Understanding Community Level Work – An Example

Implementing the ROMA Cycle in the
"Next Generation" Performance Management Framework

ROMA Next Generation Video Series

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Results-Oriented Management
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Family   Agency

Community

What is Community Level Work?

Key elements

Our definition of Community Level Work

Must have three key elements:

- A clearly identified community level need
- An expectation of a community change that can be observed
  - and knowledge of how it will be observed and measured
- Community strategies that include those outside the CAA
  - May include your customers, community partners or others in the low-income community

STEP ONE:
Identify and verify the need

Support the need with data

Analyze the factors related to the need

Identify level of need – Homelessness Reduction Project

Your C N A data may point to more than one level of need. EXAMPLE:

- Raw Data shows we have 3000 homeless people, which is 3% of the total population of the community.

- Of the 3000 homeless individuals,
    - 430 of them are classified as chronically homeless.
    - 30 or 1% of them are currently documented as receiving services from multiple agencies.

- What else do we need to know about the raw data statement?

What are the needs?

Individual/family level needs
Homeless individuals have limited options for shelter.
Children in homeless families have difficulty maintaining regular school attendance.
Homeless individuals are unable to secure or maintain work because of lack of personal hygiene or clean clothing.

Community level needs
There is only one emergency shelter, and it is for men only.
There are no "day facilities" for homeless in our neighborhood.
While the shelters offer evening meal and some morning snack, there are no "soup kitchen" meals at lunch.

Dig Deeper

Individual/family level needs	Community level needs
Homeless individuals do not have a plan to get back into housing.	The community has very few support services designed to help homeless individuals get back into housing.
Homeless individuals report difficulty in securing services from multiple agencies.	There is no community-wide system for providers of services to the homeless.
Individuals reported they were unable to secure or maintain housing *(some because of $, some because of lack of skills, some because of mental illness or substance abuse issues)*	The community is experiencing an increase in numbers of homeless who were released from institutions without anywhere to go

The data behind the need

You can:

- Use the October homeless count to tell you the number of homeless people in the community.
- Identify how many facilities are currently in existence and the number of beds in each. You can describe the utilization of these facilities (e.g. "restricted to use by men only").
- Establish a baseline related to the number of homeless people being served by multiple agencies.
- Identify barriers to collaboration among service providers - including privacy restrictions on sharing information. Describe the system as it currently is for accessing services from multiple providers.
- Establish a baseline of the percent of individuals released from institutions who became homeless. How many of them had a pre-release plan?

Understanding the components of the need

We will refer to a "factor" or an "element" and we mean:

A **circumstance, fact, or influence** that

- contributes to a result/outcome
- has the potential of affecting a trend line.

Identifying the components that are impacting a trend line will help get to root causes.

Understanding the factors or elements will drive strategy selection and development.

What do we know about homelessness?

Possible restrictive factors

- Lack of funds
- Lack of skills
- Lack of support services
- Can't get a job because of lack of facilities to prepare for the work environment (bathe, dress in clean clothes, etc).

Possible contributing factors

- Facilities to provide immediate relief that also have service to encourage movement toward housing
- Day facilities to support employment and education
- Coordination of support services by multiple providers
- Pre-release plan (for those being released from institutions)

STEP TWO:
Identifying Outcomes

We are "results oriented" so we need to identify what will happen

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What will change?

Individual/family level outcomes
Homeless individuals have adequate emergency shelter.
Children in homeless families are able to maintain regular school attendance.
Homeless individuals are able to secure or maintain work.

Community level outcomes
There is a new family emergency shelter in the community.
There are three new "day facilities" for homeless in our neighborhood, which offer hygiene facilities and lunch.

Short term change:

Individual/family level outcomes	Community level outcomes
Homeless individuals have a plan to get back into housing.	There is a community wide system of collaboration among provides of services to the homeless
Homeless individuals secure services from multiple agencies.	Increase the percent of homeless people who receive services from multiple agencies.

Long term change:

Community level outcomes
Decrease in the number of homeless people in the community.
Decrease the percent of homeless people in the community.
Decrease in the percent of homeless people who are chronically homeless.

STEP THREE:
Identifying Strategies

What will you do?

Identifying Strategies

- Develop MOUs between service providers
- Establish outreach to homeless community identifying how to access multiple services
- Create cross-training and on-going support for front line staff of the various providers so they can facilitate the intent of the MOUs

STEP FOUR:
Identify your measures
What are the "indicators" of change?

How do you know your strategies are working?

What will you measure?

What can you measure?
Homelessness Reduction Project

- A comparison of the October homeless count will tell you if you are decreasing the number of homeless people in the community.

- The existence of a new facility can easily be documented.

- The collaboration of service providers can be documented:
  - How many homeless people are being served by multiple agencies?
  - describe the difference in the "system" of collaboration for accessing services from multiple providers.

- Engage institutional aid in post release follow up. Did the percent of individuals released with out an adequate pre-release plan decrease? Did the percent of post-release homeless individuals decrease?

How will you report the change?

- CNPI 4E: The percent decrease in the rate of homelessness in the identified community.

- CNPI 3A: The number of new accessible assets/resources created in the identified community.
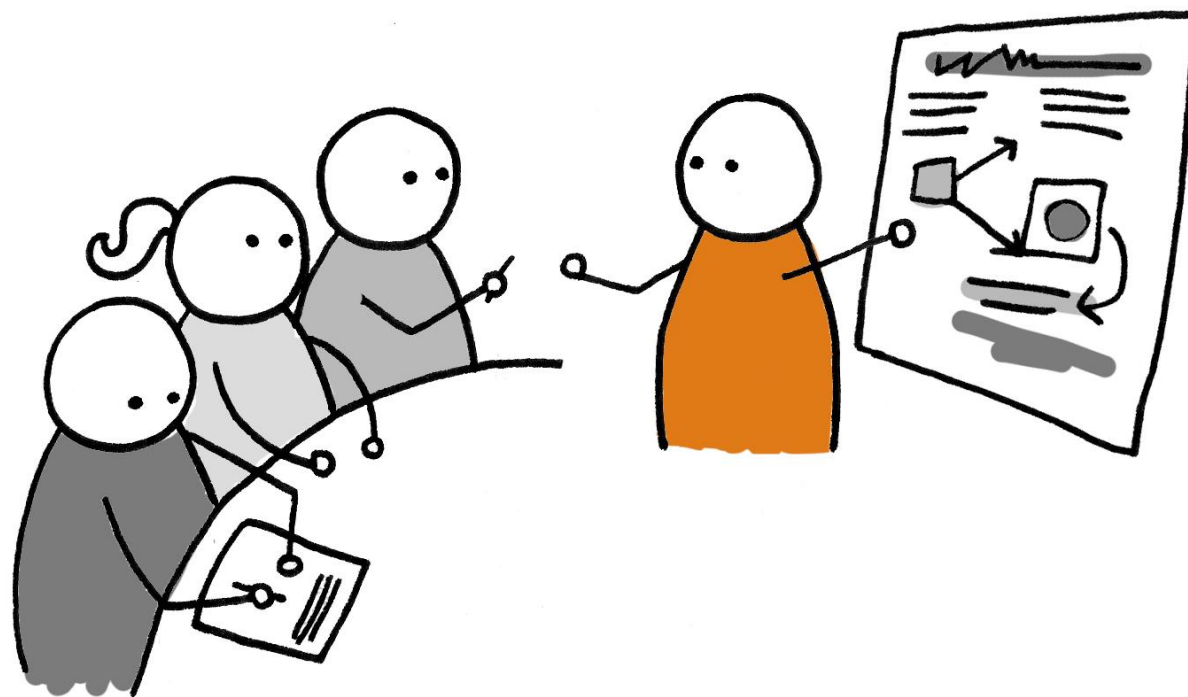
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