Introduction to

ROMA

Results-Oriented Management and Accountability

community Action PARTNERSHIP
Helping People. Changing Lives.

Why ROMA?

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

"The purposes of this Act are

to improve Federal program effectiveness and public accountability

by promoting a new focus on results, service quality and customer satisfaction."

GPRA -- Section 2 (b) Purposes

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

In 1994,
the Task Force produced a
National Strategic Plan
which endorsed a "results-oriented" approach for CAAs.

In the Strategic Plan,
the MATF identified
six national goals,
so that all CAAs could talk about
their results
using one or more of these goals.

The Six National Goals

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

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

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

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

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

Goal 6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. **(Family)**

Next, in 1998,
the CSBG Act was amended,

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mandating implementation of a
comprehensive performance-based
management system, "Results-Oriented
Management and Accountability,"
or ROMA,
across the entire Community Services
Network.
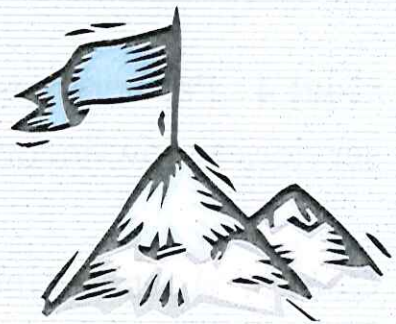
Performance reporting, using ROMA,
from all partners in the Network
began October 1, 2001.

ROMA was defined as:

"a sound management practice

that incorporates the use of

outcomes or results

into the administration,

management

and operation

of human services."

1998, CSBG Act

ROMA builds on a rich history!

Lyndon Johnson declared

War on Poverty

Johnson   (CNN)

"Because it is right, because it is wise, and because, for the first time in our history, it is possible to conquer poverty, I submit, for the consideration of the Congress and the country, the Economic Opportunity Act of 1964."

Johnson's Special Message to Congress, March 16, 1964

Establishing Community Action

"The Act does not merely expand old programs or improve what is already being done. It charts a new course. It strikes at the causes, not just the consequences of poverty. It can be a milestone in our one-hundred eighty year search for a better life for our people."

Johnson's Special Message to Congress, March 16, 1964

The Economic Opportunity Act, established and provided funding for Community Action Agencies and Programs.

The Office of Economic Opportunities (OEO) issued Instruction 6320-1 in 1970.

This document established the mission and the model of Community Action Agencies (CAAs).

Family outcomes were indicated:

"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."

OEO Instruction 6320-1, November 16, 1970, Donald Rumsfeld, Director. (Appendix One)

And community outcomes:

"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."

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OEO Instruction 6320-1, November 16, 1970,

Donald Rumsfeld, Director. (Appendix One)

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And agency outcomes:

"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."

OEO Instruction 6320-1, November 16, 1970, Donald Rumsfeld, Director. (Appendix One)

The past and present come
together to guide
the implementation of ROMA.

CAAs must focus on the **outcomes,**

the **results**

or

the **products**,

in addition to the services

and activities

of the programs it provides.

While ROMA builds on the rich history
of CAAs, it is not just a new name
for an old approach, but:

- a fundamental shift in the way we define ourselves and what we do.

- a fundamental shift from an agency-centric to a client-centric view of our work.

- a process for evaluating and measuring our own success or failure as an Agency.

Community Action helps people:

change their lives for the better,
and helps communities become better
places to live.

Community Action Agencies are unique!

CAAs are change agents
-- not simply service providers --
and the "change" we focus on is
the "transition to self sufficiency."

Take Me Out to the Ballgame:

Baseball Case Study

Situation:
The team finished last in the prior season.

To boost dwindling attendance, the team promotes that:

☐ Outfielders ran three times more laps during spring training.

☐ Pitchers threw twice as many pitches during spring training.

☐ Batters took four times as much hitting practice during spring training.

☐ The team hired two new coaches and invested $100,000 in a state-of-the-art communications system to enable the Manager to talk with them so they can give real-time perspectives on each play from their strategic vantage points in the stands during the games.

☐ By the All-Star break, the team is taking an average of 17 more swings at pitches per game . . .

?

And the fans say,

"So what?"

because they're still in last place,

without a single player
who deserves to be on
the All-Star Team.

The fans don't care

about the process,
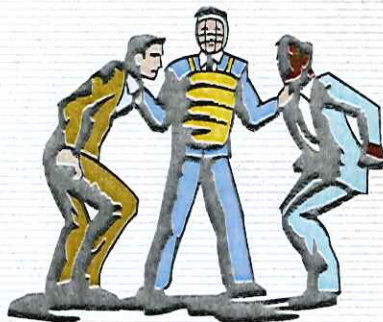
if they don't get

the results.

What they care about

is

winning!

Playing Ball with Community Action

The **Board of Directors**
is like the **Owner and General Manager** of
   a ball team.

The **Executive Director**
is like the **Manager**.

The **funders, community, and clients**
are like the **fans** who want to see results.

For Community Action Agencies,

changing lives

and

improving communities

is how we

score runs

and win games.

CAAs have historically measured things like:

- ☐ the number of food baskets distributed

- ☐ the number of Meals-on-Wheels delivered

- ☐ the number of children attending Head Start centers

- ☐ the number of families receiving WIC services

- ☐ the number of adults attending GED classes

- ☐ the number of clients served per day

While this is important,

we must also be able to identify

how these interventions

produce

results.

If this is all we tell the community

(who are our fans),

they may also say:

"so what?"

Community members,

just like the fans,

don't care about the process,

if they don't see that we

get the results.

What they care about, too,

is winning …

changing lives
and
improving communities!

Just like the baseball team

that must hit the ball to score runs

and win,

Community Action won't change lives

without delivering services efficiently,

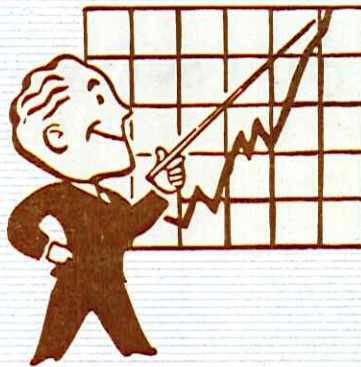compassionately, and intelligently.

But.....

Documenting

the achievement of results

is how we prove

that we are a winning team.

Remember:

our results are

changing lives
and improving communities.

ROMA: The Process

Identifying Realistic Results

As a CAA Board Member,

you will help staff
identify what results are expected
for the families and communities
you serve.

When you identify results that
are expected, you will try to
estimate how many people will
be able to achieve the results.

What is the rate of success?

Your agency will be tracking how many people's lives have been changed and how communities have been improved.

But how do you know if the results you expect are realistic?

What is the rate of success you should expect?

Let's look at some measures

of successful results from industry.

Success Measures in Industry References for Setting Public and Nonprofit Sector Expectations

- Executive management recruitment, ____ % placement rate.

- New Magazine, ____ % survives over 12 months.

- Movies ____ in 6 or ____ % make a profit.

- Broadway ____ in 7 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 ____ in 100 new drugs or ____% make it to the market, 10 – 12 years to develop a product.

- Dupont ____ in 250 or ____% of ideas to generate one major marketable new product

- On Time Railroad Delivery + or - ____ hours.

- Baseball: _ in _ is a superstar; _ in _ is a successful hitter.

Performance Standards in Industry are modest.

These are not arbitrary, but come from a long-term commitment to collect and analyze data to determine what is possible and realistic.

As CAAs collect and analyze results data over time,

we will have the documentation to support our projections of the kinds of results we expect for families and communities.

We will document the movement of families from poverty to self sufficiency and the positive changes in communities.

In your role,

you will help staff
develop and set
realistic expectations
for the results to be achieved.

You will need to consider
the difficulties that stand in the
way of self sufficiency
for families and communities.

But don't forget:

while we are not expected to "hit

the ball every time we are up,"

we need to eventually

"win games"

(help families and communities

achieve results)

to matter to our "fans."

ROMA: The Process
(continued)

Establishing Measures and
Indicators

How do you know

if you are meeting your goals

and producing results?

You need to establish clear <u>measures</u>

and <u>indicators</u>

of those results

you are trying to achieve.

As a Board Member,

you will help staff identify measures that will let you know when you have "hit a home run" and when you have "won a game."

How do the services your agency delivers help move families to self sufficiency and improve communities?

How will you know?

How does getting a food basket, Meals on Wheels or WIC help strengthen vulnerable populations?

How do Head Start services impact families?

Why do adults want to get a GED or improve job skills?

(exercise follows)

Identify the outcome, indicator and measure for two of your services.

Select a CAA program area.   What are the outcomes/indicators?

Service or Activity Identify Timeframe # of clients served, # of units offered Column 1	Outcome Column 2	Outcome/Indicator* Column 3	Measurement Column 4
Sample: 20 families participate in family self-sufficiency program, between 1/1/04 and 6/30/04.	Families increase their household income.	7/20 or 35% of families increased their household income by 10%.	Household income will be documented each quarter by viewing pay stubs.
Service 1:	Outcome 1:	Outcome/Indicator 1:	Measurement 1:
Service 2:	Outcome 1:	Outcome/Indicator 1:	Measurement 1:

Don't forget the Agency Goals!

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

Goal 5. Agencies increase their capacity to achieve results.

You have many connections in

the community

that will help develop

the capacity of your CAA.

You will help staff create

and maintain partnerships

to help families and communities

achieve results.

Periodically, you will help evaluate the results of these partnerships.

You will be asked to answer this question:

What is better as a result of this partnership?

Based on the goals

you and your agency set,

you will need to help and support staff,

to manage your "team,"

and evaluate your results --

so that you move closer and closer

to having an All Star Team.

Remember:

- 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 CAA.

The War is not over!

"In the sixties we waged a war on poverty, and poverty won," Ronald Reagan said last year (1987), in one of the one-sentence pronouncements he has sometimes made to the press while walking across the White House lawn to his helicopter. Most people would probably agree with him.

Copyright © 1988, Nicholas Lemann. The Unfinished War"; The Atlantic Monthly, *December, 1988, issue. Volume 262, Number*

Now, in the 21St century, let us use ROMA as a weapon to fight the War On Poverty.

Implementing ROMA in your agency:

What are the steps **you** need to take to assure that ROMA is integrated into the operation of your agency?

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