

ROMA Next Generation

Workgroup Information



National Association for State
Community Services Programs

Table of Contents

- Background and Direction 3
 - Results Oriented Management and Accountability (ROMA)..... 3
 - Guiding Principles..... 3
 - What is ROMA Next Generation..... 4
 - Where We Are 5
 - Where We Want To Be 5
 - What We Need To Get There 5
- Goals for the ROMA Next Generation Workgroup..... 6
- Expected Deliverables for the Workgroup 6
- CSBG Performance Management Framework 7
 - ROMA Next Generation 9
 - Theory of Change:..... 9
 - Analysis:..... 11
 - People - Identification of Program Participant..... 14
 - Identification of Outcomes..... 15
 - Identification of Services 16

Background and Direction

Results Oriented Management and Accountability (ROMA)

In 1994, the Monitoring and Assessment Task Force (MATF), identified Six National Goals that stated the proposed results of all CSBG funded entities. These were based on the understanding of the work currently being done by the network and also on the legislated purpose of the CSBG funding. They identified three levels of results to be achieved: family level (stability and self-sufficiency), agency level (capacity and partnerships), and community level (engagement and improved conditions).

The Six National Goals:

1. Low-income people become more self-sufficient. (family)
2. The conditions in which low-income people live are improved. (community)
3. Low-income people own a stake in their community. (community)
4. Partnerships among supporters and providers of services to low-income people are achieved. (agency)
5. Agencies increase their capacity to achieve results. (agency)
6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (family)

Guiding Principles

Embedded in ROMA were specific principles and practices focused on management and accountability.

Results Oriented Management Principles

- Assess poverty needs and conditions within the community.
- Define a clear agency anti-poverty mission for the CSBG Network and a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community.
- Identify specific improvements, or results, to be achieved among low-income people and the community.
- Organize and implement programs, services, and activities, such as advocacy, within the agency and among partnering organizations, to achieve anticipated results.

Results Oriented Accountability Principles

- Develop and implement strategies to measure and record improvements in the condition of low-income people and the communities in which they live that result from CSBG Network intervention.
- Use information about outcomes, or results, among agency tripartite boards and staff to determine overall effectiveness, inform annual and long-range planning, and support agency advocacy, funding, and community partnership activities.
- Encourage State CSBG Offices and State CAA Associations to work as a team to advance ROMA performance-based concepts among local agencies through ongoing training and technical assistance.

What is ROMA Next Generation?

- ROMA Next Generation is about strengthening the performance management culture of Community Action.
- ROMA Next Generation is about more robust data analyses to enable agencies to more effectively connect people and distressed communities with the services needed to achieve specific outcomes.
- ROMA Next Generation provides agencies and states with a better understanding of what services produce the best outcomes for specific family groups and communities.
- ROMA Next Generation will ensure that agencies and states are using their limited resources to do what works best to achieve Community Action's long-term goals of self-sufficiency and revitalized communities.
- ROMA Next Generation connects outcomes, services and people to facilitate robust analysis.
 - Outcome Examples: Obtained jobs, completed education, increased income, improved parenting, secured housing, increased housing, created jobs (*See Proposed Family Level Performance Indicators and Community Level Performance Indicators*)
 - Service Examples: Job Training, Work Experience, Scholarships, Financial Education, Support Group, Case Management, Housing Counseling, Food Assistance, Business Development, Housing Development (*See Family Level Services and Community Level Services*)
 - People Examples: Enrollment income data, Exit income data, demographics, follow up results. (**See Proposed Client Characteristics, Attachment I.**)

Where We Are

Internal Challenges

- Many CAAs see ROMA merely as a reporting requirement
- CSBG Network is unable to see clearly what works for whom under what conditions
- Community measures do not show the depth of work CAAs do or help CAAs expand community level impacts
- We understand that the NPIs move families up the ladder and often multiple indicators are connected to one family, but this is not understood by people outside the CSBG Network

External Challenges

- Continued levels of poverty demand different levels of results
- Political climate expects the CSBG Network to articulate meaningful results

Where We Want To Be

- OCS, States and CAAs use performance data to achieve greater stability and self-sufficiency for families and communities. Each level of the CSBG Network executes the full ROMA cycle
- Each level of the CSBG Network uses data on people, services, and outcomes for decision making
- The CSBG Performance Management Framework supports improvements in the quality of both individual and community level results achieved by CAAs
- The presentation of CSBG Network results provides a clearer story of the impact achieved by CAAs

What We Need To Get There

- Connect ROMA Next Generation with the organizational standards and state and federal accountability measures in a meaningful and clear way so the CSBG Network understands this is one CSBG Performance Management Framework (See Diagram below)
- Establish and adopt a standardized framework for ROMA Next Generation
- Provide leadership to invest in people, build organizational culture and improve data systems

Goals for the ROMA Next Generation Workgroup

- Move ROMA to a new level that will push CSBG forward and strengthen Community Action over the next 5-10 years. Just as ROMA 1.0 served Community Action well for over twenty years our new version must push the field at all levels to increase impact
- Inform, advise and assist in developing the final elements of ROMA Next Generation
- Assist NASCSP and OCS in garnering feedback from the field on proposed changes and enhancements

Expected Deliverables for the Workgroup

1. **Theory of Change:** Present a theory of change that provides the foundation for an analysis of current conditions and causes of poverty in America. It is important that the theory of change drives the entire ROMA Next Generation process so we can show how CAA strategies that address one or more causes can actually change a poverty condition. The theory of change must be presented in a manner that one, fits in with the ROMA process and two, can be adapted and understood in the context of State and local efforts.
2. **National ROMA Goals:** Review the six National ROMA Goals and determine if any revisions are needed.
3. **Family/Individual Level National Performance Indicators:** Propose a list of final National Performance Indicators to be used to measure individual and family level change achieved by CAAs. These indicators along with the service and demographic information must provide methods for CAAs to show the impact of comprehensive service delivery.
4. **Community Level National Performance Indicators:** Propose a list of final National Performance Indicators to be used to measure community level change achieved by CAAs. These measures must do a better job of showing the depth of work CAAs do in this area and recognize that this work takes time. These measures should speak to new learning about collective impact and how working across organizations to address the really big issues will be the work of the future. These measures must help move the CAA field.
5. **People Characteristic/Demographics:** Review current demographic data collection and determine if new data is needed or existing data should be deleted. Set parameters for data collection regarding when client level data should be collected, or renewed (entry, exit, achievement etc.), propose standards regarding unduplicated counts.
6. **Services:** Propose list of services that can be used by CAAs to help identify common services or strategies used to achieve outcomes. Determine if appropriate to address community services.

7. **Training and Technical Assistance Plan:** Make initial recommendations about the training, technical assistance and tools that will be needed to launch and implement ROMA Next Generation.

As a package the items above must address the following issues or questions:

- Does the Theory of Change align well with ROMA; the CSBG Performance Framework; state and local efforts? Do we need to make revisions? What specifically?
- Does the demographic, service and outcome data collection allow analysis opportunities that answer questions such as, what is working, who is it working for and under what conditions is it working?
- Does ROMA Next Generation allow us to demonstrate the impact achieved when sources are bundled?
- Does the information collected provide more opportunities for CAAs, States and OCS to make data-informed decisions about the right bundle of services for customers and communities? Using this data, will a CAA be able to identify the mix of services that contribute to outcomes, such as increased education or securing and maintaining employment?
- What do we need to consider as we roll up data at the State and National levels?
- Do we need to reconsider how we view community level work and change? How do we measure impact over time, how do we measure collective impact? Should we reconsider the hard line we have drawn between community and family? Don't all community level efforts eventually impact individuals and families?
- Have we created standards or protocols that support an unduplicated count of people and clearly articulated when we count outcomes, income etc.?

CSBG Performance Management Framework

Budget constraints, high poverty levels, changing demographics, and income inequality demand that the CSBG Network remain vigilant in our shared mission of creating opportunity and security for all Americans. We must look at all levels of the CSBG Network – local, State, and Federal – to assess and increase CSBG's impact. The CSBG Network is far-reaching and nationwide. Together, we have the potential to achieve even greater results, in every community, by improving our accountability to one another, our customers, and our communities. In an effort to help the CSBG Network increase accountability and achieve results, OCS launched several initiatives in 2012. One focused on establishing organizational standards for eligible entities. Under this effort, CSBG Network leaders developed and recommended a set of organizational standards to strengthen the capacity of the more than 1,000 eligible entities providing services across the country. A second performance management initiative focused on enhancing the CSBG Network's performance and outcomes measurement system for local eligible entities – identified in the CSBG Act as Results Oriented Management and Accountability System

(ROMA). Finally, a third initiative focused on creating State and Federal-level accountability measures to track and measure organizational performance by State CSBG Lead Agencies and OCS. These three efforts are complementary and integrated; together they comprise a network-wide accountability and management system for CSBG. They will ensure eligible entities, States, and OCS operate within Federal law and regulation and will build accountability and continuous management improvement into all three levels of the network (local, State and Federal). Per the *Measuring the Success of Community Action and CSBG* diagram below, these efforts will help us answer the questions, ‘How well did the Network perform?’ and ‘What difference did the Network make?’ Ultimately, using these new and enhanced tools and information, the CSBG Network will make better program decisions and generate stronger results for low-income families and communities.



In January 2015, OCS published [Information Memorandum 138](#) (IM 138), including guidance on the roll out and implementation of the organizational standards, 58 for private organizations and 50 for public organizations. IM 138 also included critical information on two key tools for successful implementation of the framework, the revised CSBG Model State Plan and the Annual Report.

The CSBG Model State Plan and CSBG Annual Report are interconnected and work together to provide critical information to OCS, Congress, and other stakeholders. The CSBG Model State Plan establishes the plans and goals for the performance period, and the annual report cycle provides information on the State’s progress toward fulfilling those goals. OCS envisions the

Model State Plan to work together with the annual report to provide critical performance management information – including that of organizational standards – to be used by all three levels of the CSBG Network.

OCS recently revised the Model State Plan for the FY 2016 application cycle (for applications due September 1, 2015) to incorporate items related to organizational standards. The Model State Plan was approved by the Office of Management and Budget in August 2015.

OCS is currently working to revise the Annual Report forms to include information on organizational standards, such as a comparison of the State’s actual activities and performance on organizational standards to the planned activities and performance in the State plan. The Annual Report forms will also include data on the new State CSBG Accountability Measures. As in the past, the annual report will also include information on how CSBG and CAA agency use of funds, demographic data, and ROMA results.

ROMA Next Generation

Since 2012, NASCSP has been working with the CSBG Network to develop the “Next Generation,” or the next level of ROMA principles, practices, and resources over the past several years. As a result, NASCSP has focused on assuring standardized knowledge of the basic ROMA principles and definitions, supporting an increase in capacity of the Network to effectively execute each step of the ROMA cycle, and providing training and assistance for the CSBG Network to more effectively collect, report, and use their data for decision making. (**See Attachment II**) There are six critical components of ROMA Next Generation. They are:

1. Theory of Change:

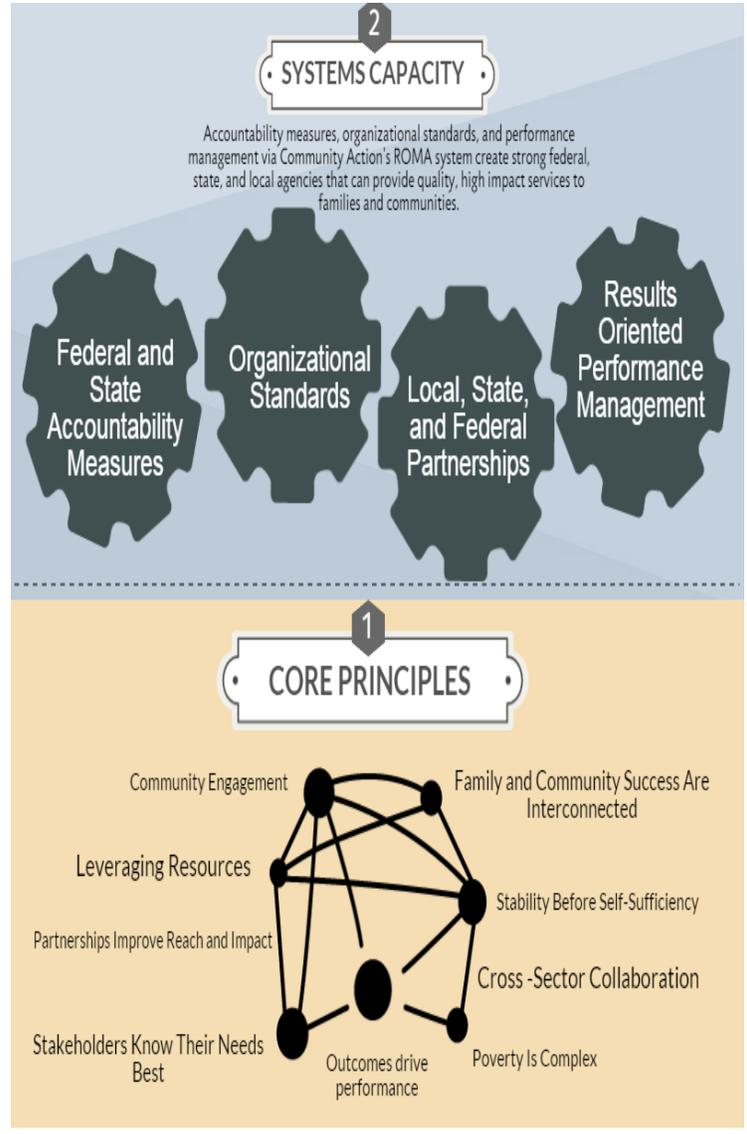
A Theory of Change (TOC) describes a process of social change from the assumptions that guide its design to the long-term goals it hopes to achieve. Establishing a national Theory of Change offers Community Action an opportunity to respond to some of the aforementioned real and perceived challenges as outlined below.

- It will help each Community Action Agency and staff member – from the front line to the board room – develop and use a more streamlined and consistent system of measures that will allow for regular review of activities and impacts on organizational performance. Staff will collect data at regular intervals to allow front line personnel to see the numbers regularly and make necessary changes in order to meet strategic goals. This frequent feedback allows for innovation and adaptability at every level of the organization and will ensure Community Action is doing and documenting what works.
- The Community Action Network as a whole will select strategic long-term outcomes that can be tracked over time to show successes in family self-sufficiency and revitalized communities. Since deep and significant change toward these goals can only be seen over multiple years, short- and medium-term results will indicate whether the agency, the state, and/or the national Network as a whole moving in the right direction. Long-term success will strengthen Community Action’s value.

Below please find the **latest version of the National CSBG Theory of Change.** (Also see **Attachment III and Attachment IV**)

Community Action Works

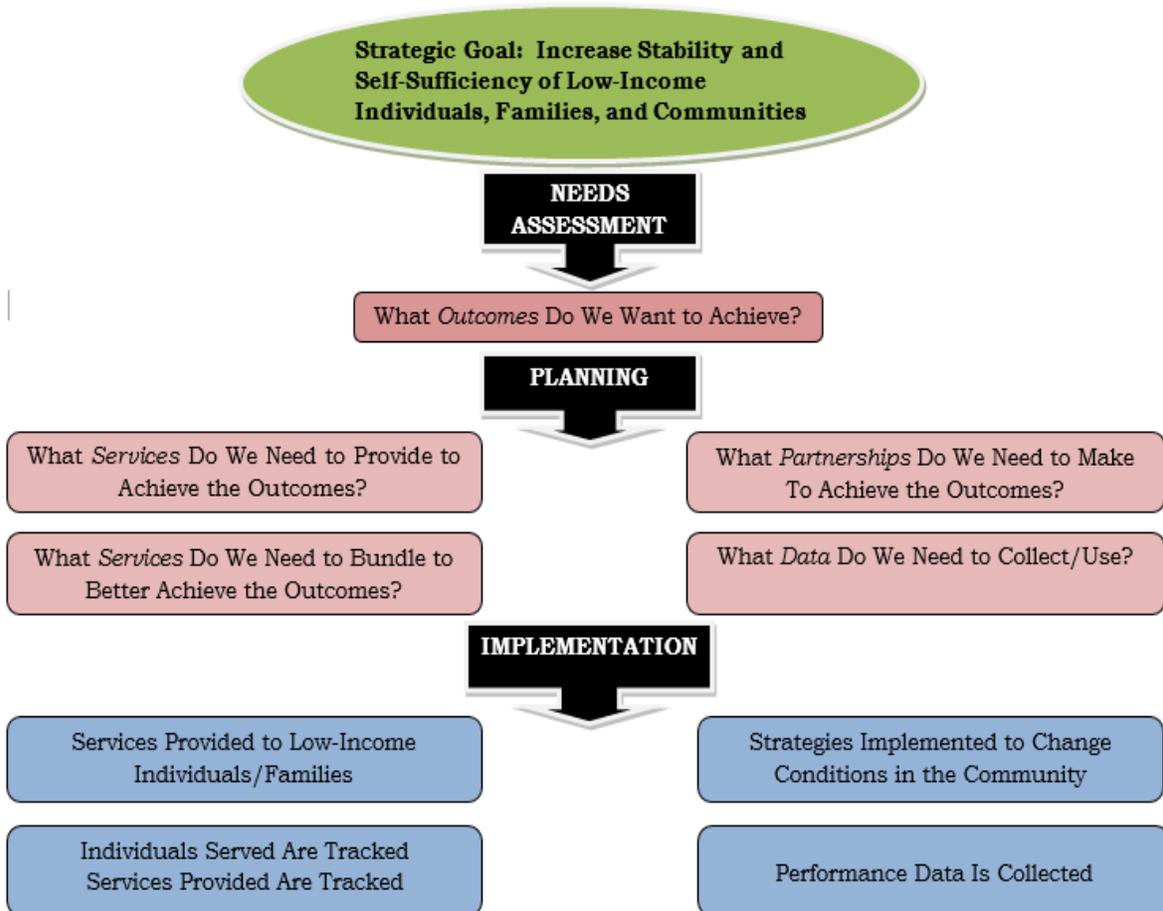
The National Community Action Theory of Change



2. Analysis:

It is critical to remember that ROMA NG is not about reporting to meet a funding requirement. The data we collect through the CSBG Annual Report is the foundation for telling the CAA story and it should drive our programmatic and fiscal decisions at the State and Local levels. The following diagrams illustrate the types of questions we need to ask ourselves as we collect and analyze the data for our network.

WHAT DIFFERENCE DID THE NETWORK MAKE?



MAKING CONNECTIONS, ENHANCING IMPACT

**DATA
ANALYSIS/
EVALUATION**

By
LOCAL AGENCIES

Which individuals achieved particular outcomes?

Which NPIs did the agency meet? Not meet?

What services were most used by individuals achieving the outcomes?
What specific mix of services was most used by individuals achieving the outcomes?

What services were most used by individuals not achieving the outcomes?
Did the individuals not achieving the expected outcomes use different services? Not use specific services?

What can we surmise about what services are most effective for achieving the expected outcomes?

How well did we deliver services?
(Timeliness, Accuracy, Cost, Client Satisfaction)

What changes should we make to our Service Model? What do more of, less of? Any services to stop delivering? Any services to deliver differently? Any services to add? Do we need to improve how we deliver services?

DATA ANALYSIS/ EVALUATION (States)

Is the data received from the local agencies accurate? Reliable? (Unduplicated counts of individuals served?)

Taken together, what outcomes (NPIs) were achieved across the state?

What types of services were provided?
How many of these types of services were provided across the state?

What does the data tell us about any patterns and trends re: service delivery and outcomes achieved?

What local agencies should receive enhanced training and technical assistance?

What Outcomes (NPIs) were met by each of the local agencies across the state?
What Outcomes were not met?

How many people were served across the state?

What service delivery models appear most effective?

What local agency best practices should be replicated in other parts of the state?

*In Summary: What did Community Action achieve in our State? **"In this State, we achieved X Results (Outcomes) for this many low-income individuals/families/communities (Output) by delivering these services (Output), at this Cost."***



Low-Income Individuals/Families in the U.S. experienced increased Stability and Self-Sufficiency as evidenced by...
Performance of the specific family-level outcomes in the states/ across the network

Low-Income Communities experienced Improvement and Revitalization as evidenced by....
Performance of the specific community-level outcomes in the states/ across the network

How many individuals/families were served by the states/network?

How many communities benefitted from “significant” investment by Community Action?

What types/number of services were delivered?

What types/number of investments were made?

What does the data/information provided by the states data tell us about any the patterns and trends re: service delivery and outcomes achieved?

What best practices identified by the states should be introduced across the network?

What Training and Technical Assistance strategies should be implemented, where?

How do the States rank in regards to performance?

3. People - Identification of Program Participants

The purpose of the current Section G in the CSBG IS is to gather information on all of the program participants served by local agencies. Over the past few years the CSBG Network has requested the review of the demographics collected to ensure we are capturing all relevant data points. Some recommended changes to the demographics have been (1) to add information on Veterans; (2) modify the types of data on families collected; (3) review income sources; and (4) update the health insurance question. This group will review the possibility of collecting certain demographic data at different points in time, for example at the point of intake, during participant services or at the point of exit. This process will allow for further analysis of changes in characteristic data as result of CAA intervention. Improvements to the demographic data will

strengthen the Annual Report by demonstrating who is being served by CSBG agencies in greater depth, for example agencies should be able to use this data for comparison between the population being served by the agencies and the population identified in the Community Needs Assessment process to provide for agency analysis of how well they are addressing community needs.

3. Identification of Outcomes: Family/Individual Level National Performance Indicators

In 2004, the need for standardized indicators that measured progress toward achievement of the Six National Goals led to the creation of the National Performance Indicators (NPIs). The NPIs relate to specific outcomes in the many domains across which CSBG eligible entities work to create family self-sufficiency and revitalized communities.

A decade later, we believe the NPIs need to be updated to reflect current understanding of performance measurement and ongoing improvements in the field. First, there should be a clarification on which NPIs are outputs, or service counts versus those that are outcomes. Second, there are places where aggregation of the NPIs leads to broad, difficult-to-define terms such as “addressing conditions of poverty.” Identification of a few indicators that are meaningfully aggregated for national review would improve the understanding of the results of the CSBG Network. Third, as the NPIs were being discussed and reviewed by internal and external experts, questions were raised regarding the Network’s ability to connect the NPIs and outcomes achieved with both the population served and the services provided. While we have collected considerable data regarding our outcome achievement, we are not yet able to do this. This would require the integration of three data sets: demographics of those served, services provided (number, intensity and duration), and outcomes achieved. The connections among these data sets are critical to contextualizing our outcome information in a meaningful way, but will require a major change in data collection, recording and reporting processes. **(See Attachment V)**

Finally, information regarding the performance measures of other key sources of funding within the community action network that are leveraged by the local CSBG eligible entities should be identified and acknowledged as agencies work to refine their community needs and resource assessments. Some of those funding sources include Head Start, Weatherization, LIHEAP, Workforce Innovation and Opportunity Act, and Housing and Urban Development.

4. Identification of Outcomes: Community Level National Performance Indicators

This Workgroup will help finalize Community Level measures which illustrate the depth of work CAAs achieve in this area and that recognize that significant community level impact takes time. These measures should speak to new learning about collective impact and how working across organizations to address the significant social issues of our time, such as unemployment, educational attainment, social justice and lowering health disparities, will be the work of the future. **(See Attachment VI)**

5. Identification of Services

NASCSP has collected information about the outcomes achieved by individuals, families, communities, and agencies in the CSBG Network since 2001 in response to the 1998 reauthorization. In 2004, the National Performance Indicators became a part of the IS as a way to standardize reporting across the Network.

However, gathering information about the types of services which lead to specific outcomes has not been a part of the historic CSBG IS reporting process. The “next generation” performance management thinking will require us to be able to make connections between the outcomes achieved and the services that helped produce these outcomes. As such, a list of services has been drafted and arranged by domains. **(See Attachment VII)**

6. Training and Technical Assistance Plan:

The ROMA Next Generation Workgroup will make initial recommendations about the training, technical assistance and tools that will be needed to launch and implement ROMA Next Generation. This will include finalizing a ROMA Next Generation and Theory of Change Toolkit, and accompanying ROMA Next Generation Monitoring tools, etc.

As a reference, NASCSP has created a ROMA Next Generation Background report which provides a comprehensive timeline of activities, materials and T/TA created since 2012. This Workgroup will also receive the latest draft Section G, Family level NPIs, Community level NPIs, and newly developed CSBG Services list.

Reading Materials:

[LISC: Building Sustainable Communities, Integrated Services and Improved Financial Outcomes for Low-Income Households, April 2015](#)

[Collective Impact Forum, Guide to Evaluating Collective Impact, Learning and Evaluation in the Collective Impact Context](#)

[Collective Impact Forum, Guide to Evaluating Collective Impact, Assessing Progress and Impact](#)

[Collective Impact Forum, Guide to Evaluating Collective Impact, Supplement: Sample Questions, Outcomes and Indicators](#)

[Working Families Success Network](#)

Oregon, Washington, Idaho Theory of Change

[Draft White Paper on Performance Management - Third Iteration - July 2013](#)

[Community Scales - A Ladder to the 21st Century](#) - measuring change at a community level.

Implementing the Full ROMA Cycle: [ROMA Next Generation and Organizational Standards](#) (PDF slides)

[Checklist](#) for ROMA implementation

[Analysis of Current Reports](#)

Analysis of Current Reports -- [scoring](#)

<http://www.successmeasures.org>

[Consensus Reached on New Sustainable Development Agenda to be adopted by World Leaders in September](#)

[Department of Labor Common Measures](#)