseball card.



| | Games | At Bat | Runs | Hits | 2b | 3b | H.R. | R.B.I. | B. Avg. | P.O. | Assists | Errors | F. Avg. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Year | 151 | 584 | 88 | 179 | 28 | 6 | 22 | 125 | .307 | 718 | 84 | 8 | .990 |
| Life | 1053 | 3984 | 646 | 1175 | 177 | 37 | 181 | 790 | .298 | 4723 | 471 | 74 | .986 |

N=<u>179 hits</u> =.307 batting average
D=584 times at bat

Measurement and Performance

# What We Measure and How We Measure It-Calculating Performance A Lesson From Baseball

Yogi Berra successfully hit the ball and got on base 30.7% of the time. In baseball, a batting average:

- at .300 (30%) or greater is a superstar which is a rare event,
- between .299-.250 (29.9%-25%) is the batting average obtained by the majority of players,
- equal to or less than .249 (24.9%) is the batting average for the least successful players.

Yogi Berra who at best succeeded 30% of the time was a superstar but unless baseball "taught" us that 30% was highly successful, we would likely have thought of it as failure.

# What We Measure and How We Measure It-Calculating Performance A Lesson From Baseball

For over 150 years organized baseball has collected batting averages carefully documenting this simple statistic and communicating the results. In those 150 years, the science and technology of baseball have changed to favor the hitter. A livelier ball and stronger bat, stadiums built to capture the prevailing winds to carry the ball farther, and reducing the distance between bases making it quicker to cover the distance. The players themselves are bigger and stronger whether through natural or un-natural means and yet a batting average greater than .300 or 30% cannot be improved upon.

This is a performance measure of excellence communicated to the public through baseball cards and other means and is accepted by the baseball players, their managers, the owners and the fans. No one expects anything better. Thirty percent (30%) is as good as it gets!

# What We Measure and How We Measure It
## Industry Performance Indicators

Selected performance indicators all denoting accepted standards of performance.

- Executive management recruitment, ___ % placement rate.
- New Magazine, ____ % survives over 12 months.
- Movies-1 in ___  or ____ % make a profit.
- Broadway-1 in ____ 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-1 in ____ new drugs or _____% makes it to the market, 10 – 12 years to develop a product.
- DuPont-1 in ____ or _____% of ideas to generate one major marketable new product
- On Time Railroad Delivery + or - ____ hours.
- Baseball: <u>1</u> in <u>3</u> (.333 or 33%) is a superstar.
  <u>1</u> in <u>4</u> (.250 or 25%) is a successful hitter.

Community Action must establish its own standards of performance and communicate these standards of performance to their funders, supporters, staff, and the public.

# What We Measure and How We Measure It In ROMA

## Step 1 – Project Services and Expected Outcomes

(N) 7 families increase household income by 10% = 35% **projected**
(D) 20 families participate in case-management success rate.

## Step 2 – Measure Actual Performance

(N) 5 families increased household income by 10% = 25% **actual** success
(D) 20 families participate in case-management rate.

## Step 3 – Measure Ability to Project Performance

(N) 5 families increase household income by 10% (Actual) = 71% success rate
(D) 7 families increase household income by 10% (Target) for NPI

Do Not Reduce the Denominator to Measure Actual Performance. This incorrectly inflates performance and indicates better performance than actually attained.

5 families increase household income by 10% = 33% success
~~20~~ (15) families participate in case-management rate using **reduced** denominator

## ROMA Tools to Support Agency Management-Planning

Implementing the Strategic Thinking Model requires a planning process involving the agency and the community. CAAs must:

- review their mission statement,
- perform a community assessment to identify needs and resources,
- Obtain input from clients, partners, staff and supporters,
- Consider the results/outcomes they want to achieve.

Only then should the agency identify the strategies (services/interventions) that will enable them to get results. This is the Drucker model.

# ROMA Tools to Support Agency Management-Planning


**Start With <u>Community Assessment</u>-**Identify needs and resources of the community.
**Identify <u>Agency Priorities</u>-**Develop priorities to address needs – based on mission and vision.
**Identify <u>Outcomes & Indicators</u>-**Identify outcomes and indicators that align with the agency priorities and community assessment.
**End With <u>Services & Activities</u>-**Identify services and activities that align with the agency priorities and community assessment.

Management Tools for ROMA Implementation

# ROMA Tools to Support Agency Management-The Logic Model

The logic model is a ROMA tool that integrates <u>program</u> <u>operations</u> and <u>program</u> <u>accountability.</u>

The logic model can be used to support planning, monitoring, evaluation, and other management and accountability functions of the CAA.

The logic model links <u>program</u> <u>operations,</u> and <u>program</u> <u>accountability.</u>

<u>Program</u> <u>operations,</u> in Columns 1-5 of the logic model, include mission, need, intervention, projected results, and actual results.

<u>Program</u> <u>accountability,</u> in Columns 6-8 of the logic model, include the measurement tool(s), data source, and frequency of data collection and reporting including personnel assigned to each function.

# ROMA Logic Model 2.0A-Example
# National ROMA Peer-To-Peer Training Program-One Dimension

**Organization: CAA** **Program: Emergency Housing** ☑ **Family** ☐ **Agency** ☐ **Community**

| **Identified Problem, Need, Situation** | **Service or Activity**<br><br>**Identify the # of clients to be served. Identify the time frame for the project.** *May also include the # of units of service offered.* | **Outcome**<br><br>**General statement of results expected** | **Indicator**<br><br>Projected # of clients expected to achieve each outcome divided by the number served; the % expected to achieve | **Actual Results**<br><br>**The Actual # of clients achieving the outcome, divided by the number served; the % of clients who achieved each outcome.** | **Measurement Tool** | **Data Source**<br><br>**Include Collection Procedure, Personnel Responsible** | **Frequency of Data Collection and Reporting** |
|---|---|---|---|---|---|---|---|
| **(1) Planning** | **(2) Intervention** | **(3) Benefit** | **(4) Performance** | **(5) Performance** | **(6) Accountability** | **(7) Accountability** | **(8) Accountability** |
| | 200 families will receive housing assistance, July 1, 2009 -June 30, 2010 | | | 203 families actually received housing assistance, July 1, 2009 -June 30, 2010 | | | |
| Families are at risk of being evicted. | One month emergency rent payment will be issued for 150 families. | Families remain in their own residence. | 150 of 150, or 100%, of families remain in their own residence 30 days.<br><br>. | 142 of 155, or 92%, of families remain in their own residence 30 days.<br><br>132 of 155, or 85%, of families remain in their own residence 60 days.<br><br>90 of 155, or 58% , of families remain in their own residence 90 days | Housing application.<br><br>Housing activity log.<br><br>Waiting list.<br><br>Client case record. | Case record. Data entered into automated case record at time of encounter. Data entered by CAA case-manager. | Data collected at time of encounter.<br>Summary report generated to supervisor daily.<br>Weekly report generated to department head each Monday.<br>Monthly report generated for executive director. |
| Families are homeless. | Emergency shelter will be provided for 50 families. | Homeless families obtain emergency shelter. | 50 of 50, or 100%, of homeless families obtain emergency shelter lasting no longer than 30 days. | 48 of 48, or 100% , of homeless families obtain emergency shelter lasting no longer than 30 days. | Housing application.<br><br>Shelter log.<br><br>Client case record. | Case Record. Data entered into case record at time of encounter.<br><br>Data entered by shelter case-manager. | Data collected at time of encounter**.**<br><br>Daily electronic report emailed to CAA at daily close of business. |
| **Mission:** To ensure that all families have access to safe, clean shelter. | | | | | | **Proxy Outcome:** None. | |

# ROMA Logic Model 2.0B-Example
# National ROMA Peer-To-Peer Training Program-S, I, L, Term

**Organization: CAA** **Program: Housing Assistance** ☑ **Family** ☐ **Agency** ☐ **Community**

| **Identified Problem, Need, Situation** | **Service or Activity**<br><br>**Identify the # of clients to be served.**<br>**Identify the time frame for the project.**<br>*May also include the # of units of service offered.* | **Outcome**<br><br>**General statement of results expected** | **Indicator**<br><br>Projected # of clients expected to achieve each outcome divided by the number served; the % expected to achieve | **Actual Results**<br><br>**The Actual # of clients achieving the outcome, divided by the number served; the % of clients who achieved each outcome.** | **Measurement Tool** | **Data Source**<br><br>**Include Collection Procedure, Personnel Responsible** | **Frequency of Data Collection and Reporting** |
|---|---|---|---|---|---|---|---|
| **(1) Planning** | **(2) Intervention** | **(3) Benefit** | **(4) Performance** | **(5) Performance** | **(6) Accountability** | **(7) Accountability** | **(8) Accountability** |
| | **200 families will receive housing assistance, July 1, 2009 -June 30, 2010** | | | 203 families actually received housing assistance, July 1, 2009 -June 30, 2010 | | | |
| Families are at risk of being evicted. | One month emergency rent payment will be issued for 150 families. | **Short Term**<br>Families remain in their own residence. | **Short Term**<br>150 of 150, or 100%, of families remain in their own residence 30 days. | **Short Term**<br>142 of 155, or 92%, of families remain in their own residence 30 days.<br><br>132 of 155, or 85%, of families remain in their own residence 60 days.<br><br>90 of 155, or 58% , of families remain in their own residence 90 days | Housing application.<br><br>Housing activity log.<br><br>Client case record. | Case record. Data entered into automated case record at time of encounter. Data entered by CAA case-manager. | Data collected at time of encounter. Summary report generated to supervisor daily. Weekly report generated to department head each Monday. Monthly report generated for executive director. |
| Families are homeless. | Emergency shelter will be provided for 50 families. | **Short Term**<br>Homeless families obtain emergency shelter. | 50 of 50, or 100%, of homeless families obtain emergency shelter lasting no longer than 30 days. | 48 of 48, or 100% , of homeless families obtain emergency shelter lasting no longer than 30 days. | Housing application.<br>Shelter log.<br>Client case record. | Case Record. Data entered into case record at time of encountered by shelter casemanager. | Data collected at time of encounter**.** Daily report emailed to CAA at daily. |
| Families need additional services to maintain housing.<br><br>*(After 90 days**, 42% of the families lose their residence.)*** | **Additional intermediate and long term services provided to 50 Families:**<br>Transitional housing will be provided to 30 families. | **Intermediate**<br>Families secure temporary subsidized housing. | **Intermediate Term**<br>30 of 50, or 60%, of families obtain and remain in transitional housing ( to 270 days). | **Intermediate Term**<br>32 of 65, or 49%, of families obtain and remain in transitional housing (to 270 days). | Housing Application<br><br>Client case record. | Case record. Data entered into automated case record at time of encounter, by CAA case-manager. | Weekly report to department head each Monday. Monthly report for executive director. |
| | Arrangements made for public housin for 15 families.<br>Arrangements made for unsubsidized rental housing for 4 families.<br>Arrangements made for home ownership for 1 family | **Long Term**<br>Families obtain permanent housing. | **Long Term**<br>15 of 50 or 30% , of families are placed into public housing,<br>4 of 50, or 7%, obtain unsubsidized rental housing,<br>1 of 50, or 2%, purchased a home.<br>(to 360 days) | **Long Term**<br>12 of 65 or 18% , of families are placed into public housing,<br>15 of 65, or 23%, obtain unsubsidized rental housing,<br>0 of 65 purchased a home.<br>( to 360 days) | Housing Application<br><br>Client case record. | City public housing records reported to CAA case-manager. | City public housing records reported to CAA case-manager. monthly. |
| **Mission:** To ensure that all families have access to safe, clean shelter and to help families obtain safe, affordable permanent housing | | | | | | **Proxy Outcome:** None. | |

# Sample eLogic Model® for Housing

| Identified Problem, Need or Situation | Service/Activity/Output Projected | Results | Outcome/Indicator Projected | Results |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| Planning | Intervention | | Impact | |
| ☐ Individual or family is homeless<br>☐ Individual or family is at risk of losing their housing<br>☐ Individual or family lives in unsafe or unaffordable housing. | Individuals or families receive housing services:<br>☐ Emergency shelter<br>☐ Hotel<br>☐ Temporary housing<br>☐ Transitional housing<br>☐ Domestic shelter<br>☐ Subsidized housing<br>☐ Public housing<br>☐ Section 8 housing<br>☐ Non-subsidized housing<br>☐ Mobile home<br>☐ House<br>Individuals and families receive supportive services:<br>☐ Emergency rent payments.<br>☐ Emergency mortgage payments.<br>☐ Emergency vendor payments.<br>☐ Utility or fuel Assistance<br>☐ LIHEAP<br>☐ Budget classes<br>☐ Housing counseling<br>☐ Case management | | Individuals or families are able to remain in their own homes or obtain more permanent housing:<br>☐ Prevent homelessness<br>☐ Emergency shelter<br>☐ Hotel<br>☐ Temporary housing<br>☐ Transitional housing<br>☐ Domestic shelter<br>☐ Subsidized housing<br>☐ Public housing<br>☐ Section 8 housing<br>☐ Non-subsidized housing<br>☐ Mobile home<br>☐ House | |

**Mission Statement:** To ensure that individuals and families do not become homeless and have access to safe, affordable permanent housing.

The eLogic Model® is an "electronic," or software driven, adaptation of the logic model and <u>supports a database of information gathering about agency performance</u>. The eLogic Model® includes a "Knowledge Base" organized into various "Domains", each with its appropriate Needs, Services, and Outcomes corresponding to the service categories in the CSBG language. By "pre-loading" the Knowledge Base with content for Needs, Services, and Outcomes, the program manager has access to a <u>uniform database</u> from which to create a custom logic model.

Management Tools for ROMA Implementation

# ROMA Tools to Support Agency Management-The Outcome Scale

An Outcome Scale is continuum that describes different states or conditions of status.

Outcome scales are used to measure incremental change between the scale benchmarks. They are excellent tools that “document” the movement from conditions of dependency to greater self-sufficiency.

Any movement in a positive direction on the outcome scale is considered movement toward self-sufficiency even if the movement is from “in-crisis” to “vulnerable.”

There is a significant difference in outcomes placed in the “vulnerable” and “stable” benchmarks. Movement from “vulnerable” to “stable” is the transition from dependence to independence.

Outcomes above the prevention line are considered achievements of independence.

Outcomes below the prevention line are considered conditions of dependence.

Only one outcome is placed in each outcome benchmark unless assigned an individual score.

# Sample Housing Outcome Scale

**Outcome Level** ☑ **Family** ☐ **Agency** ☐ **Community**

| Benchmarks | Outcomes |
|---|---|
| **Thriving (9-10)**<br><br>**Independent** | Housing of Choice – Non-Subsidized<br><br>Safe and secure non-subsidized housing of choice (Home, Condominium, Co-Op); owner (10A)<br><br>Safe and secure non-subsidized housing of choice; renter (10B) |
| **Safe (7-8)**<br><br>**Independent** | Limited Choice of Housing – Non-Subsidized<br><br>Safe and secure non-subsidized housing, choices limited due to moderate income; owner. (8A)<br><br>Safe and secure non-subsidized housing, choices limited due to moderate income; renter. (8B) |
| **Stable (5-6)**<br><br>**Independent** (may include elements of dependency) | Limited Choice of Housing – Subsidized<br><br>Safe and secure subsidized Section 8 housing. (6A)<br>Safe and secure subsidized rental apartment. (6B)<br>Safe and secure subsidized public housing. (6C)<br>Safe and secure permanent living arrangements with others (5) |
| | **Prevention Line** |
| **Vulnerable (3-4)**<br><br>**Dependent** | Temporary Housing or At-Risk of Losing Housing<br><br>Safe and secure transitional housing. (4A)<br>Living with others – temporary arrangements (4B)<br><br>Unaffordable ownership or rental (3) |
| **In-Crisis (0-2)**<br><br>**Dependent** | Dangerous or No Housing<br><br>Safe shelter (2)<br><br>Unsafe Shelter (1A)<br>Substandard or unsafe ownership or rental (1B)<br><br>Homeless (0) |

Hint: It is often helpful to view the top end of the scale as the "best" case scenario, and the lowest end of the scale as the "worst" case scenario.

# Adding a Financial Dimension to Accountability

In 1983 in his landmark book, *The Accountable Agency,* Reginald Carter identified seven key questions that a program manager must answer in order to justify funding. Carter sought to integrate service, outcome and fiscal data within a framework of accountability and established a simple calculation for supporting benefit-cost analysis.

1. How many clients are you serving?
2. Who are they?
3. What services do you give them?
4. What does it cost?
5. What does it cost per service delivered?
6. What happens to the clients as a result of the service?
7. What does it cost per outcome?

In 2006, Frederick Richmond working with Reginald Carter introduced two additional questions which supported a simple return-on-investment calculation:

8. What is the value of a successful outcome?
9. What is the return-on-investment?

Today, these nine questions are known as the Carter-Richmond Methodology.

# The Carter-Richmond Methodology

**1. How many clients are you serving?** 100

**2. Who are they?** Single unemployed women ages 21-34 who are seeking employment and have at least one child under the age of 12.

**3. What services do you give them?** A package of job readiness training, job placement and 90 day follow-up services after job placement.

**4. What does it cost?** $100,000

**5. What does it cost per service delivered?** $100,000/100 = <u>$1000/job readiness/training/placement package or $1,000/client.</u>

**6. What happens to the clients as a result of the service?**
10 clients or 10% of the program participants will obtain a full time job above minimum wage with employer provided benefits.

**7. What does it cost per outcome?** $100,000/10 clients = <u>$10,000/outcome</u>
The outcome is a full time job above minimum wage with employer provided benefits.

**8. What is the value of a successful outcome?** The <u>value</u> of the outcome is income from employment ($20,000), benefits from employer ($5,000), EITC ($2,000), payment of taxes ($500), elimination of welfare and other subsidized benefits ($22,500) for a total of <u>$50,000</u> per year.

**9. What is the return on investment?**

$$\text{ROI Individual} = \frac{\text{Value of Outcome } \$50{,}000}{\text{Cost of Outcome } \$10{,}000} \quad \text{or a 500\% return}$$

This is actually the same return rate for the program:

$$\text{ROI Program} = \frac{\text{Value of Outcomes } (\$50{,}000) \times (10) \text{ participants} = \$500{,}000}{\text{Cost of Outcomes } (\$10{,}000) \times (10) \text{ participants} = \$100{,}000}$$

- The cost of the program at $100,000 returned $500,000 in benefits.
- Every $1.00 invested in the program returned $5.00 in benefits

# Florida CSBG Community Action Plan

The Florida Association for Community Action, Inc., with support from the Florida Department of Community Affairs and in association with The Center for Applied Management Practices, Inc., developed The Florida Community Services Block Grant (CSBG) Community Action Plan for implementation in the Florida Community Action Network.

There are five major components in the Florida CSBG Community Action Plan:

- Florida Community Action Network Management Model
- Principles of Management for the Florida Community Action Network
- The Florida Community Action Network Planning Process
- Community Action Master Logic Models
- National ROMA Peer-To-Peer Training Program

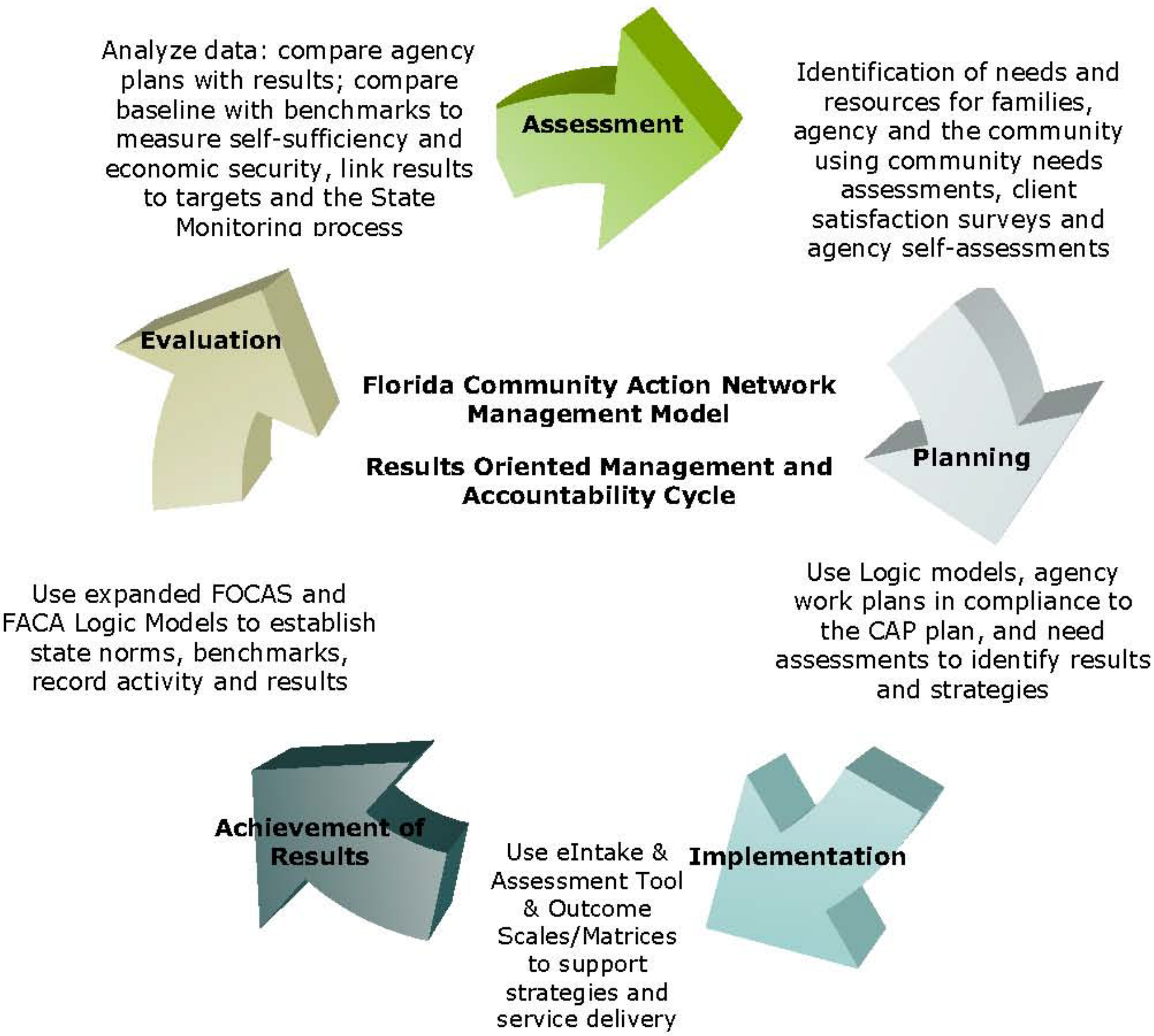
Here is a brief overview of three of these components:

- Florida Community Action Network Management Model
- Principles of Management for the Florida Community Action Network
- The Florida Community Action Network Planning Process

**FACA**

**Florida Association for Community Action (FACA), Inc.**

# FLORIDA COMMUNITY ACTION NETWORK MANAGEMENT MODEL




The Florida Community Action Model and Plan

## *Principles of Management for the Florida Community Action Network*

***Fundamental Principles of Management in Support of IM 49***

- The focus of a Community Action Agency (CAA) is on client, community and organizational change, not particular programs and services.
- Community Action Agencies recognize the interdependence of programs, clients and communities. Client improvements aggregate to, and reinforce community improvements. Strong and well-administered programs underpin both.
- The Community Services Block Grant is a funding stream and not a program. Community Action succeeds best when supported by a number of funding sources organized around client and community outcomes, both within the CAA and with other service providers. Healthy Community Action Agencies should use the Community Services Block Grant to leverage additional funding and expand services.
- Community Action Agencies often underreport the work they do and success they have. They must be able to collect all relevant output and outcome data in order to ensure a complete picture of the effectiveness and efficiency of the agency.

***Common Intake:*** Focus on the client is best accomplished if a person using CAA programs and services is considered a client of the CAA and not the individual program. The CAA should use a common intake process and form regardless of where the client entered the CAA system. Individual program or service intake and assessment forms should be reconciled into a single common intake form. With proper management this allows for an unduplicated count of clients.

***Comprehensive Intake and Assessment:*** The CAA provides a variety of programs and services to help a client maintain independence or self-sufficiency or become more self-sufficient. It is recommended that a pre-assessment, or a comprehensive intake and assessment be administered to all clients to determine whose presenting situations are best addressed with categorical programs and services or case management.

The Florida Community Action Model and Plan

- ***Use of Logic Models:*** Master Logic Models have been adopted for use in the Florida Community Action Network. Master Logic Models organized by domain with components for family, agency and community have uniform language covering needs, services and outcomes and are cross referenced with the National Indicators of Performance (NPIs). All CAAs must develop logic models for their agency work plans using the approved Master Logic Models. The outcomes identified in the logic models that become the basis for outcome scales and outcome matrices.
- ***Use of Outcome Scales and Matrices:*** All services or interventions must have an identified outcome(s). When measuring incremental change especially in self-sufficiency or family development programs, an outcome scale or outcome matrix supports measurement of incremental progress and achievement of goals/outcomes. It is not necessary to use outcome scales or matrices for all programs and services in a CAA, however the development of logic models will help individual CAAs and the Florida Community Action Network determine which type of outcome measurement best meets the needs of the client and the program or service. Outcome Scales and Outcome Matrices can also be used to establish individual client baselines and a needs assessment for the agency/community.
- ***Statewide Reporting and Use of Florida Outcomes Community Action System (FOCAS):*** All CAAs are required to provide on-going reporting of programs, services, outcomes and associated characteristics and demographics to the Florida Department of Community Affairs via FOCAS. FOCAS contains a common data set comprised of the NPIs and additional outcomes for use in reporting that are identified in the Master Logic Models. CAAs as determined by their respective CSBG work plans will report on activity covered by both the NPIs and other programming.
- ***Utilization of Management Information:*** Information is the organized use of data for a specific purpose such as strategic planning, program development, management, and program improvement. Data that is not organized is not beneficial to agency managers, funders, and other stakeholders. Client data needs to be related to service data, outcome data, and financial data enabling CAAs to determine the efficiency and effectiveness of programs and services. Relating financial data to outcome data supports Return-On-Investment calculations that are often beneficial to telling the story of Community Action.

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The Florida Community Action Model and Plan

- ***Using Technology to Support Production:*** CAAs need to use available technology to manage a common system of information manage their agencies and communicate information to the Florida Department of Community Affairs and the Florida Association for Community Action. The Internet and use of web based tools offers a viable means to efficiently and effectively communicate within the Florida Community Action Network.

- ***Management Questions:*** All CAAs must be able to answer the basic management questions contained in the Carter-Richmond Methodology at the agency and sub agency level:

  1. How many clients are you serving?
  2. Who are they?
  3. What services do you give them?
  4. What does it cost?
  5. What does it cost per service delivered?
  6. What happens to the clients as a result of the service?
  7. What does it cost per outcome?
  8. What is the value of a successful outcome?
  9. What is the return on investment?
     - ROI Individual = <u>Value of Outcome/</u>Cost of Outcome

# The Florida Community Action Network Planning Process

Developing the Agency Strategic Plan to include:

- Identification of key personnel in the CAA responsible for planning, internal monitoring and reporting.
- Mission with formal Board adoption
- Annual Community Needs Assessment using key informants and analysis of client intake and assessment data.
- Identification of Services/Interventions Addressing Needs
- Identification of Expected Outcomes Resulting from the Services/Interventions
- Comparison of projections and actual data for delivery of Services/Interventions and achievement of outcomes on a quarterly and annual reporting basis.
- Evaluating data to determine program efficiency and effectiveness.
- Application of data analysis to determine any changes in the operation and management of programs and services, changes in the allocation of resources for programs or clients, personnel changes on an annual basis.
- Identification of data measurement tools, data sources including collection procedure and personnel responsible, frequency of data collection and reporting.

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# Role of the Board to Support ROMA Implementation in Their Community Action Agency

As a board member you:

- can help staff identify what results are expected for the families and communities you serve.
- can help staff develop and set realistic expectations for the results to be achieved.
- will need to consider the difficulties that stand in the way of self sufficiency for families and communities.
- will help staff establish clear <u>measures</u> and <u>indicators</u> of those results you are trying to achieve, and <u>processes</u> that enable you to observe and document the indicators.
- need to know if your agency is meeting its goals and producing results.
- will help staff create and maintain partnerships to help families and communities achieve results. You have many connections in the community that will help develop the capacity of your CAA to produce results.

The Florida Community Action Model and Plan

# Closing Thoughts

- 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 Community Action Agency.

The Florida Community Action Model and Plan