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

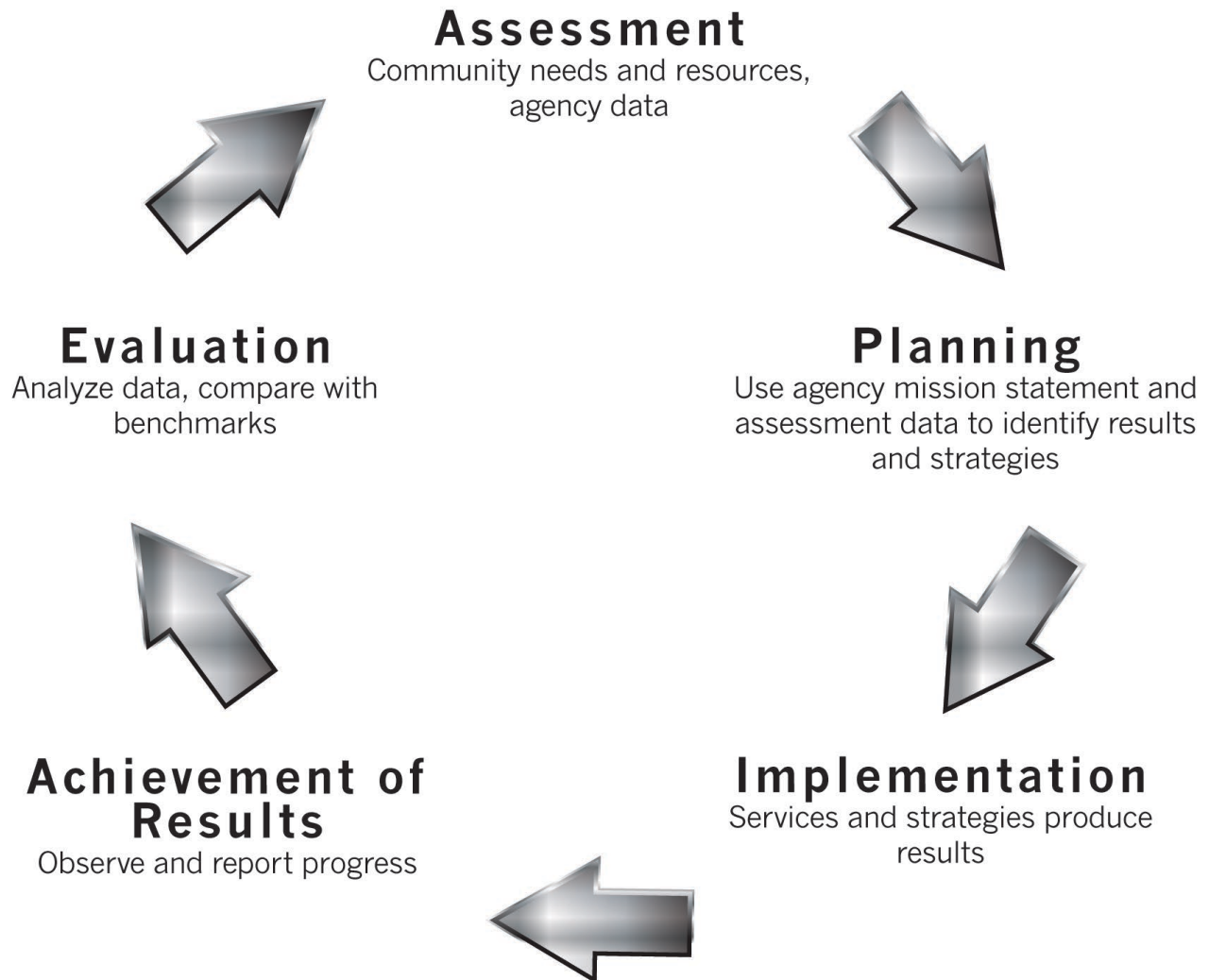How well does the network operate? ⟷ What difference does the network make?

- 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.

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

Blank Outcome Scale

Benchmarks	Outcomes
Thriving	
Safe	
Stable	
	Prevention Line
Vulnerable	
In-Crisis	

ROMA Logic Model – Family Level
National ROMA Peer-To-Peer Training Program

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

Mission (you might want to think about the mission of your specific program)

Calculating Agency's Targeting Success Rate =
Actual number achieving outcome/Projected number to achieve outcome

ROMA Training – Case Study
Caveat - This case study reflects a perfect world!

This case study details: 1) where in the *ROMA Cycle* this work is occurring; 2) where on the ROMA *Outcome Scale* the person/household is; 3) where on the ROMA *Family Outcome Matrix* the person/household is and how different programs interact; 4) *data points** associated with the work. *The data points in this case study reflect data that is collected by CVOEO. Not all data points are required, and your agency may not collect everything that you see here. Blue text indicates a change.

A mother and her two young kids are living in a tent. A team reaches out to them, and they want help, so they are referred to your agency's housing case management team.

ROMA Cycle:	Assessment Phase
Outcome Scale:	In-Crisis/Below Prevention Line
Family Outcome Matrix:	
Housing Domain:	In-crisis, Homeless
Employment Domain:	In-crisis (no employment)
Transportation Domain:	In-crisis (no transportation)
Childcare Domain:	In-crisis (child not enrolled in childcare)
Income Domain:	In-crisis (between 50-100% of poverty level)

Data points (these may be for CSBG, HOP, ERAP, or other reports):
- \- # of referrals by the street outreach team
- \- # of days between encounter and case management
- \- # of eligibility determinations

A housing case manager (CM) starts working with the mother. They do an intake/assessment of vulnerabilities and decide if the person should be referred to the Coordinated Entry team. In the meantime, they are still homeless, so CM contacts a local shelter to see if there are any rooms available. There are, so the mother is put on the list and is expected to get there later in the day.

ROMA Cycle:	Assessment Phase
Outcome Scale:	Vulnerable/Below Prevention Line
Family Outcome Matrix:	
Housing Domain:	Vulnerable, Safe temporary housing
Employment Domain:	In-crisis (no employment)
Transportation Domain:	In-crisis (no transportation)
Childcare Domain:	In-crisis (child not enrolled in childcare)
Income Domain:	In-crisis (between 50-100% of poverty level)

Data points:
- # entering shelter
- # of individuals experiencing homelessness who obtained safe temporary shelter
- # of temporary housing placements
- # of case management individuals served
-

CM works with the family to find out what else they need. CM helps the mother fill out a 3Squares app and tells her about the local food shelf, how to get there etc. They give her a bus pass to get there, but before she goes, they help her figure out how to get her driver's license.

Data points:
- # of SNAP benefits
- # of transportation services
- # of meals served by food shelf
- # of driver's license

Fast forward (days, weeks, months), the mother finds a place to live but needs help with a security deposit and the first month's rent. She gets this help and continues to work with CM who helps make sure that mother and children maintain housing. CM refers the mother to the statewide Housing Advocacy Program for Rent Right and a Preferred Renter's Certificate and to your agency's financial management program to help her with her finances and start a savings account.

ROMA Cycle:	Assessment, Planning, Implementation
Outcome Scale:	Vulnerable/Below Prevention Line
Family Outcome Matrix:	
Housing Domain:	Stable (safe and secure housing)
Employment Domain:	In-crisis (no employment)
Transportation Domain:	In-crisis (no transportation)
Childcare Domain:	In-crisis (child not enrolled in childcare)
Income Domain:	In-crisis (between 50-100% of poverty level)

Data points:
- # of individuals who obtained safe and affordable housing
- # of deposit payments
- # of permanent housing placements
- # of individuals, # of households exiting shelter
- Number of days between entry and exit
- # of individuals receiving financial literacy education
- # of GM participants who opened a savings account

- # of Financial Coaching/Counseling related to housing

Because she doesn't have a job, the mother continues to get food from both 3Squares and orders online. Because she has no car, she has her groceries delivered to her home.

ROMA Cycle:	Implementation
Outcome Scale:	Vulnerable/Below Prevention Line
Family Outcome Matrix:	
Housing Domain:	Stable (safe and secure housing)
Employment Domain:	In-crisis (no employment)
Transportation Domain:	In-crisis (no transportation)
Childcare Domain:	In-crisis (child not enrolled in childcare)
Income Domain:	In-crisis (between 50-100% of poverty level)

Data points:
- # of individuals served – food distribution/groceries

CM connects Mom to the Head Start program and they help her enroll both kids, one in the EHS program and the other in the HS program. A Head Start family visitor begins visiting the family. At school, her kids get dental, and vision screenings, immunizations, and other services. Because her kids are safe and are enrolled in school, Mom gets a part-time job.

ROMA Cycle:	Assessment, Planning, Implementation
Outcome Scale:	Stable/Above Prevention Line
Family Outcome Matrix:	
Housing Domain:	Stable (safe and secure housing)
Employment Domain:	Vulnerable (PT employment)
Transportation Domain:	In-crisis (no transportation)
Childcare Domain:	Safe (child enrolled in licensed, subsidized childcare)
Income Domain:	Vulnerable (between 100-125% of poverty)

Data points:
- # of EHS enrolled
- # of HS enrolled
- # of Home Visits
- # of immunizations
- # of vision screening
- # of child dental screenings/exams

As time goes by the mother increases her work hours to full-time. She needs help with her taxes, so she is referred to the VITA program. She has gotten her driver's license and was able to buy a car. With increased income, her housing is stable.

ROMA Cycle:	Implementation
Outcome Scale:	Stable/Above Prevention Line
Family Outcome Matrix:	
Housing Domain:	Stable (safe and secure housing)
Employment Domain:	Stable (FT employment without benefits)
Transportation Domain:	Stable (some transportation needs met)
Childcare Domain:	Safe (child enrolled in licensed, subsidized childcare)
Income Domain:	Stable (between 126-175% of poverty)

Data points:
- # household who received a tax refund
- # of individuals who maintained safe and affordable housing for 90 days

Mother continues to work full-time. Her kids are thriving in the HS program. She has been able to save money, and because she improved her credit score and maintained it, she can put a downpayment on a mobile home. While buying her home, she learns about mobile home cooperatives and the ability for people to buy and manage their mobile home parks. She is interested in this and participates in training and ongoing advocacy; she is considered a leader in her community. In addition, she learns about a weatherization program that can help with energy efficiency.

ROMA Cycle:	Implementation, Achievement of Results
Outcome Scale:	Thriving/Above Prevention Line
Family Outcome Matrix:	
Housing Domain:	Thriving (homeownership)
Employment Domain:	Safe (FT employment above minimum wage with benefits)
Transportation Domain:	Safe (most transportation needs met)
Childcare Domain:	Safe (child enrolled in licensed, subsidized childcare)
Income Domain:	Stable (between 126-175% of poverty)

Data points:
- # mobile home outreach visits
- # of people who increased their KSAs to improve conditions in their community
- # of individuals who used their savings to purchase an asset
- # of individuals who improved their credit scores

- # of individuals with improved energy efficiency and/or energy burden reduction in their home

The mother is interested in starting her own business to increase her income. She is referred to the MBDP and starts working with a coach. She likes to cook, so she participates in a Community Kitchen Academy. She completes the program and gets a certificate.

ROMA Cycle:	Planning, Implementation
Outcome Scale:	Thriving/Above Prevention Line
Family Outcome Matrix:	
Housing Domain:	Thriving (homeownership)
Employment Domain:	Safe (FT employment above minimum wage with benefits)
Transportation Domain:	Safe (most transportation needs met)
Childcare Domain:	Safe (child enrolled in licensed, subsidized childcare)
Income Domain:	Stable (between 126-175% of poverty)

Data points:
- # of self-employment skills training
- # of employed participants in career advancement programs who increase their income
- # of individuals who obtained a certificate related to the achievement of ed or vocational skills

Mother starts her own catering business to supplement her regular income. About this time, your agency's financial management program is conducting an annual survey to determine if people who participated in their programs improved their financial well-being. Mom reports a resounding, yes!

ROMA Cycle:	Achievement of Results
Outcome Scale:	Thriving/Above Prevention Line
Family Outcome Matrix:	
Housing Domain:	Thriving (homeownership)
Employment Domain:	Safe (FT employment above minimum wage with benefits)
Transportation Domain:	Thriving (all transportation needs met)
Childcare Domain:	Thriving (child enrolled in licensed, subsidized childcare and public school)
Income Domain:	Thriving (> than 200% of poverty)

Data points:
- # of individuals who started a small business
- # of individuals who improved their financial well-being
- # of small business start-up

Sample Family Outcome Matrix --
1st Assessment–Feb. 1, 2nd Assessment–May 1, 3rd Assessment–Aug. 1

In each domain, the status of the family is indicated by the date that is in the box below the statement.

Domains / Benchmarks	Income	Employment	Housing	Education and Training	Transportation	Childcare
Thriving (9-10)	> 200% of poverty adjusted for family size.	Full-time work above minimum wage with employer-provided benefits.	Home Ownership, Condominium Ownership, Co-Op Home Ownership, Non-subsidized rental housing	Post-Secondary degree: Masters or doctorate. Post-Secondary degree: bachelors, associates.	Family members always have transportation needs met through public transportation, a car, or a regular ride.	Child enrolled in unsubsidized, licensed childcare setting of own choice.
(dates)						
Safe (8-9)	Between 176%-200% of poverty adjusted for family size.	Full-time work above minimum wage without employer-provided benefits.	Safe and secure non-subsidized housing, choices limited due to moderate income,	Post high school vocational education, non college business, or technical or vocational training, or some college credits	Family members have most transportation needs met through public transportation, a car, or a regular ride.	Child enrolled in licensed, subsidized childcare
(dates)		Aug 1			Aug. 1	May 1 | Aug 1
Stable (5-6)	Between 126%-175% of poverty adjusted for family size.	Full-time work at minimum wage without employer- provided benefits.	Safe and secure subsidized rental apartment.	High school diploma or G.E.D.	Family members have some transportation needs met through public transportation, a car, or a regular ride.	Child provided childcare by a family member or friend. Child provided childcare by various caregivers
(dates)	Aug. 1	May 1	Aug 1	Feb. 1 | May 1 | Aug 1	May 1	
Prevention Line	Prevention Line		Prevention Line		Prevention Line	
Vulnerable (3-4)	Between 100%-125% of poverty adjusted for family size.	Part-time employment	Safe and secure transitional housing	Reading, writing, and basic math skills present, no high school diploma or G.E.D.	Family members have few transportation needs met.	Child on waiting list for enrollment in childcare.
(dates)	May 1	Feb 1	Feb. 1 | May 1		Feb. 1	Feb. 1
In-Crisis (0-2)	Between 50%-100% of poverty (by family size.)	Unemployed	Living with relatives, Substandard or unsafe, Homeless	Reading, writing, and basic math skills absent.	Family members do not have public transportation, a car, or regular ride	Child not enrolled in childcare.)
(dates)	Feb. 1					