

CO CSBG/Community Action

Regional Forums 2023

Community Needs Assessment, Action Planning, Performance
Measurement & Management, and Publicizing Impact



COLORADO
Department of Local Affairs

**Colorado Community
Action Association**



Sign-In Using Your Smartphone Camera



Land Acknowledgement

Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment.

Today's meeting is taking place on the traditional land of several indigenous groups to include the Sioux, Ute, Cheyenne, and Arapahoe peoples. Additionally, our reach extends throughout the state, covering the traditional land of various indigenous groups and cultures who have stewarded this land throughout generations and continue to do so. We acknowledge and express respect and gratitude to these people and are committed to continually working to create a long lasting, non - extractive, and supportive relationship with Native people throughout Colorado.

Housekeeping

- Parking lot questions
- Restrooms
- Breaks/Lunch
- Purpose for today

Presenter Introductions

- Alex Diaz, Colorado Department of Local Affairs

- Colorado Community Action Association
 - Jessica Roschen
 - Liz Espinoza
 - Josiah Masingale

Icebreaker & Introductions

What condiment are you?



- Name, pronouns, agency, title, what are you hoping to get out of today's training?
- For those involved with CSBG what are some challenges you face?
- Are there local needs that you feel strongly about?

Agenda

Greetings & Introductions	9:30 a.m.-9:50 a.m.
Community Needs Assessment & Action Planning	9:50 a.m. - 11:30 a.m.
LUNCH	11:30 am. - 12:30 p.m.
Performance Measurement & Management	12:30 p.m. - 2:15 p.m.
Social Return on Investment/Local Theory of Change	2:30 p.m. - 3:45 p.m.
Closing & Evaluations	3:45 p.m. - 4:00 p.m.
ROMA NCRT Review Office Hours (special sign-up required)	4:00 pm. - 5:00 p.m.

The Results Oriented Management and Accountability Cycle

Focus on assessing needs and resources of customers; demographic profiles considered in contextualizing the needs

Assessment
Community needs and resources, agency data

Documentation of systematic internal review of data as well as external reporting.

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

Documentation of use of plan to assess success (improved targeting)

Evaluation
Analyze data, compare with benchmarks

Reports document changes at family, agency and community levels. Were needs met?

Implementation
Services and strategies produce results

Staff using ROMA principles in direct service to help seekers

Achievement of Results
Observe and report progress

Tracking of progress and success and how these relate to the services provided

What is Results-Oriented Management & Accountability (ROMA)?

ROMA is a full management and accountability system designed to help Community Action Agencies improve their ability to achieve results.

We can think of the ROMA system as being about looking at the CAA/CSBG network from three views:

- What is happening in the agency?
 - ✓Mission, plan, services, reports accurate and timely?
 - ✓Managing its money well?
- What kinds of outcomes are being reported? Observed? Documented?
What has changed? What is better?
- How is the community involved?



Drucker Question Two: Who Are Our Customers?

PRIMARY

Direct recipients of services



SUPPORTING

Indirectly receive service or support the service



MATERIAL FROM INTRO TO ROMA 5.1, 2020

- Engage tribes, tribal organizations, and indigenous populations locally

POPULATION IN NEED

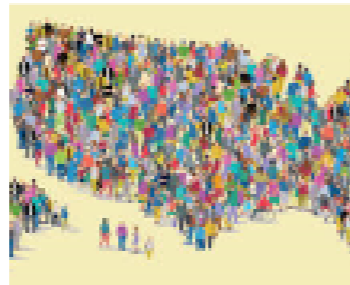


Total number of people in community

Of the total number of people, how many have low income?

Demographic break down of all people in the community

How do the demographics of the **people with low income** compare with the general population?



What are the demographic details of the people who identified a specific need?

MATERIAL FROM INTRO TO ROMA 5.1, 2020

ACTIVITY

Large Group Brainstorm:

Who are our Customers?

Things to Consider Prior to the Community Needs Assessment

- What was done in the past?
- Past Needs Assessment review
- Past plans review
- Current agency customer data review
- Customer/stakeholder input and feedback review

ACTIVITY

Pairs/Small Group Handout:

- What were the major findings of the previous three-year Community Needs Assessment?
- Who received services or benefited from the community strategies implemented?
- Were any changes made to the strategies/services during the current three-year period?
- What progress has been made towards the previous three-year Community Action Plan goals?
- Is there a Theory of Change model in place for those with low-incomes and/or low-income neighborhoods?
- Are there any environmental scan items that need to be considered during the upcoming Community Needs Assessment?

Large group report out/discussion

Data: Qualitative

It is important to survey primary customers (those that receive the services) and secondary customers (community, partner agencies, funders) to provide local perspective and context to the needs of the community.

Qualitative Data Examples:

- Customer Satisfaction Survey(s): Org Standard 1.3 and 6.4 - Gauge the overall satisfaction of the customer with their interaction with the program/agency.
 - [Customer Satisfaction Survey Template](#)
- Agency/Community Surveys: Org Standard 1.2 - Information collected directly from low-income individuals and/or community members.
 - [SAMPLE Community Needs Assessment Survey](#)
- Key Informant Surveys: Group prioritization exercise for customers/board
- Focus groups, forums and/or interviews: individual/group; varied formats

Data: Quantitative

As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area (Org Standard 3.2)

Quantitative Data: Demographic/social/economic to contextualize needs

- Community Action Partnership's National Data Hub:
<https://cap.engagementnetwork.org/>
- Colorado Demography Office:
<https://demography.dola.colorado.gov/>
 - DOLA/Demography [CSBG Data Hub](#)
- [Census](#), [American Community Survey](#)

Internal database(s), partner databases, shared community database(s)

Data: Other Key Sectors

The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (Org Standard 2.2)

Examples:

- **Community-Based Organizations:** Partner customer data; Case Manager interview(s)
- **Faith-Based Organizations:** Customer needs survey; resource mapping exercise
- **Private Sector:** Major industry worker retention analysis; economic development focus group
- **Education Institutions:** Free and Reduced Lunch Data; Student Resource Officer Survey
- **Public and Other Sources:**
 - Housing studies/plans/assessments (E.g. [Denver Housing Stability 2021 Action Plan](#))
 - Transportation studies/plans/assessments (E.g. [NWCCOG's Transportation Gap Analysis Assessment 2021](#))
 - Public health studies/plans/assessments (E.g. [Southwest Health System's Community Health Needs Assessment and Implementation Plan October 2022](#))
 - Broadband studies/plans (E.g. [NWCCOG's Regional Broadband Ten Year Report 2022](#))
 - Area Agency on Aging studies/plans (E.g. [Boulder County's Age Well Boulder County Action Plan](#))
 - Early Childhood studies/plans (E.g. [NWCCOG's Regional Assessment of Child Care Industry 2021](#))

Data: Other Key Sectors

The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (Org Standard 2.2)

State Departmental and Other Data:

- Housing - [Colorado Division of Housing Data](#)
- Public Health and Environment - [CDPHE Data](#)
- Department of Health Care Policy and Financing - [HCPF Publications](#)
- Education - [CDE Data](#)
- Human Services - [CDHS Data](#)
- Transportation - [CDOT Library](#)
- Workforce - [Colorado Talent Dashboard](#)
- Youth
 - Colorado Department of Early Childhood [Reports and Data](#)
 - Colorado Children's Campaigns [Kids Count in Colorado 2022](#)
- Broadband - Colorado Broadband Office's [Data and Mapping Hub](#)

Data: Other Key Sectors

The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (Org Standard 2.2)

Studies, Plans, and Standards:

- Energy - [Colorado Energy Office's Pathway to Energy Affordability in Colorado - January 2022](#)
- Self-Sufficiency Standard - [Colorado Center for Law and Policy Self-Sufficiency Standard for Colorado 2022](#)
- Living Wages - [MIT Living Wage Calculator](#)
- Homelessness - [MDHI's State of Homelessness Report 2022-2023](#)
- Health - [Colorado Health Institute's Colorado Health Access Survey 2021](#)
- Education - [Colorado Department of Education Strategic Plan Updated 2023](#)
- Broadband - [Colorado Broadband Roadmap](#)

ACTIVITY

Large Group Discussion:

**What are data resources you know
you will need to consider?**

Identification of Asset Groups

- **Developmental Assets** allow residents to attain the skills needed to be successful in all aspects of daily life (e.g., educational institutions, early learning centers, and health resources).
- **Commercial Assets** are associated with production, employment, transactions, and sales (e.g., labor force and retail establishments).
- **Recreational assets** which create value in a neighborhood beyond work and education (e.g., parks, open space, community gardens, and arts organizations).
- **Physical assets** associated with the built environment and physical infrastructure (e.g., housing, commercial buildings, and roads).
- **Social assets** establish well-functioning social interactions (e.g., public safety and community services).

What are our Community Resources?

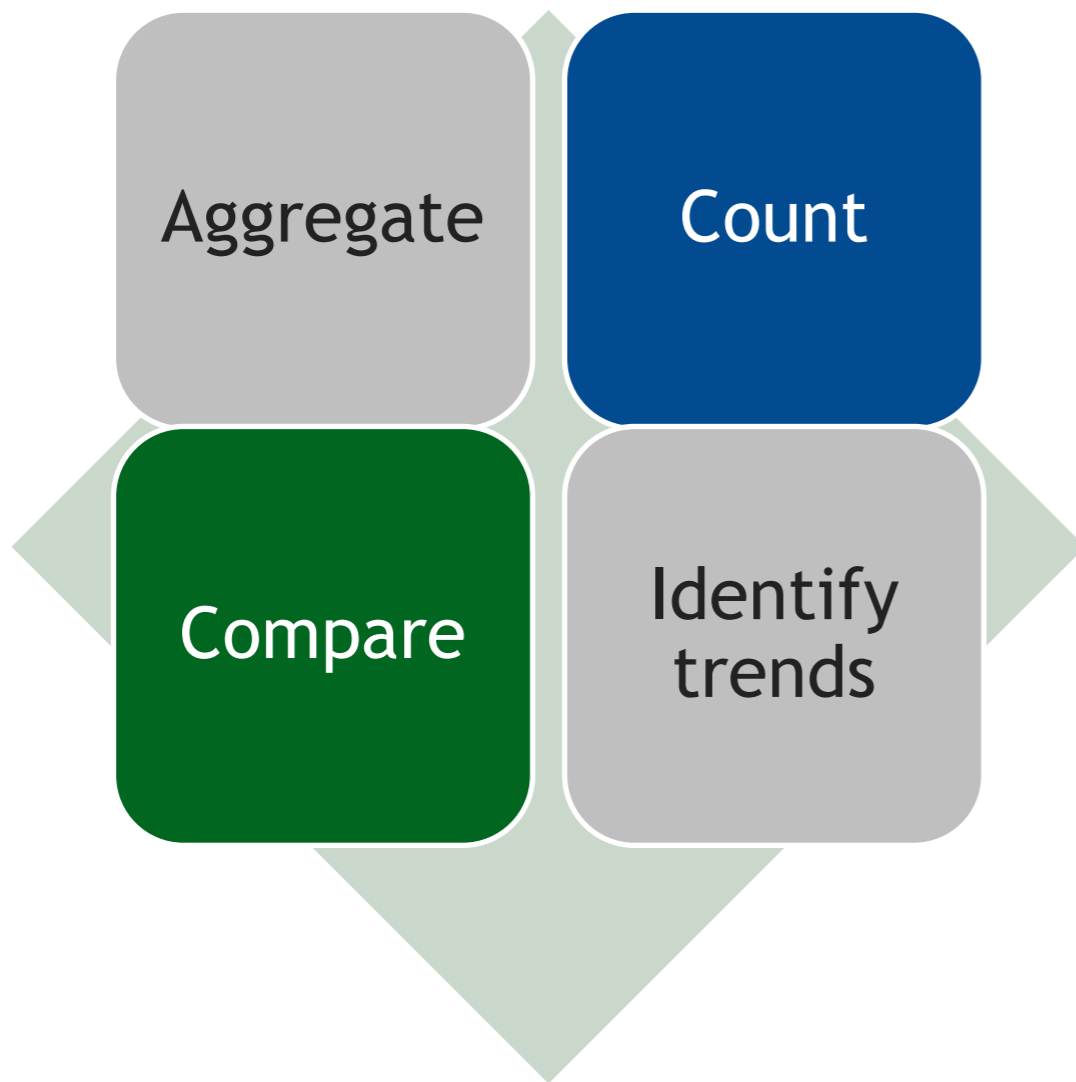
- Gaps
- Agencies w/similar missions as Opp
- Threatened resources opportunity
- Theory of Change
- Resources/[Asset Mapping Example](#)
- [Resources Asset Mapping Template](#)
- Colorado Center for Law and Policy's [Human Services Gap Map](#)

Program	Employment	Education (High)	Education (Middle)	Education (Elementary)	Education (early childhood)	Income Management	Housing	Emergency Services	Nutrition	Linkages	Self-sufficiency	Health
Dollars for Scholars		64										
Power Hour			586	587								
Summer Power Hour			171	171								
Success at Six				303								
Great Start				133								
Magic Bus				320								
First Notes				136								
Anti-bullying			46									
Girl POWER			90									
Celebrate the Best			600	600								
KIDSTORIES									1173			
CDPA Edwards		346	346	346								
Sowing Seeds									1038			
		73										
			589	1526								
June creek					14							
IPP					89							
Head Start					89							
CPP or ICAMI					57							
Consultations										850		
RTI											33	
Incredible years					80							1500
												75
												40
												990
												145
Freedom Ranch Safehouse								623				
Youth Advocacy Division								2000				
Self-sufficiency initiative											31	
								1500				
								2500				
Emergency Transportation and transit help								59				
Food Pantry									5610			
Prescriptions								39				
Utilities							209					
Rent Assistance							110					
Food Assistance									8100			
Child support services								605				
Childcare assistance								80				
Medicaid												5831
Health Assistance Marketplace												1053
Colorado Works	33											
Energy Assistance								126				
								15				
								1800				
Active Parenting of Teens		50										
Dinner and dialog		170										
Youth leaders council		25										
Project To No Drug Abuse												150
		431	431	431								
		585										
		1166	1166	1166								
		11										
WydLife			50									
Young Life Camp		108										
Young Life		185										

ACTIVITY

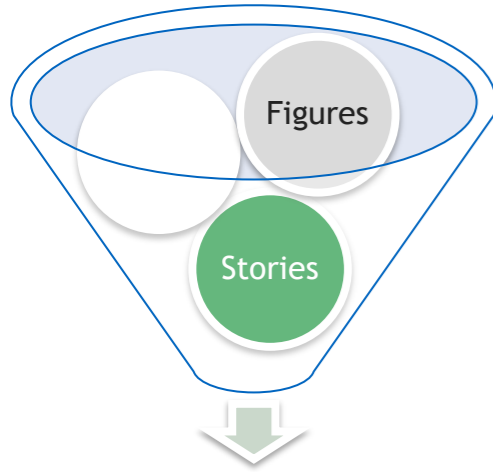
Large Group Discussion:

What are community resources you know you will need to consider?



MATERIAL FROM INTRO TO ROMA 5.1, 2020 AND 2011 ROMA Trainer MANUAL

Analyzing the Assessment Data to Identify Priorities



There are numerous methods to help you identify the issues in your community that have risen to the top of the list and ways to help decide which issues the agency will address.

A few of these are:

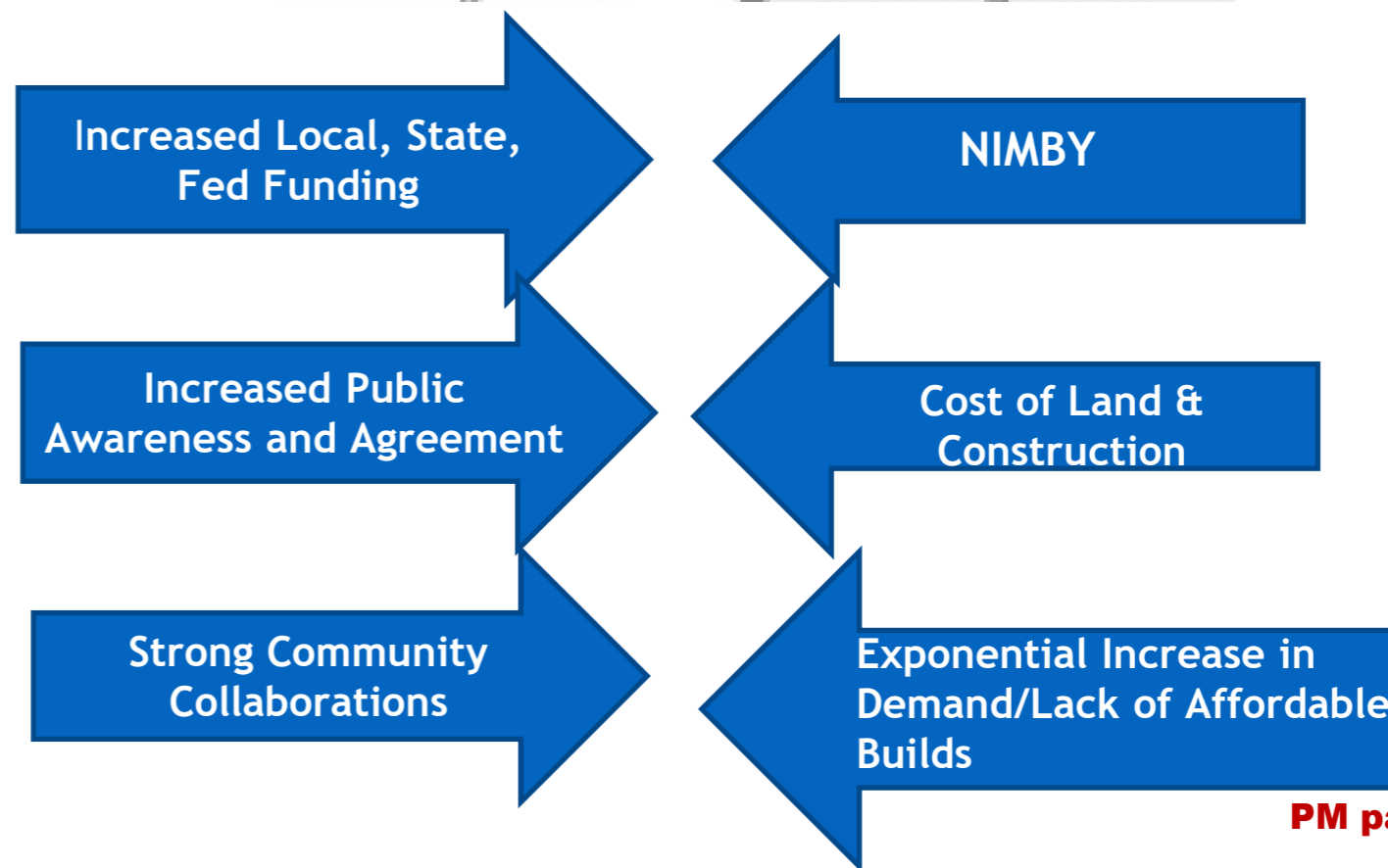
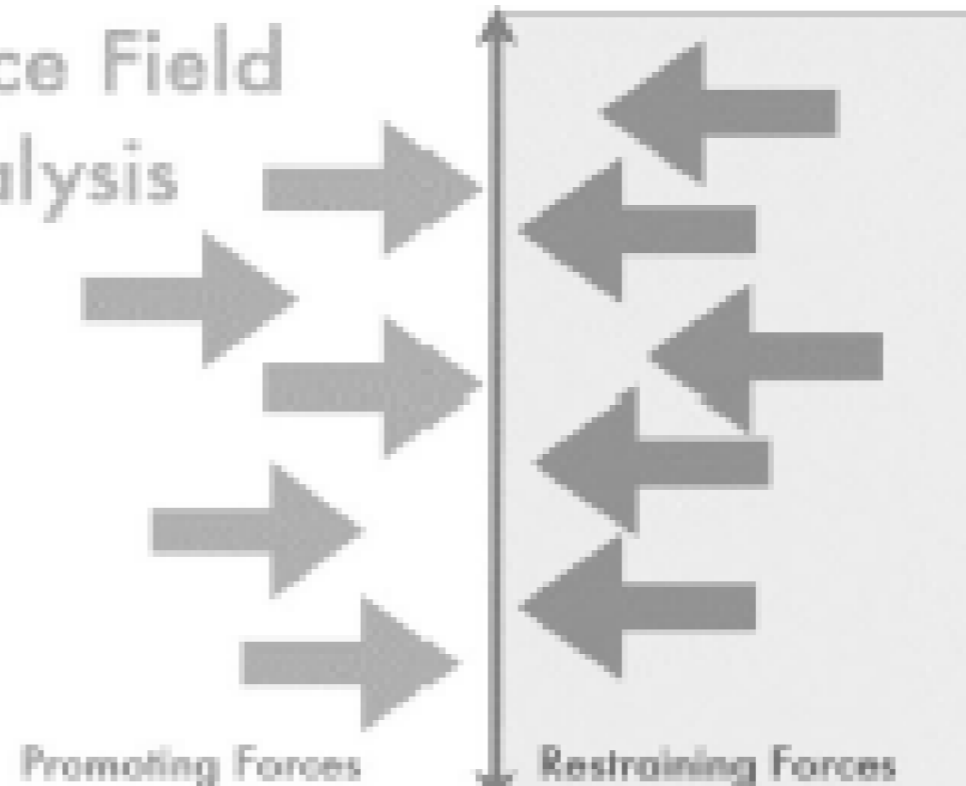
- Identify root causes/The Five Why's
- Force Field Analysis
- Comparison techniques
- Cause and effect
- Trend analysis

*Raw data is not information!
It must be analyzed before it becomes useful!*

Force Field Analysis Example

Affordable Housing

Force Field Analysis



PM page 51

MATERIAL FROM INTRO TO ROMA 5.1, 2020

Guiding Principles

1. Assume and bring good intentions
2. Listen with curiosity for new understanding
3. Expect and accept lack of closure
4. Make space for mistakes
5. Acknowledge trauma and resist re-traumatization

Causes and Conditions of Poverty Definitions

Causes of poverty are negative factors that create or foster barriers to self-sufficiency and/or reduces access to resources in communities in which individuals with low-income reside.

Conditions of poverty are negative environmental, safety, health, social and/or economic conditions that may reduce investment or growth in communities where individuals with low-income reside.

Causes of Poverty in Colorado

Of the many causes of poverty in CO, the most common include:

- **Low wages/Underemployment:** The minimum wage in Colorado is \$13.65 per hour, which is not enough to support a family of four above the poverty line. Additionally, many individuals must work more than 1 job.
- **Unemployment:** The unemployment rate in Colorado is 2.9%, which is relatively low, but there are still many people who are out of work.
- **Lack of affordable housing:** The cost of housing in Colorado is rising rapidly, making it difficult for people to find affordable places to live.
- **Education:** Poor/ insufficient education can make it difficult to find a good-paying job.
- **Healthcare:** The cost of healthcare can be a major financial burden for families, especially those who are uninsured or underinsured.
- **Discrimination:** People of color and people with disabilities are more likely to live in poverty than white people and people without disabilities.

There are many other factors that can contribute to poverty (be causes and conditions of poverty), such as lack of access to childcare, transportation, and other resources.

Conditions of Poverty in Colorado

Poverty has a significant impact on people's lives, & there are many common conditions that people living in poverty in Colorado may experience including:

- **Food insecurity:** People living in poverty may not have enough money to buy food or may have to choose between buying food & other necessities, such as housing or healthcare.
- **Lack of affordable housing:** The cost of housing in Colorado is rising, making it difficult for people to find affordable places to live. This can lead to homelessness or overcrowding.
- **Health problems:** People living in poverty are more likely to have health problems such as obesity, diabetes, and heart disease. Causal factors include lack of access to healthcare, poor diet, and stress.
- **Poor education:** Children living in poverty are more likely to drop out of school and have lower educational attainment than children from middle-income or wealthy families. This limits future job opportunities and earning potential.
- **Violence:** People living in poverty are more likely to be victims of violence, such as crime, domestic violence, and child abuse. Causal factors include poverty-related stress & lack of resources.

Poverty can have a significant impact on people's lives, and it is important to address the causes of poverty in order to improve the lives of people who are struggling.

ACTIVITY

Pairs/Small Group:

What are local Causes of Poverty?

What are local Conditions of Poverty?

Large Group report out/discussion

What are our Needs?

ACTIVITY



Individually

Identify three issues facing your community.

Be sure you can identify as family, agency or community level.

Be sure to follow the rules!

- You cannot use one word.
- Do not identify the service that you feel would address the need, but rather must consider the need that itself.
- Do not say “It’s all three levels.”

ACTIVITY

Large Group:

Key Informant Survey

Logic Model Introduction

ROMA Logic Model– Example
National ROMA Peer-To-Peer Training Program

Family • Agency • Community

Identified Problem, Need or Situation	Service or Activity Identify the # of clients to be served. Identify the time frame for the project. <i>May also include the # of units of service offered</i>	Outcome General statement of results expected	Indicator Projected # of clients expected to achieve each outcome divided by the number served; the % expected to achieve	Actual Results The <u>Actual</u> # of clients achieving the outcome, divided by the number served; the % of clients who <u>achieved</u> each outcome	Measurement Tool	Data Source 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
					OutPUT measurement tool: OutCOME measurement tool:	Who does it? What is the process? Where is data stored?	
Mission:						Proxy Outcome:	

MATERIAL FROM INTRO TO ROMA 5.1 2020

Needs Assessment to Action Planning

- What other funds/resources will/can be leveraged?
- Internal activities versus sub-awarding
- Referencing relevant Strategic Plans
- Board and Key Stakeholders Input/Acceptance

ACTIVITY

Large Group Discussion:

**Key takeaways from handout of
the application sections on the
Community Action Plan &
Strategic Plan**

ACTIVITY

What are our Outcomes?

1. Individuals need transportation to get to work.
2. Staff lack skills to work with families in trauma.
3. There is not enough affordable housing in our community.
4. Families need housing they can afford.
5. We do not have a housing program at our agency.
6. Individuals need skills to prepare them for living wage jobs.
7. Children are not ready for school.
8. Senior citizens' homes are in disrepair which threatens independence.
9. Families report food scarcity at least once a month.
10. There are no summer feeding programs in our community.

1. Individuals acquire transportation.
2. Staff have skills to work with families in trauma.
3. The community increases its affordable housing units.
4. Families secure affordable housing.
5. We do have a housing program at our agency.
6. Individuals have skills for living wage jobs.
7. Children are ready for school.
8. Senior citizen homes are in good repair.
9. Families report food scarcity less than once a month.
10. The community has summer feeding programs.

ACTIVITY

Large Group Discussion:

What are our outcomes?

What are the Services/Strategies in Relation to our Outcomes?

- F/A/C Level Connected to Needs/Outcomes
- I NEED A VACATION example
- Stability versus Economic Security Services (Provision of Services vs Strategic Thinking models)

What are the Services/Strategies in Relation to our Outcomes?

Provision of Services and Strategic Thinking

Pros and Cons of Both Models

Model:	<u>PROS</u>	<u>CONS</u>
Provision of Services	<ul style="list-style-type: none"> • Serve a large number of people • Meet an immediate need • Can prevent a crisis 	<ul style="list-style-type: none"> • Doesn't produce long term change • Limited impact in complex situations • Putting resources in these services means not having resources for other services
Strategic Thinking	<ul style="list-style-type: none"> • Put services together into a bundle to address complex situations • Involves community engagement to address larger problems • Creates partnerships to meet needs agency cannot meet alone 	<ul style="list-style-type: none"> • Need focused resources; has higher cost • Serve fewer people • Takes a long time to see outcomes • Must plan for coordination • May require training for staff

Output = service;
doing something; the
process of assistance

Outcome = change;
accomplishing
something

Outcomes and Outputs

PM page 81

MATERIAL FROM INTRO TO ROMA 5.1, 2020

After School Program:

- OC Children master new activities.
- OP 15 at-risk children attend after school sessions
- OP Activities are designed to encourage cooperative play.
- OC Children's social skills improve.
- OC Children make more positive use of free time outside the program.

Parent Education Program:

- OP Parents from 10 families attend workshops
- OP Six group workshops are conducted.
- OC Parents' understanding of children's developmental issues increases.
- OC Parents provide more age-appropriate guidance to children.
- OP Parents participate in role plays and group discussion

Tutoring Program:

- OP 20 children in grades 4 to 8 are matched with high school tutors.
- OC Children's academic performance increases.
- OC Children indicate increased belief in their abilities to learn new subjects.
- OP Children receive one-to-one help in reading and math.
- OP Tutors emphasize the importance of education.

Activity: Outcomes and Outputs

ACTIVITY

Large Group Discussion:

What are our Services/Strategies?

LUNCH



ROMA Logic Model

1 Need Statement	2 Service/ Strategy	3 Outcome Statement	4	5	6	7	8
N	S	O					
Mission:							

MATERIAL FROM INTRO TO ROMA 5.1, 2020

ACTIVITY

Large Group:

ROMA Logic Model creation

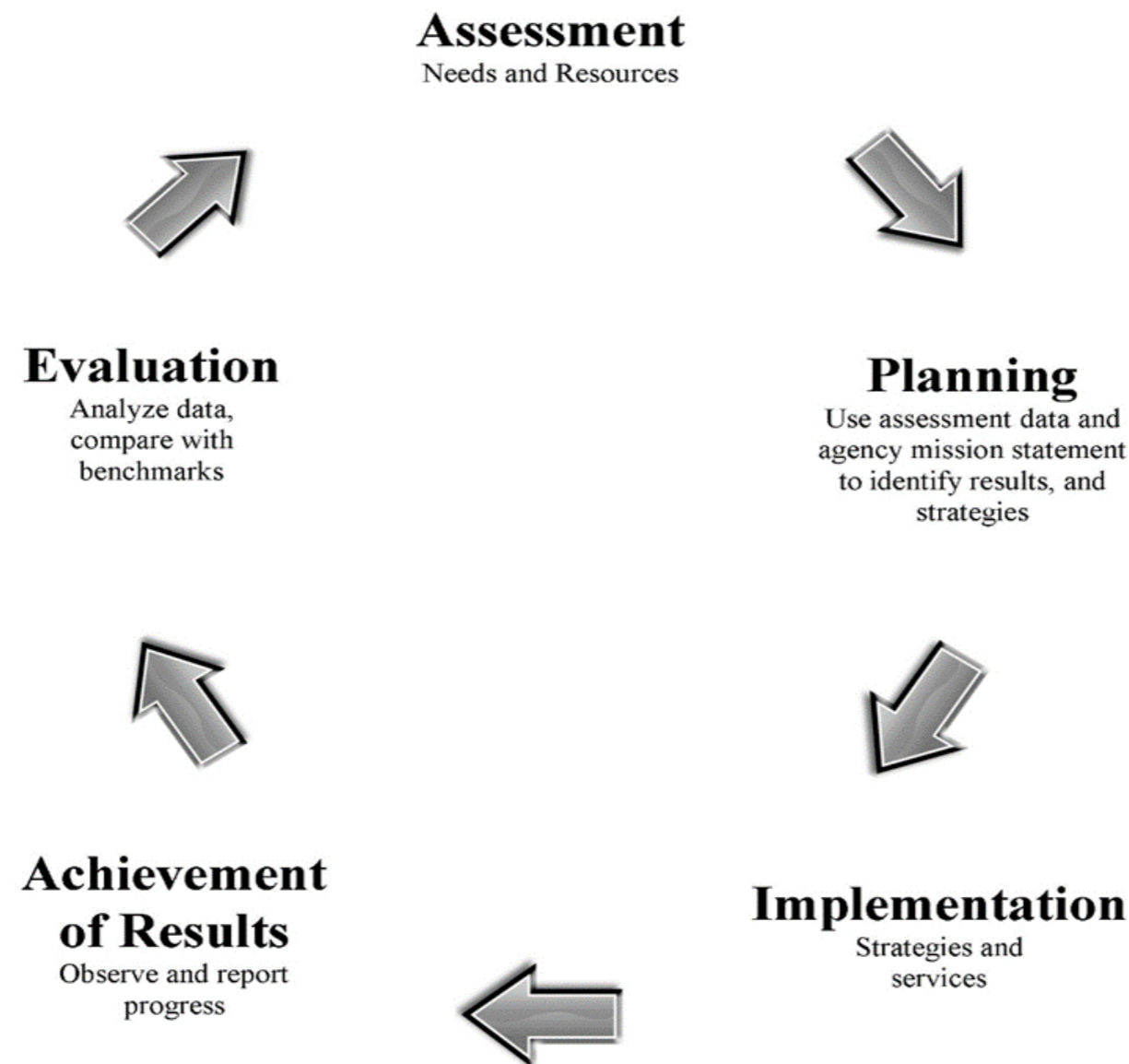
Breakout Groups:

Organization/Small group ROMA Logic Model Columns 1-3 Handout

Add the number or scope of individuals/families to be served and the timeline for service delivery in the service column.

Observing Results and Evaluation in the ROMA Cycle

The Results Oriented Management and Accountability Cycle



Outcome Indicators

Outcome Indicator for our Family Level Logic Model

Identified Problem, Need or Situation	Service or Activity	Outcome <i>General statement of results expected</i>	Projected Indicator <i># to achieve/# to be served; %; time frame</i>	Actual Indicator <i># achieved/# served; %; time frame</i>	Measurement Tool	Data Procedures	Frequency <i>Data Collection and Reporting</i>
					Output Tool: Outcome Tool:	Who does it? What is the process? Where is data stored?	
Mission:							

Be sure to include:

- Number expected to achieve the outcome (n)
- Number expected to be served (d)
- A clearly worded outcome statement that puts the numbers in context.
- The time frame for the expected performance.

This projection is not expected to be 100% accurate. Any projections that fall within a range of 80-120% targeting accuracy require no formal comment during reporting.

Approach 100% projections targeting when services provided to population is proven to produce certain levels of customer success.

MATERIAL FROM INTRO TO ROMA 5.1, 2020

ACTIVITY

Breakout Groups:

Outcome Indicator for our Family Level Logic Model

Identified Problem, Need or Situation	Service or Activity	Outcome <i>General statement of results expected</i>	Projected Indicator <i># to achieve/# to be served; %; time frame</i>	Actual Indicator <i># achieved/# served; %; time frame</i>	Measurement Tool	Data Procedures	Frequency <i>Data Collection and Reporting</i>
					Output Tool:	Who does it?	
					Outcome Tool:	What is the process?	
						Where is data stored?	
Mission:							

Be sure to include:

- Number expected to **achieve** the outcome (n)
- Number **expected to be served** (d)
- A clearly worded **outcome** statement that puts the numbers in context.
- The **time frame** for the expected performance.

MATERIAL FROM INTRO TO ROMA 5.1, 2020

Establishing Measurement Tools

Measurement tools are the documents that will **prove** your outputs and outcomes.



MATERIAL FROM INTRO TO ROMA 5.1, 2020



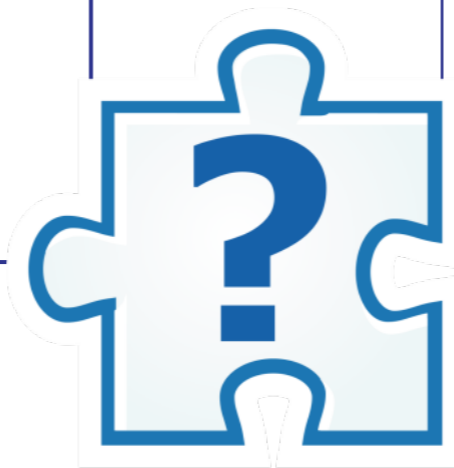
Establishing Measurement Tools

Output measurement tools

These tools document the services and processes provided by the agency or activities done by the customer.

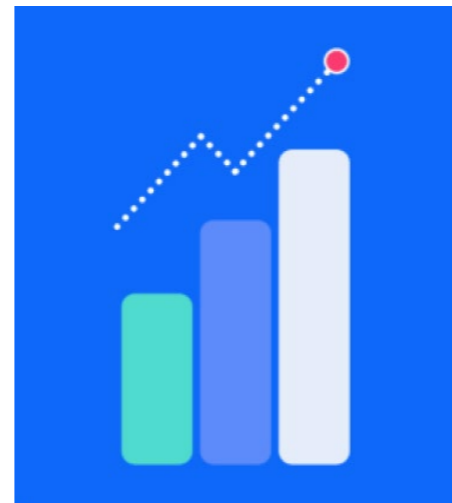
Outcome measurement tools

These tools document the change that has happened.



MATERIAL FROM INTRO TO ROMA 5.1, 2020

Identifying Data Procedures and Frequency



TOOLS

PROCESSES



MATERIAL FROM INTRO TO ROMA 5.1, 2020



Family Level Measurement Tools and Process

Measurement Tools	Data Source	Frequency
Output:	Who:	Data collection:
	How:	
Outcome:	Where:	Reporting:

Virtual Logic Model

MATERIAL FROM INTRO TO ROMA 5.1, 2020

ACTIVITY

Breakout Groups:

**Organization/Small group ROMA Logic
Model Columns 6-8
Handout**

Large Group:

Group ROMA Logic Model Columns 6-8

Family Level Logic Model

1	2	3	4	5	6	7	8
N	S	O	OI	R	M	D	F
Mission:							

Does the Information Match?

Column 1	Column 2	Column 3	Column 4	Column 6	Column 7	Column 8
Need	Service or Activity	Outcome	Outcome/Indicator	Measurement Tool	Data Source, Data Collection Procedures, Personnel	Frequency of Data Collection and Reporting

Individuals have limited financial literacy skills.	Individuals receive advanced financial counseling.	Individuals increase their financial position in order to qualify for home mortgages	7/20 or 35% of Individuals will increase their credit score by 10% or more.	Attendance at counseling sessions; record of home mortgage	Case record	At time of counseling attendance.
---	--	--	---	--	-------------	-----------------------------------

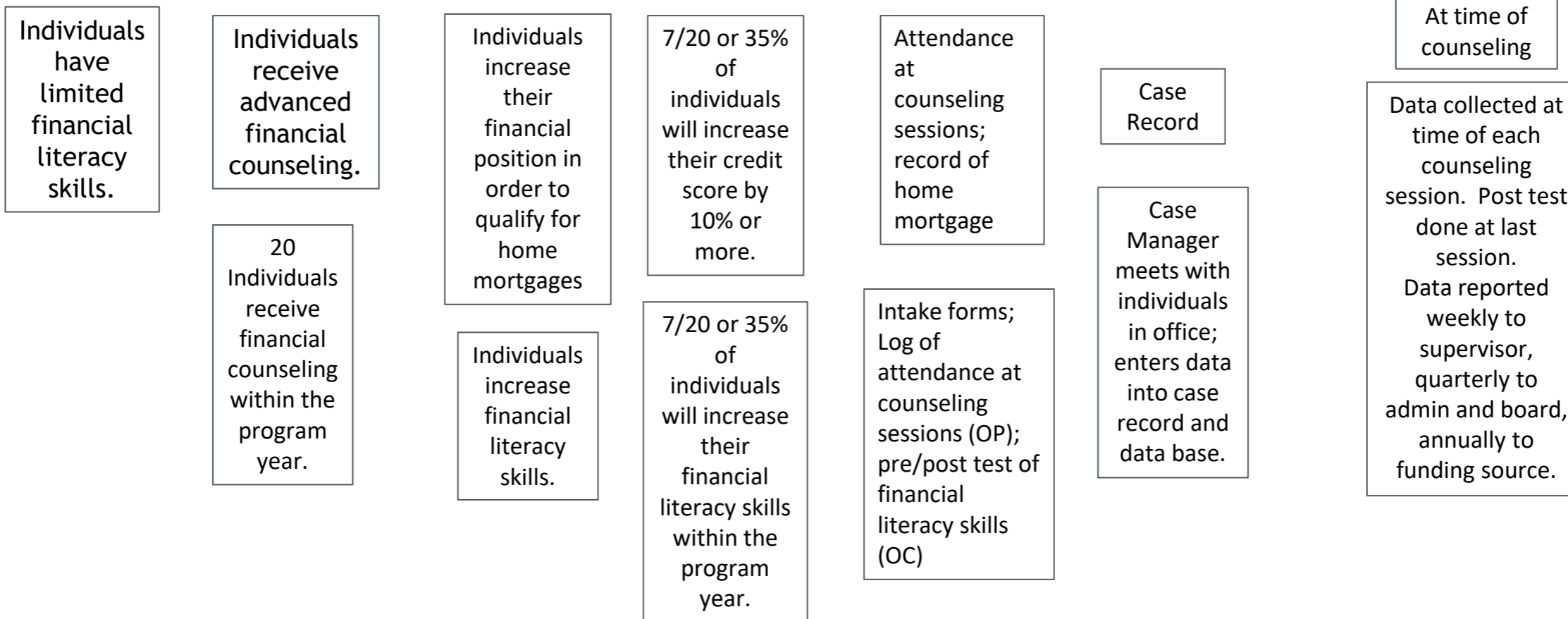
MATERIAL FROM INTRO TO ROMA 5.1, 2020

Family Level Logic Model

1	2	3	4	5	6	7	8
N	S	O	OI	R	M	D	F
Mission:							

Does the Information Match?

Column 1	Column 2	Column 3	Column 4	Column 6	Column 7	Column 8
Need	Service or Activity	Outcome	Outcome/Indicator	Measurement Tool	Data Source, Data Collection Procedures, Personnel	Frequency of Data Collection and Reporting



MATERIAL FROM INTRO TO ROMA 5.1, 2020

ACTIVITY

Large Group:

Do they match?

Organization/Small group ROMA Logic
Model Examples

ROMA Logic Model 1.0 - Emergency Housing Example National ROMA Peer-To-Peer Training Program

Organization: CAA
Family Level

Program: Emergency Housing



<u>Need</u>	<u>Service or Activity</u>	<u>Outcome</u>	<u>Projected Indicator</u>	<u>Actual Indicator</u>	<u>Measurement Tool</u>	<u>Data Procedures</u>	<u>Frequency</u>
(1) Planning	(2) Intervention	(3) Benefit	(4) Performance	(5) Performance	(6) Accountability	(7) Accountability	(8) Accountability
	200 families will receive housing assistance, during fiscal year July 1 to June 30			203 families actually received housing assistance, July 1, - June 30			
Families are at risk of being evicted.	One month emergency rent payment will be issued for 150 families within the program year.	Families remain in their own residence.	150 of 150, or 100%, of families will remain in their own residence for 30 days.	142 of 155, or 92%, of families remain in their own residence 30 days. 132 of 155, or 85%, of families remain in their own residence 60 days. 90 of 155, or 58%, of families remain in their own residence 90 days	Housing application Housing activity log showing payments. Record of paying rent Family report during follow up. Copies of current payments.	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.	Up to 30 days of emergency shelter services will be provided for 50 families within the program year.	Homeless families reside in safe temporary shelter.	50 of 50, or 100%, of homeless families will reside in safe shelter for up to 30 days.	48 of 48, or 100%, of homeless families resided in safe shelter for 7 to 30 days.	Shelter log. Family report during follow up.	Case Record. Data entered into case record at time of encounter. Data entered by shelter case-manager.	Data collected at time of encounter. Daily electronic report emailed to CAA at daily close of business.

Mission: To ensure that all families have safe, clean shelter.

MATERIAL FROM INTRO TO ROMA 5.1, 2020

ROMA Logic Model 2.0 – Housing Assistance Example National ROMA Peer-To-Peer Training Program

Organization: CAA

Program: Housing Assistance

Family Level

<u>Need</u>	<u>Service or Activity</u>	<u>Outcome</u>	<u>Projected Indicator</u>	<u>Actual Indicator</u>	<u>Measurement Tool</u>	<u>Data Procedures</u>	<u>Frequency</u>
(1) Planning	(2) Intervention	(3) Benefit	(4) Performance	(5) Performance	(6) Accountability	(7) Accountability	(8) Accountability
Families are at risk of being evicted.	One month emergency rent payment will be issued for 150 families.	Short Term Families remain in their own residence.	Short Term 150 of 150, or 100%, of families remain in their own residence 30 days. Revised to project 100 out of 150 or 67% of families will remain in their own residence for 90 days.	Short Term 142 of 155, or 92%, of families remained in their own residence 30 days. 132 of 155, or 85%, of families remained in their own residence 60 days. 90 of 155, or 58%, of families remained in their own residence 90 days	Housing application (for date of request). Housing activity log showing payments. Record of paying rent Family report during follow up.	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.	Up to 30 days of emergency shelter services will be provided for 50 families within the program year.	Short Term Homeless families reside in safe temporary shelter.	50 of 50, or 100%, of homeless families will reside in safe shelter for up to 30 days.	48 of 48, or 100%, of homeless families resided in safe shelter for 7 to 30 days.	Shelter log. Family report during follow up.	Case Record. Data entered into case record at time of encounter by shelter case mgr.	Data collected at time of encounter. Daily report emailed to CAA at daily.
Families are unable to maintain housing <i>After 90 days, 42% of the families lost their residence.</i>	50 families will receive additional housing assistance 7/1 – 6/30			65 families received additional housing assistance 7/1-6/30			
	Transitional housing will be provided to 30 families for up to 270 days during the program year.	Intermediate Families reside in temporary subsidized housing.	Intermediate Term 30 of 50, or 60%, of families will reside in transitional housing within the program year.	Intermediate Term 32 of 65, or 49%, of families resided in transitional housing for 30 to 270 days within the program year.	Approved Housing Application Transitional Housing records Family report during follow up.	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.
	During the program year Housing Assistance will be provided to 20 families: --Arrangements made for public housing for 15 families, --Arrangements will be made for unsubsidized rental housing for 4 families, --pre-purchase counseling provided to 1 family.	Long Term Families obtain permanent housing.	Long Term Within program year: 15 of 50 or 30%, of families secure public housing, 4 of 50, or 7%, obtain unsubsidized affordable rental housing, 1 of 50, or 2%, purchased a home.	Long Term Within program year: 12 of 65 or 18%, of families secured public housing; 21 of 65, or 32%, obtained unsubsidized affordable rental housing, 0 of 65 purchased a home.	Lease Rent receipts t Family report during follow up. Mortgage. or other closing documents.	City public housing records or private landlord reported to CAA case-manager.	Reported to CAA case-manager supervisor monthly, quarterly reports to executive director.

Mission: To ensure that all families have safe, clean shelter and affordable permanent housing.

Answering Carter's 7 Key Questions

1. How many clients are you serving? 100
2. Who are they? Single unemployed women, ages 21-34 that 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 for the total program
5. What does it cost per service delivered?
 $\$100,000/100 = \$1,000/\text{job readiness/training/placement package or } \$1,000/\text{client.}$
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? $\$100,000/10 \text{ clients} = \$10,000/\text{outcome.}$
This means that the successful outcome (a full time job above minimum wage with employer provided benefits) cost \$10,000 to produce.

ACTIVITY

Breakout Groups:
**Cost-benefit analysis of
Organization/Small group ROMA Logic
Model**

Large Group:
**Cost-benefit analysis of Group ROMA
Logic Model**

Board/Stakeholders Input/Acceptance

- Action Plans and Strategic Plans are living document
- Action Plans and Strategic Plans have a life-cycle (3-years for Community Action Plan)
- Board acceptance and buy-in is crucial
- Plans should be publicized
- Update Board annually on the successes of the plans

MATERIAL FROM INTRO TO ROMA 5.1, 2020



Social Return on Investment (SROI)

Overview

- The relationship of interventions and services to costs and outcomes is important to establish.
- Distinguish between the cost for delivering services and the cost to produce an outcome.
- Results we are able to achieve may be limited by available resources. Resources often determine the quantity and type of services provided.
- Calculating a Benefit-Cost and Return-On-Investment (ROI) analysis can provide a basis to argue for more resources.

ROMA Module 8 - SROI Example

(National ROMA Peer-To-Peer-Training Program, Participant Manual, “Introduction to ROMA” Version 4.3, © 2011. F. Richmond and B. Mooney, The Center for Applied Management Practices, Camp Hill, PA 717-730-3705)

SROI Calculation Uses & Purposes

Uses:

- Justify program through impact
- Asset for seeking funding
- Better understand all inputs and outcomes of programs

Purposes:

- When profit isn't the outcome, how is the outcome valued?
- Nonprofits impact - variety of outcomes
- We are always being asked to show our impact and accomplish more with less

SROI Calculation Limitations

- Not appropriate for some programs
- The outcomes exist, but they are hard to quantify
- Measure things that don't happen (avoided hospital stay)

Calculating Social Return on Investment: Using the Carter-Richmond Methodology

1. How many clients are you serving? 100
2. Who are they? Single unemployed women, ages 21-34 that 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 for the total program
5. What does it cost per service delivered?
 $\$100,000/100 = \$1,000/\text{job readiness/training/placement package or } \$1,000/\text{client.}$
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? $\$100,000/10 \text{ clients} = \$10,000/\text{outcome.}$
This means that the successful outcome (a full time job above minimum wage with employer provided benefits) cost \$10,000 to produce.

Calculating Social Return on Investment: Using the Carter-Richmond Methodology

8. What is the value of a successful outcome?

The value of the outcome is:

\$20,000 Income from employment

\$5,000 Benefits from employer

\$3,000 EITC

\$200 Payment of taxes

\$10,000 Elimination of welfare and other subsidized benefits

Total = \$38,200 per year

9. What is the return on investment?

- ROI Individual:

- Value of Outcome \div Cost of Outcome or $38,200/10,000 = 382\%$ return

- ROI Program:

- Value of Outcomes (\$38,200) x (10) participants = \$382,000 (RETURN)

- Cost of Outcomes (\$10,000) x (10) participants = \$100,000 (COST)

- The cost of the program at \$100,000 returned \$382,000 in benefits.

- Every \$1.00 invested in the program returned \$3.82 in benefits.

Calculating SROI - Proceed with Caution

- Build and maintain buy-in from stakeholders
- Use existing research
- Be conservative!
- Explain in detail
- Use local data and knowledge when possible
- Only use what you can quantify and justify
- Be sure to calculate the value, both positive and negative, of all the outcomes that are obtained through a program/service.

Sample Outcome Scale Values

Sample Outcome Scale Values

Status (1)	Increased Income (2)	Decreased Dependence (3)
THRIVING + 32,000 (Job) + <u>18,000</u> (Avoidance) \$50,000	Annual salary of \$24,900; benefit package worth \$5,000; payment of \$1,000 in federal, state, and local taxes, an Earned Income Tax Credit (EITC) of \$1,100 + \$32,000	Avoidance of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at \$18,000. + \$18,000
SAFE + 25,400 (Job) + <u>16,000</u> (Avoidance) \$41,400	Annual salary of \$21,000, benefit package worth \$3,500, payment of \$400 in federal, state, and local taxes, an Earned Income Tax Credit (EITC) of \$500 + \$25,400	Avoidance of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at \$16,000. + \$16,000
STABLE + 10,912 (Job) - <u>6,093</u> (Assistance) \$ 4,819	Annual salary of \$10,712 for a family of three, payment of \$200 in federal, state, and local taxes + \$10,912	Receipt of reduced Food Stamps, Medical Assistance, and subsidized child care valued at \$6,093, which is deducted from the annual wage and taxes. (\$6,093)
VULNERABLE + 6,600 (Job) - <u>9,125</u> (Assistance) - \$2,525	Part-time salary of \$6,500, payment of \$100 in federal, state, and local taxes + \$6,600	Receipt of reduced Food Stamps, Medical Assistance, and subsidized child care valued at \$9,125, which is deducted from the annual wage and taxes (\$9,125)
IN - CRISIS - \$20,000 (Assistance)	Unemployed	Receipt of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at \$20,000. (\$20,000)

(National ROMA Peer-To-Peer-Training Program, Participant Manual, "Introduction to ROMA" Version 4.3, © 2011.

F.

Richmond and B. Mooney, The Center for Applied Management Practices, Camp Hill, PA 717-730-3705)

SROI Examples

1) [The IRS could recover \\$12 for every \\$1 spent on scrutinizing the ultra-wealthy's taxes](#): A new study by economists finds that the IRS could recover \$12 for every \$1 spent on auditing the top 10% of taxpayers. The study, which was published in the journal Tax Policy Center, found that auditing the wealthy is a highly effective way to collect taxes. For example, the study found that auditing the top 1% of earners could yield \$120 billion in revenue.

2) [New Report: Every Dollar Invested in U.S. School Meal Programs Provides \\$2 in Health and Economic Equity Benefits](#): A new report by The Rockefeller Foundation and the Center for Good Food Purchasing finds that every dollar invested in U.S. school meal programs provides more than \$2 in benefits to society. The report, titled "True Cost of Food: School Meals Case Study," found that school meal programs generate nearly \$40 billion in human health and economic benefits annually

ACTIVITY

Large Group Discussion:

**What Services/Strategies might
lend well to SROI calculation?**

The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.



Services and Strategies

Employment



Education & Cognitive Development

Income, Infrastructure & Asset Building



Housing

Health/Social Behavioral Development



Civic Engagement & Community Involvement

Core Principles

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

Performance Management

How well does the network operate?

What difference does the network make?

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

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

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

This publication was created by NASCSP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number 90ET0451.



COLORADO
Department of Local Affairs

Colorado
Community
Action Association



Need for a Local Theory of Change

- As a network, we do not have a unified, standardized understanding of the changes that we expect to achieve.
- The National Goals were designed to provide a framework for our work.
- However, they are not universally used by agencies to guide the planning, implementation and analysis phases of ROMA.
- And they are not actually measured.

How will the Theory of Change help?

- The TOC will help us describe the elements of a common process agencies are engaged in to **PRODUCE CHANGE**
- Identify the **ASSUMPTIONS** that guide the design of services and strategies to reach the **LONG-TERM GOALS** it hopes to achieve.
- Helps explain the **RELATIONSHIP** between the identified community needs and the strategies selected to achieve the long term goals.
- Shows the **CONNECTIONS** between activities and outcomes.

Use what you know about your organizational culture to apply to the local TOC

- Think about how “we have always done” the work of the agency
 - What is real, what is true, what is good, what is done?
- Think about the outcomes (changes) that you have achieved in the past.
- Think about WHAT ELSE your agency could achieve if you were not “problem” focused

The ideas that are generated by this kind of thinking will influence your creation of your local Theory of Change

Big Thinking

Which needs require community level strategies and/or partnerships?

What can you do to contribute to impacting those needs that are not the immediate mission of your agency?

Opposing Opinions

There are two opposing opinions on the approach to take to achieve progress toward movement out of poverty:

- Local CAAs must provide emergency services to help stabilize families who are in crisis before they can be able to consider what to do to move out of poverty.
- Local CAAs should find other community partners to provide emergency services so they can focus on providing a full range of services that support people as they move out of poverty.

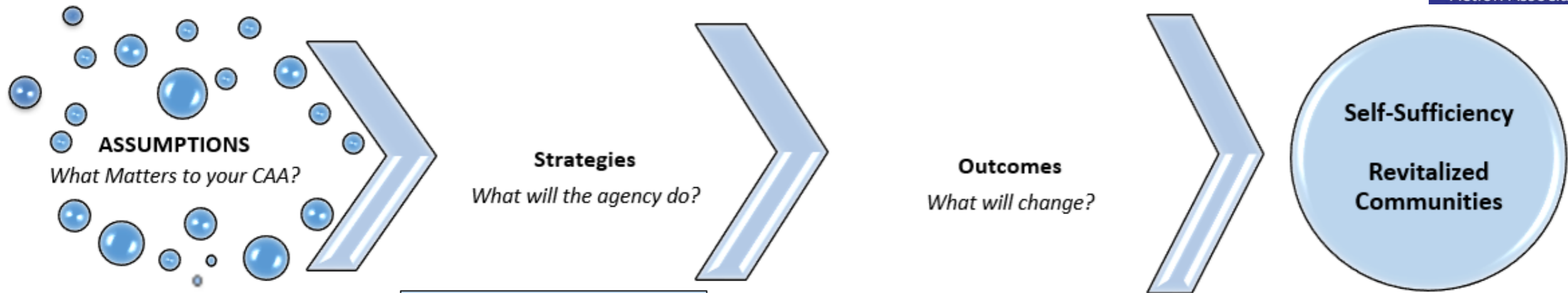
Consider the individuals and families

- Are they coming to the agency because of an emergency? Because they are facing a crisis of some kind?
- Do you provide immediate tangible assistance?
- What kind of “result” do you see?
 - Does the assistance help the family move out of the crisis state?
 - Is there a change in status?
 - Is the situation temporarily addressed, but the crisis persists?

Assumptions behind services

- **Prevention services** - we believe that the tangible assistance given to the customer will prevent a crisis.
 - Rent payment will avoid an eviction and keep families in their home.
- **Stabilization services** - we believe that the tangible assistance will enable the family to maintain all their basic needs
 - Monthly food distribution allows the family to stretch other resources to enable all basic needs to be met
- **Gateway services** - we believe that the tangible assistance will enable us to establish a relationship with the family, and they will return to the agency for other services.
 - Food pantry recipient will ask about training opportunities or other tangible assistance needed.

Local Community Action Theory of Change



What relationships are important to support the agency's goals?

What is the agency supposed to do about poverty in the community?

What does the agency believe about poverty?

Describe the change

How will you know?

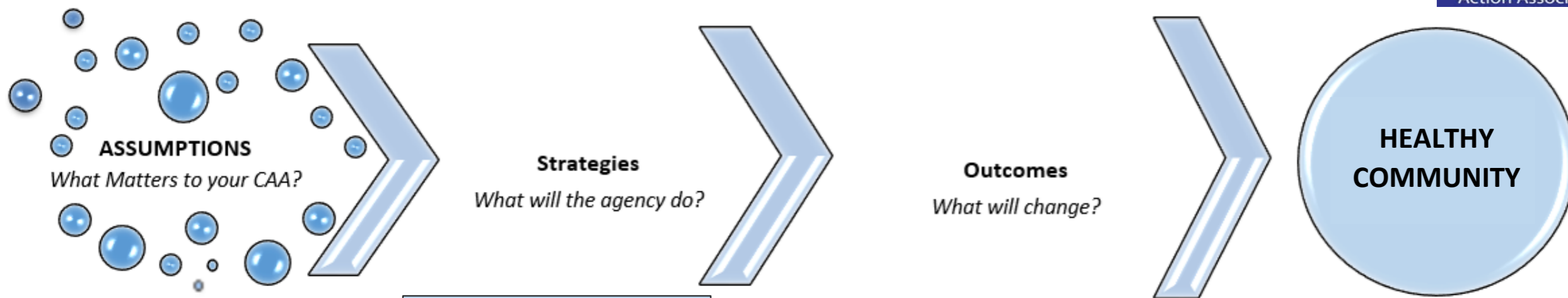
What will you Measure?

What NPI's will you use to report?

Connect your outcomes to long-term goals to be achieved.

DATA ANALYSIS & REFLECTION: Describe how you will put the data to use.

Local Community Action Theory of Change



The bus runs in an area that needs transportation for employment.

We (the agency) know what routes and times are needed.

Individuals will ride the bus to their employment.

Bus routes/times will not deviate from standard procedures (only major roads can be routes and only 7am-9pm service)

Employer Engagement

Employee/Neighborhood Engagement

Route Study

DEIB Informed Outreach

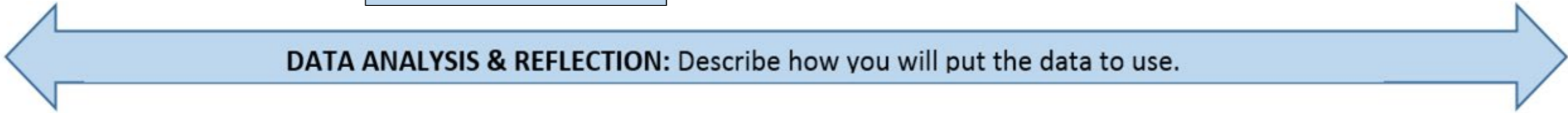
Community Activities

Employer/Employee Incentives

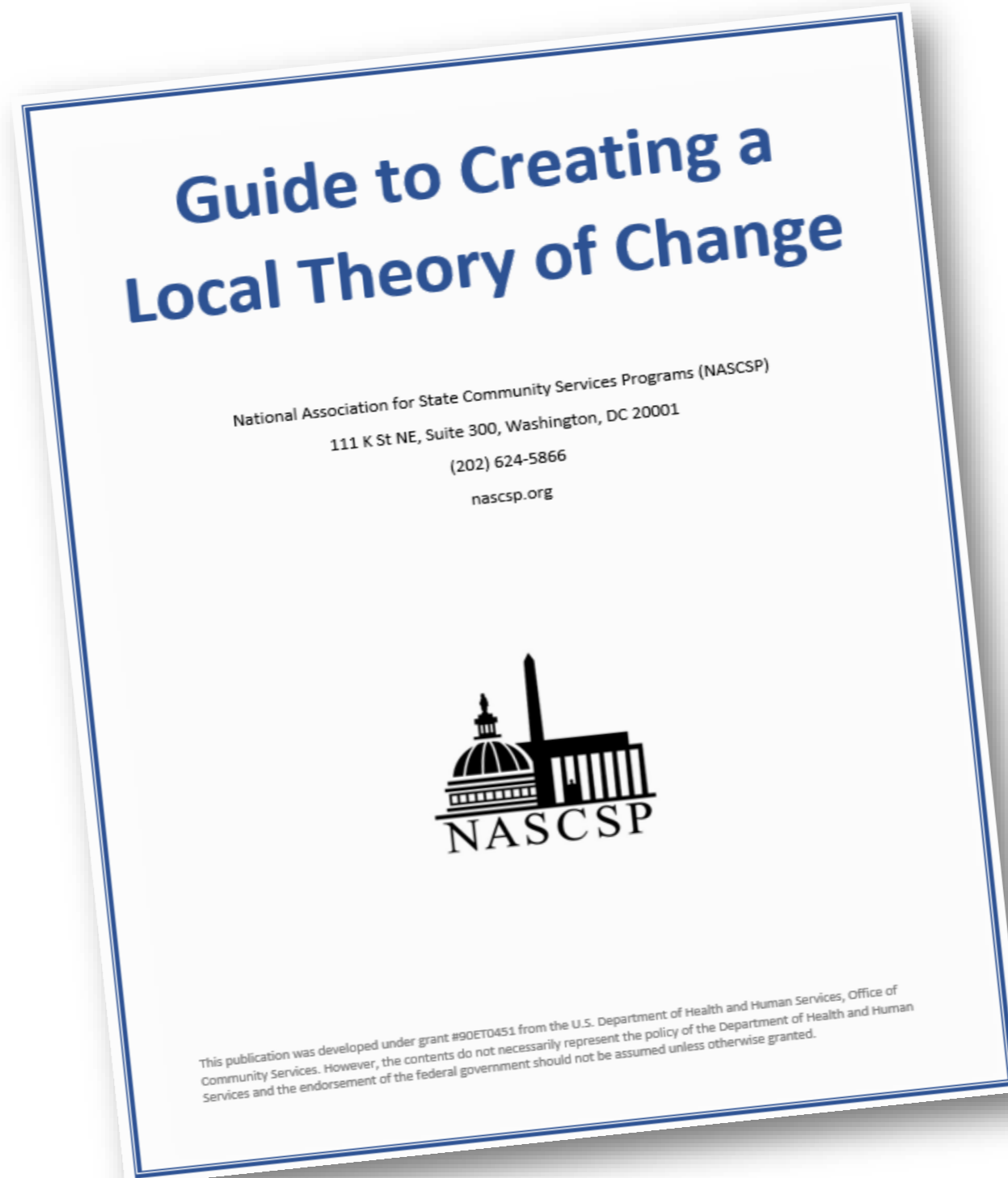
Final Mile & After-Hours Strategy

X neighborhood has regular public transportation access in areas and at times that are needed to get to employment.

Community has appropriate, reliable, accessible, affordable, and safe public transportation.



Guide to Creating a Local Theory of Change



Next Steps and Evaluations AND GROUP PICTURE

Next Steps:

- Technical assistance
- Logic models review
- Theory of Change training for communities
- SROI calculations
- ROMA Certified Trainers reviews
- Evaluation



Please take a few minutes to provide us with valuable feedback by using your smartphone camera to take the Regional Forum Evaluation. We use this feedback to improve future gatherings and trainings.
THANK YOU!

Regional Forum Evaluation can be completed at:

<https://www.surveymonkey.com/r/VD78XB3>

Upcoming Training Opportunities

Regional Forums

- Limon - June 15, 2023
- Durango - June 22, 2023
- Pueblo - July 6, 2023
- Lamar - July 11, 2023
- Westminster - July 13, 2023
- Frisco - July 20, 2023
- Grand Junction - July 26, 2023
- Craig - July 27, 2023
- Fort Morgan - August 3, 2023
- Castle Rock – August 16, 2023
- Virtual Dates To Be Determined

ROMA

Is your community interested in attending a ROMA training? Let us know!!! Visit <https://www.coloradocommunityaction.org/roma.html> and submit the contact form and we will be in touch to schedule a ROMA Training in your community!

There are also Virtual ROMA training sessions you can sign up for (three 3-hour sessions on Wednesday mornings)

- August 2, 9, 16 (9am-12noon)
- October 11, 18, 25 (9am-12noon)





COLORADO
Department of Local Affairs
Division of Local Government



CO Department of Local Affairs (DOLA)

www.dlg.colorado.gov/community-services-block-grant-csbg

Alex Diaz (*They/she*)
Program Manager
303-864-8423
Alex.Diaz@state.co.us

Audrey Field (*She/her*)
Financial Assistance Manager
303-864-7897
Audrey.Field@state.co.us

Becky Saad (*She/ her*)
Program Coordinator
303-864-7894
Becky.Saad@state.co.us

Colorado Community Action Association

www.coloradocommunityaction.org

Josiah Masingale (he/him)
303-949-9934 ext 801
josiah@coloradocommunityaction.org

Liz Espinoza (she/her)
303-949-9934 ext 803
liz@coloradocommunityaction.org

Jessica Roschen (she/her)
303-949-9934 ext 804
jessica@coloradocommunityaction.org

Steven Panchenko (he/him)
steven@coloradocommunityaction.org



COLORADO
Department of Local Affairs

Colorado
Community
Action Association



ACTIVITY

Breakout Groups:

Theory of Change Handout

- Goals/outcomes
 - Assumptions
- Strategies to address assumptions

Large Group Discussion:

Theory of Change realizations



COLORADO
Department of Local Affairs

Colorado
Community
Action Association

