ROMA – Results Oriented Management and Accountability

An Overview

Presented by:
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What is ROMA?

• ROMA is a **complete** management and accountability **process** that is focused on the results achieved through an agency’s activities.

• A comprehensive performance-based management system.
HISTORY
The Beginning

- 1964 – Economic Opportunity Act
- 1970 – OEO establishes mission and model of Community Action
- 1974 – Community Services Act created
- 1981 - Community Service Block Grant (CSBG)
The Seeds of ROMA

- In 1993 Congress passed the **Government Performance and Results Act** (GPRA) in response to a renewed emphasis on accountability.
- In 1994, the Monitoring and Assessment Task Force (MATF) was created and produced a National Strategic Plan which endorsed a “results-oriented” approach for CAAs.
- In the strategic plan, the MATF identified **Six National Goals** so that all CAAs could talk about their results using one or more of the goals.
The Six National Goals

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

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

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

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

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

Goal 6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)
1996 - ROMA applied in the Network

1998 – CSBG Act was amended. Reauthorization of CSBG Act included language to mandate implementation of a comprehensive performance-based management system. ROMA was identified as that system.

2001- Mandatory Reporting. Direction from OCS re: Information Memorandum (IM) 49 -- provided guidance regarding the implementation of ROMA in CAAs.
ROMA Defined

A sound management practice that integrates outcomes/results into a Community Action Agency’s administration, management, operation and evaluation of programs and services.

1998, CSBG Act
ROMA Core Components

- Reviewing Agency’s Mission
- Assessing Community Needs
- Developing Results Oriented Plans
- Implementing the Plan
- Evaluating Performance using Outcomes and Indicators
- Managing Performance using the Logic Model
### ROMA Logic Model

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>Service or Activity</th>
<th>Outcome Indicator</th>
<th>Outcome General statement of results expected.</th>
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<td>(1) Planning (2) Intervention (3) Benefit (4) Performance (5) Performance (6) Accountability (7) Accountability (8) Accountability</td>
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**Mission:**

**Proxy Outcome:**
ROMA Planning Cycle

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
Core ROMA Concept

MISSION
Mission

- The agency mission is a foundational statement upon which the agency builds.
- It says why the agency is in business.
- Addresses what results the agency is trying to achieve.
- It’s the first place to “search” for outcomes.
Mission

- Components (examples):
  1. Population (low income)
  2. Services (social, human, educational, health, or community services)
  3. Outcomes (self-sufficiency, independence, well-being)
  4. Relationships (partnership, collaboration)
Mission

- The mission statement should be reviewed on a regular basis such as during a strategic planning process.

- You should not change your agency’s mission statement without cause.
Mission Change

Occurs when:

- The agency has done a comprehensive study
- Has identified a need to restatement of the mission to meet new opportunities
- Makes a conscious decision to change the agency focus.
- Specific and deliberate changes
Mission Drift

- When the agency departs from its original purpose and core values to take on a task that may be related, but not directly in support of the mission.

- Agency is attempting to do more activities without putting them in context of existing activities.
Mission....

Is the basis on which every decision in the agency is made.
Core ROMA Concept

COMMUNITY NEEDS ASSESSMENT
Community Assessment

- Is a way to identify the difference between what exists and what should be.

- Is a systemic process for creating a profile of the needs and resources of a given community or target population.

- The assessment of needs forms the link between the agency’s mission and the outcomes it will achieve through its mission.
What is a Community?

- A group of individuals who are considered together because of a place in which they live or work.

- It is up to the agency to define its community.
When we think about needs in our community we must see them in three dimensions:

- Family
- Community
- Agency
Example-
Is it a Family, Agency or Community Need?

Perhaps you feel education is an issue in your community because the community has a high school dropout rate that is above the state average.

Just saying education is a need in the community will not help you to understand the situation, it is too broad.
Example - Is it a Family, Agency or Community Need?

- **Individuals** do not have high school diplomas.

- Our **community** does not have youth who are prepared to take productive roles as adults.

- Our **agency** has a need for additional resources to establish or expand GED preparation programs for adult customers who have not graduated from high school.
Example Education

- Our **community** does not have qualified teachers in the schools.

- **Children** from low income families are not ready for school.

- Our **agency** lacks expertise to assist undereducated adults.
Polls
Identify Need
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**Mission:**

**Proxy Outcome:**
Community Assessment

Key Components

Customers:

- Who are they?
- Knowing your customers: primary and supporting
- What does the customer value?
CNA Key Components

Assessment Data/Resources:

- Qualitative Data (primary)
- Quantitative Data (secondary)
- Currently available/being developed/threatened

Analyze the Data
Core ROMA Concept

Developing Results Oriented Plans
Why Plan?
Planning

• The focus of planning activities should be on achieving results.

• While achieving a profit is the measure for success in business, non-profit agencies must use achievement of **results** as their measuring stick.

• Identifying, documenting, and using **results** is part of the overall management of a CAA. This process is consistent with good quality management.
Planning

- During the planning stage of the ROMA Cycle, you must consider the results (or lack of results) that have achieved in previous years.
- Has the agency been successful?
- Assess what must be strengthened or abandoned.
Core ROMA Concept

Outcomes/Results
Outcomes/Results

ROMA uses the word “result” and “outcomes” interchangeably.

What we are talking about is the “benefit” that comes from the CAA activity.
Identifying Outcomes

- The **family** outcomes are changes in knowledge, attitudes, skill, ability or behavior.

- The **agency** outcomes may be such things as changes in organizational effectiveness, creating collaboration and partnerships.

- **Community** outcomes could be changes in public policy, or social and health conditions.
Levels/Types of Outcomes

- Within the dimensions of outcomes (family, agency community), there are different types of outcomes. They all involve incremental change – but different kinds of change.

  - Change over Time: Short-term, intermediate-term, or long-term
  - Change in Status: Safe in-crisis, thriving
  - Change in Direction: Positive, neutral negative
Examples of outcomes:
Low-Income People Become More Self-Sufficient
(Goal 1) (Family)

- Persons increased earned income.
- Unemployed persons obtained employment or self-employment.

Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems (Goal 6) (Family)

- Persons increased education or skills.
- Persons increased ability to manage income.
Examples of outcomes:
Partnerships Among Supporters and Providers of Services to Low-Income People are Achieved (Goal 4) (Agency)

- Agencies formed or maintained partnerships or collaborations to coordinate service delivery, improve program efficiency, streamline administration, and/or eliminate the duplication of services.

Agencies Increase Their Capacity to Achieve Results (Goal 5) (Agency)

- Agency increased ability to document client achievement of outcomes.
- Agency improved implementation of the full range or ROMA activities as identified in IM 49.
Examples of outcomes:
The Conditions in Which Low-Income People Live are Improved (Goal 2) (Community)

- Low-Income people have improved access to employment, housing, capital, and essential services.
- Low-income People Own a Stake in Their Community (Goal 3) (Community)
  - The number of low-income persons owning businesses was increased.
  - The number of low-income persons owning homes was increased.
Add Outcome to Identified Need
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| Mission: | Proxy Outcome: |
Identifying Strategies
Outcomes:
Change, accomplishing something benefit
Answers the question “So what?”

Outputs:
Services, program activities, doing something
(measured by units of service number of people served hours of participation, etc)
How do you know what services to provide?

- Review your mission statement.
- Conduct a community assessment to identify needs and resources.
- Obtain input from clients (customers), partners, staff and supporters.
- Consider the results you want to achieve.
- Only then do you identify the strategies that would enable you to get these results.
Add strategy to Outcome
Implementing the Plan
Agency Plans

A written plan leads to sound agency management and accountability.

It will help an agency get the right things done.

It is the bridge between results oriented management and results oriented accountability.
Outcome Indicators

- Outcomes are statements of results without numbers.
- When you start adding numbers, you move from outcome statements to outcome indicator statements.
- The indicator is the statement of how much something has changed or how many have changed.
Outcome Indicators

Indicators include the number of clients who are expected to achieve the specifically defined change or outcome in relationship to the number who will receive the service. It will often include a time frame.
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<td>50 out of 100 customers in training classes will obtain skills within one year</td>
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**Mission:**

**Proxy Outcome:**
Evaluating Performance
Performance Standards

Baseball

- What does it mean to “bat a thousand?”

- If anyone “bats a thousand” that means that he got a “hit” every single time that he was “up at bat” – in a thousand try.

- Getting a hit = hitting the ball and getting on base.
Baseball

- Hitting .300 or succeeding about 30% of the time is a recognized and accepted measure of excellence.

- The ball player who achieves this is a superstar.

- Unless baseball taught us that 30% was highly successful, we may have thought of the “superstars” as failures.
What Did They do?

Collection and analysis of data

- Baseball has been collecting statistics at least since 1876 when they started to keep track of each hitter’s “thousand times at bat” and they started with a pencil and paper.

- They recorded “what happened” and analyzed the data.
What did baseball do that we don’t?

- Observed performance and kept records.
- Clearly defined the indicator (hit and get on base) related to the outcome (winning games).
- Analyzed the data.
- Developed a benchmark of excellence based on the analysis of data.
- Publicized what they have found (so the public knows 30% is super).
Success Measures in Industry Poll
Measurement Tools and Processes
What Are Our Measurement Tools and Processes?

- When considering outcomes you expect to achieve, you will need to consider how you will measure the accomplishment of the outcomes.

- What will you use as “evidence”?
What Are Our Measurement Tools and Processes

- Minimize the use of soft outcomes
- Use a measurement tool to capture outcomes
- Use a pre-existing measurement tool before creating one
- Research other organizations that may have an outcome framework before creating your own
Identifying Evidence

- Qualitative measures address the depth and breadth of change (more subjective and intangible)
- Quantitative measures use defined standards and offers hard data.
- Think about the question: How do you know?
  - What proof can you provide that an outcome has been achieved?
  - What documentation do you have?
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<td>pre &amp; post skills test</td>
<td>Case notes, file cabinets</td>
<td>Agency staff</td>
<td>Quarterly</td>
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**Mission:**

**Proxy Outcome:**
Observing Achievement of Results Using Scales and Matrices
Outcome Scale

- F
- $\frac{3}{4}$
- $\frac{1}{2}$
- $\frac{1}{4}$
- E
Five point scale developed by MATF

- **F**  Thriving
- **¾**  Safe
- **½**  Stable
- **¼**  Vulnerable
- **E**  InCrisis
Outcome Scale
a continuum that describes different states or conditions of status

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<th>Benchmarks</th>
<th>Outcomes</th>
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<td></td>
</tr>
<tr>
<td>Independent</td>
<td></td>
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<td></td>
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</tr>
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<td>Vulnerable</td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td></td>
</tr>
<tr>
<td>In-Crisis</td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td></td>
</tr>
<tr>
<td>Prevention Line</td>
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## Sample Housing Scale

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<th>Benchmarks</th>
<th>Housing Scale Outcomes</th>
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<tr>
<td><strong>Thriving Independent</strong></td>
<td>Safe and secure non-subsidized housing of choice -- renter, owner</td>
</tr>
<tr>
<td><strong>Safe Independent</strong></td>
<td>Safe and secure non-subsidized housing, choices limited -- renter, owner</td>
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</table>
| **Stable Independent**     | Safe and secure Section 8 housing  
Safe and secure public housing  
Safe and secure permanent living arrangements with others |
| **Prevention Line**        |                                                                                       |
| **Vulnerable Dependent**   | Temporary Housing or at-risk of losing housing  
Safe and secure transitional housing  
Living with others (temporary arrangements) |
| **In-Crisis Dependent**    | Unsafe Shelter or Unsafe ownership or rental  
Homeless                               |
Outcome Scales

Outcome scales are used to measure incremental change (in a single category or domain) between the scale benchmarks which allow us to document the movement from conditions of dependency to increasing self-sufficiency.
Outcome Scales....

- Help visualize the “big picture” of the situation facing the client at the first meeting.
- Determine how much progress and the time it takes an individual to reach the next scale benchmark.
- Capture incremental change, interim success, and progress towards long-term goals as interim goals are achieved.
- Identify areas where progress has not been made towards achieving long-term goals.
- Recognize any movement in a positive direction.
Outcome Matrix

Is a grouping of Outcome Scales arranged side by side.
Outcome matrix is used to....

- Capture a client’s progress across more than one scale (program or service) and over time
- Analyze data by both client and program
- Identify where the client has strengths (above the prevention line) and where client needs improvement (below the prevention line)
- Create a framework for reporting
- Identify the relationship between different domains of a problem or where outcome scales interrelate
## Outcome Matrix

### Sample Family Outcome Matrix – Initial Assessment-Feb. 1, Second Assessment-May 1, Third Assessment-Aug. 2

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Income</th>
<th>Employment</th>
<th>Housing</th>
<th>Education</th>
<th>Transportation</th>
<th>Childcare</th>
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<tbody>
<tr>
<td><strong>Thriving</strong> (9-10)</td>
<td>&gt; 200% of poverty adjusted for family size. (10)</td>
<td>Full-time work above minimum wage with employer-provided benefits. (10)</td>
<td>Home Ownership (10A) Condominium Ownership (10B) Co-Op Home Ownership (10C) Non-subsidized rental housing (10D)</td>
<td>Post-Secondary degree: masters or doctorate. (10)</td>
<td>Family members always have transportation needs met through public transportation, a car, or a regular ride. (10)</td>
<td>Child enrolled in unsubsidized, licensed childcare setting of own choice. (10)</td>
</tr>
<tr>
<td><strong>Safe</strong> (7-8)</td>
<td>Between 176%-200% of poverty adjusted for family size. (8)</td>
<td>Full-time work above minimum wage without employer benefits. (8)</td>
<td>Safe and secure non-subsidized housing, choices limited due to moderate income, homeowner. (8A)</td>
<td>Safe and secure non-subsidized housing, choices limited due to moderate income, renter. (8B)</td>
<td>Family members have most transportation needs met through public transportation, a car, or a regular ride. (8)</td>
<td>Child enrolled in licensed, subsidized child care of own choice. (8)</td>
</tr>
<tr>
<td><strong>Stable</strong> (5-6)</td>
<td>Between 120%-175% of poverty adjusted for family size. (6)</td>
<td>Full-time work at minimum wage with employer-provided benefits. (6)</td>
<td>Safe and secure subsidized Section 8 housing. (6A)</td>
<td>Safe and secure subsidized rental apartment. (6B)</td>
<td>Family members have some transportation needs met through public transportation, a car, or a regular ride. (6)</td>
<td>Child provided childcare by a family member or friend. (6)</td>
</tr>
<tr>
<td><strong>Vulnerable</strong> (3-4)</td>
<td>Between 100%-125% of poverty adjusted for family size. (4)</td>
<td>Part-time employment with benefits. (4)</td>
<td>Safe and secure transitional housing. (4)</td>
<td>Reading, writing, and basic math skills present, possible TABE, no high school diploma or G.E.D. (4)</td>
<td>Family members rarely have transportation needs met through public transportation, a car, or a regular ride. (4)</td>
<td>Child on waiting list for enrollment in childcare. (3)</td>
</tr>
<tr>
<td><strong>In-Crisis</strong> (0-2)</td>
<td>Between 50%-100% of poverty (by family size.) (2) Between 0% - 49% of poverty (by family size) 0</td>
<td>Unemployed with history and skills. (2)</td>
<td>Living with relatives (2)</td>
<td>Reading, writing, and basic math skills absent. (0)</td>
<td>Family members do not have public transportation, a car, or regular ride. (0)</td>
<td>Child not enrolled in childcare. (2)</td>
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<tr>
<td>Feb. 1</td>
<td>May 1</td>
<td>Aug. 2</td>
</tr>
<tr>
<td>May 1</td>
<td>Feb. 1</td>
<td>May 1</td>
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Logic Models

- The logic model is a ROMA tool that integrates program operations and program accountability.

- The logic model can be used to support planning, monitoring, evaluation, and other management functions of the CAA.
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| Mission. | Proxy Outcome: None |
Which tool to use?

**Outcome Scale:**
Used to measure incremental change and document a customer’s transition from dependence to independence.

**Logic Model:**
An agency tool for planning, monitoring and reporting. It demonstrates both the management of a program and how it is accountable.
Questions?

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