RAPID ROMA

UTAH and Region 8
Virtual CAP Conference
Wednesday, June 24, 2020
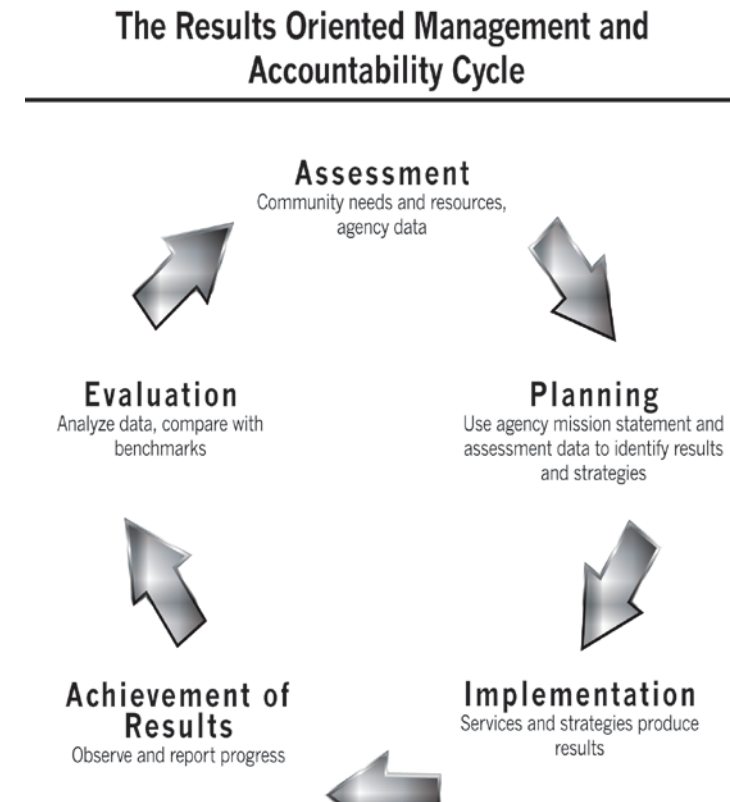Presented by Dr. Barbara Mooney and Carey Gibson, MSW, NCRP
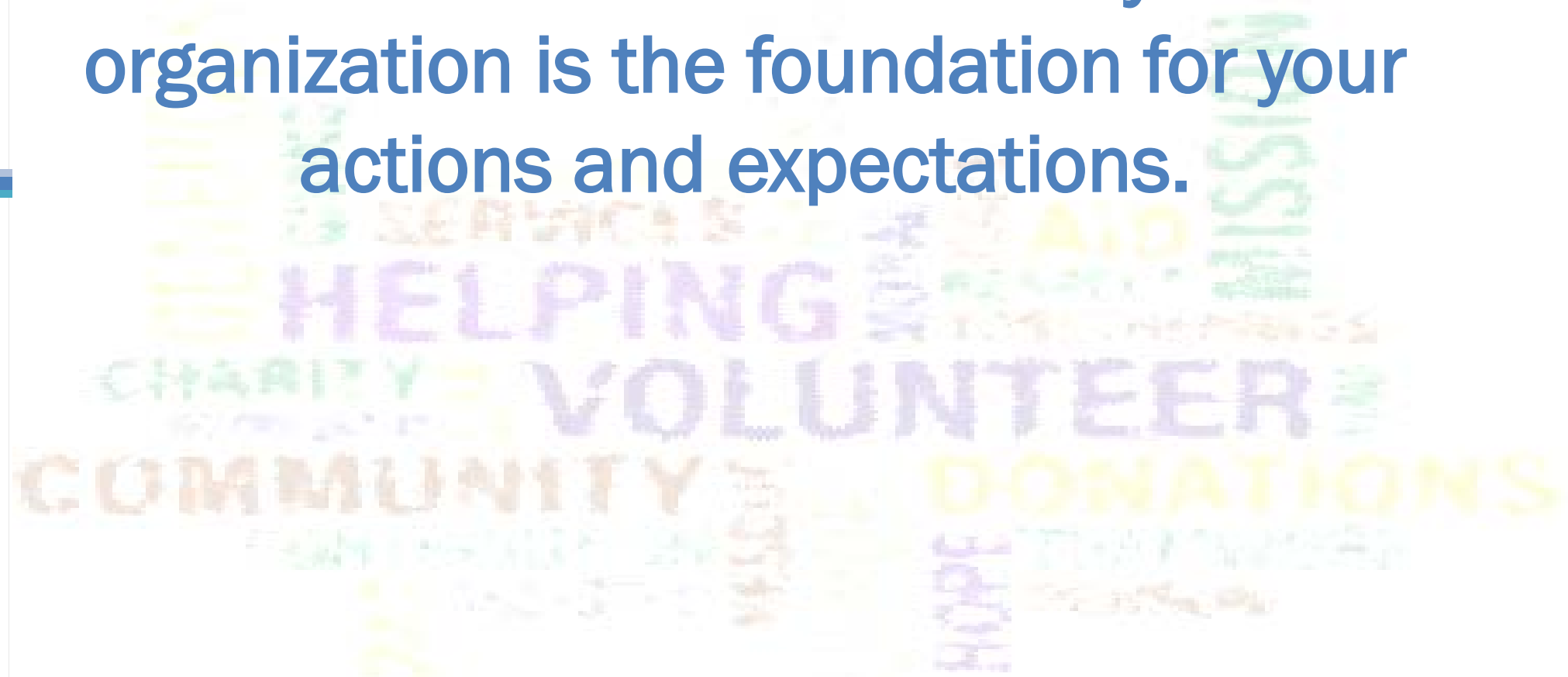
Workshop Objectives

- Consider the usefulness of ROMA principles and practices in a time of crisis.
  - Has the mission changed?
  - Are we "results-oriented?"

- Compare typical ROMA time frames with Rapid ROMA needs.
  - Discuss differences in Assessment and Planning.
  - Understand importance of observation, reporting and evaluation in short bursts.
  - Acknowledge that re-assessment and revision of plans may be crucial to success.

- Identify how evidence of results can be collected and used for decision making.

ROMA Cycle – Ongoing and In-Depth

- Typical time frames for Assessment and Planning indicate agencies should engage in these processes over the course of the year.
  - Guidance related to Organizational Standards
  - "Best Practices" examples from the field

- Review of the agency mission statement is a part of these activities – to ensure the agency is working to achieving its mission.

The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

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

Implementation
Services and strategies produce results

Achievement of Results
Observe and report progress

Evaluation
Analyze data, compare with benchmarks

RAPID ROMA

The mission statement of your organization is the foundation for your actions and expectations.

What is your mission?

Anti-Poverty Mission?

- What happens to your mission in the time of crisis?

- Are there new needs that have been identified that you think you are able to address? Will they align with your mission?

- How will addressing new needs align with the overall anti-poverty mission of the CSBG funding?

4 Key elements of a mission statement
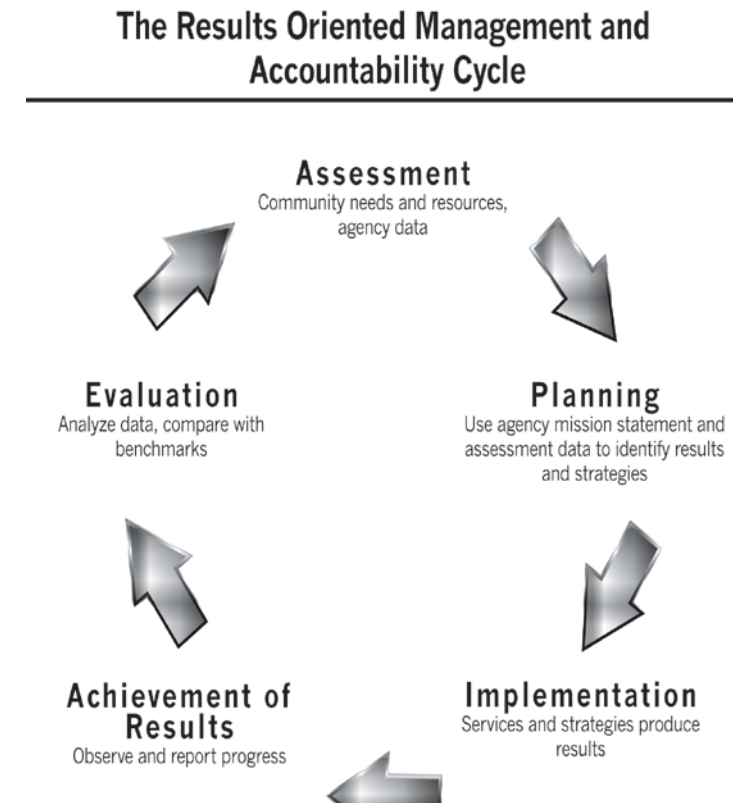
POPULATION   SERVICES   OUTCOMES   RELATIONSHIPS

RAPID ROMA

ROMA in a Crisis

- The key elements of ROMA are more critical than ever when faced with a crisis.
- The concept that there is "no time" for ROMA is incorrect.
- **ROMA will support the network to more effectively administer CARES funding.**
- ROMA is still ROMA in a crisis– it just may need to happen more rapidly!

The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

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

Implementation
Services and strategies produce results

Achievement of Results
Observe and report progress

Evaluation
Analyze data, compare with benchmarks

RAPID ROMA

Assessment is necessary – it just has to happen quicker than usual!!

- When considering how to address COVID and deploy resources (CARES funds and other resources), each agency will have (already) some idea about what they are going to do.
  - Identify the new needs emerging that weren't covered in the original assessment.
  - How do you find these new needs?
    - It is important for agencies to consider how they have identified the needs they plan to address.

8

Needs Assessment Data:

- 211 Identified top needs
- Unemployment data
- Local News Articles
- Housing statistics
- Other Non-Profit reports
- Agency tracking of requests for service

211 Summary of Top Calls

Need	Number of Callers	Rank
Housing – Rent/Mortgage	1526	1
Food	1295	2
Utilities – Gas, Electric, Water	780	3
Public Assistance – SNAP, TANF, Medicaid	467	4
Public Health – COVID Testing	425	5

Unemployment Data

County	5/2/2019 UI Claims	5/2/2020 UI Claims	% of Change
A	22	291	92.44%
B	3	71	95.77%
C	43	708	93.83%
D	2	55	96.36%

Increased demand for food
Pictures from Grand Rapids, Michigan
March 2020

RAPID ROMA
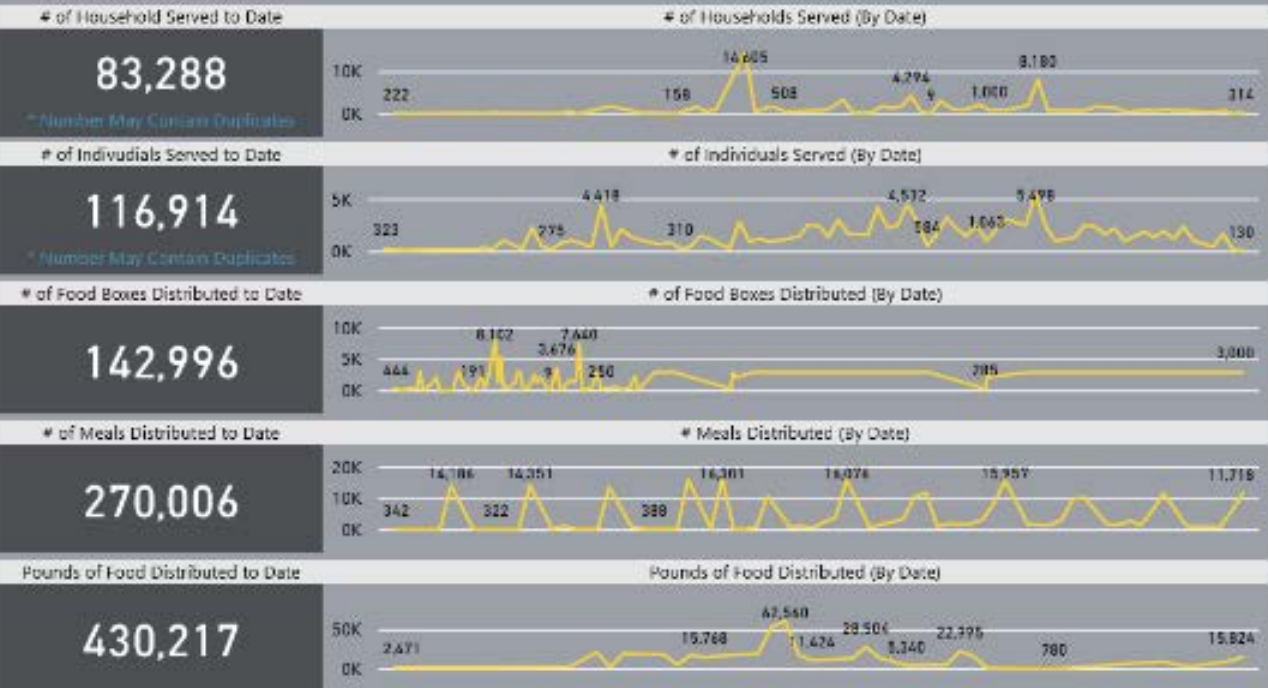
Switching from congregate to home delivered meals

RAPID ROMA

Also Assess Agency Needs
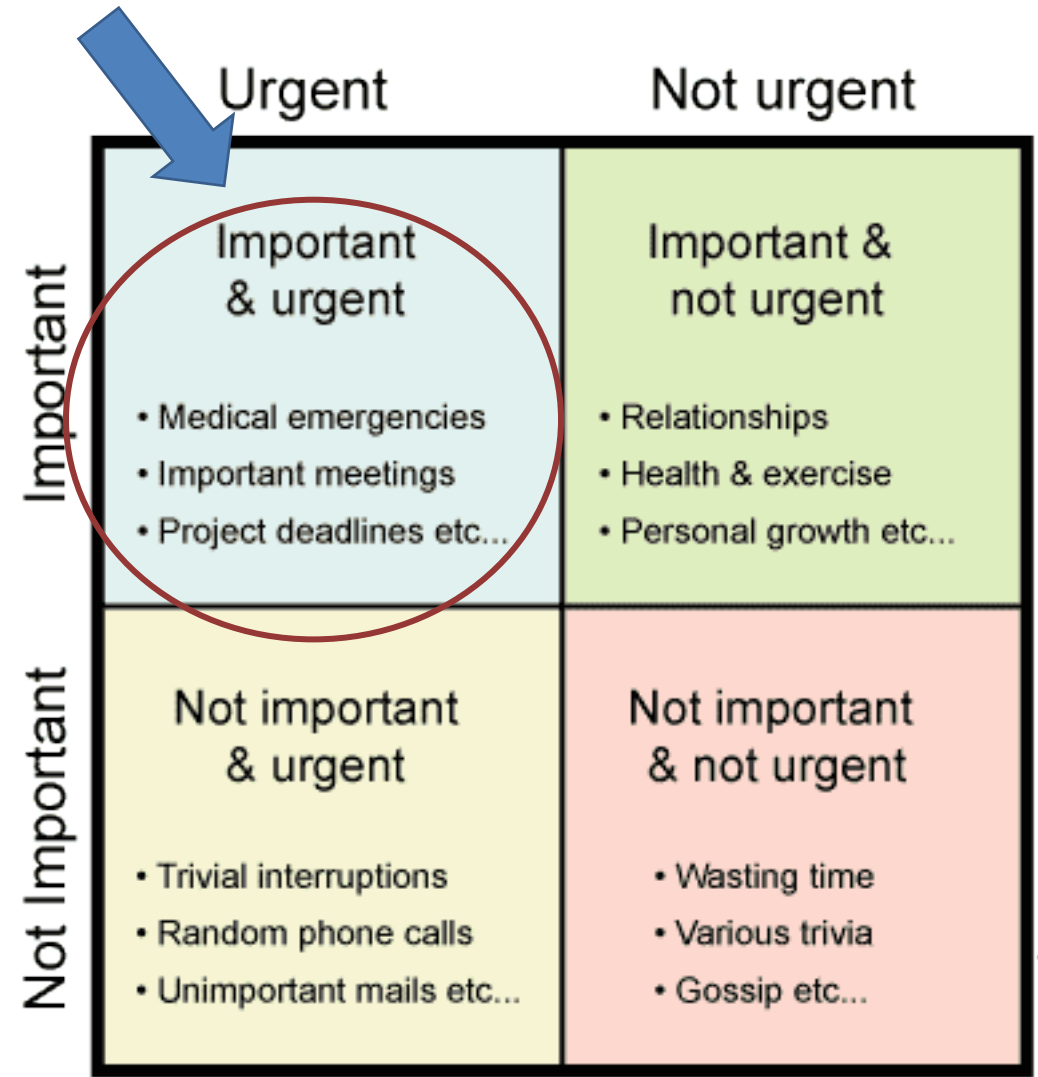
Staff needs:

- Safety
  - Modifications to facilities
- New information
- New job duties
- Communication processes
- …

Operation needs:

- Ability to work remotely
  - Technology
  - Other needs
- Ability to perform duties in new ways (eligibility documents, e.g.)
- Outreach

RAPID ROMA

- The agency will have to prioritize which of the many needs they have identified that they are going to address.

- While this is a typical part of an assessment process, it has a different twist:
  It has to happen NOW not in 6 months!

Ask   Focus   Prioritize

	Urgent	Not urgent
Important	Important & urgent • Medical emergencies • Important meetings • Project deadlines etc...	Important & not urgent • Relationships • Health & exercise • Personal growth etc...
Not Important	Not important & urgent • Trivial interruptions • Random phone calls • Unimportant mails etc...	Not important & not urgent • Wasting time • Various trivia • Gossip etc...

@JollyGuru.com

Planning in the time of Rapid ROMA

How will agencies **do the work of addressing** the needs?

- Plans, of course, will still include implementation elements:
  - who will do what,
  - where will it be done,
  - what needs to change in service delivery

- Plans also should include some thought about how the agency will:
  - gather data,
  - report data, and
  - evaluate performance throughout the life of the project.

TX Example: Ramp-Up Analysis Tool

- Budget by Program
  - Current budget
  - Any carry-over funds
  - Additional COVID-related funds
- Historic Performance
  - Typical numbers served
  - Average household expenditures
  - Average CPU for Weatherization
- Projected impact of additional funds

RAPID ROMA

TX Example: Developing a Matrix for Service Delivery

Considering service:

- How much will it cost?
- How many times will the service be provided?
- What is the total amount available to use?

Sample Matrix				
Need	**HH Size**	**$ Food Card**	**# times**	**Total**
Food Cards	1	$50	3	$150
	2	$75	3	$225
	3	$100	3	$300
	4	$125	3	$375
	≥5	$150	3	$450
			Subtotal	$1,500
			Budget	**# HHs**
			$100,000	**67**

	Cost/Box	**Budget**	**# Boxes**	
Food Boxes	$50	$50,000	1000	
			# Boxes/wk	
Partnering Pantry			500	

	Size	**$**	**# times**	**Total**
Rent	small	$750	2	$1,500
	med	$950	2	$1,900
	large	$1,100	2	$2,200
				$5,600
			Budget	**# HHs**
			$300,000	**54**

DASHBOARD

Daily Submissions Count	
4/27/2020	610
4/28/2020	1,263
4/29/2020	805
4/30/2020	739
5/1/2020	640
5/2/2020	183
5/3/2020	133
5/4/2020	369
5/5/2020	382
5/6/2020	500
5/7/2020	401
5/8/2020	413
5/9/2020	181
5/10/2020	60
5/11/2020	324
5/12/2020	330
5/13/2020	288
5/14/2020	272
5/15/2020	238
5/16/2020	84
5/17/2020	86

Total Number of Apps Submitted (inc duplicates)	Total Number of Requests (incl duplicates)	Total Number of Requests in Progress or Completed	Total Number of Approved Requests	Average daily submissions (applications only)
8,322	21,310	9,375	8,074	411

Total Number on Waiting List (inc duplicates)	Total Number of Waiting Requests (incl duplicates)	Average daily submissions (all included)
3,272	8,003	309

Location Based Apps	# of Apps	% of Total Apps
Detroit, Highland Park, Hamtramck	6,193	74.42%
Out-County	2,129	25.58%

For Applications only - Does not include waiting list				
Service Provided	% of total requests/Submit	Number of Requests (incl duplicates):	Number of Requests with Approved Status	Number of Requests In Progress or Completed
Food	59.53%	4,954	4,954	4,954
Utility	60.61%	5,044	1,331	1,756
Water	37.11%	3,088	881	1,082
Rent Detroit	24.42%	2,032	99	144
Rent Out-Wayne	9.46%	787	33	81
Mortgage	6.45%	537	46	52
Funeral Assistance	1.41%	117	16	31
Diapers and Formula	31.51%	2,622	644	644
Property Taxes	9.05%	753	69	313
Plumbing Repair	16.53%	1,376	1	318

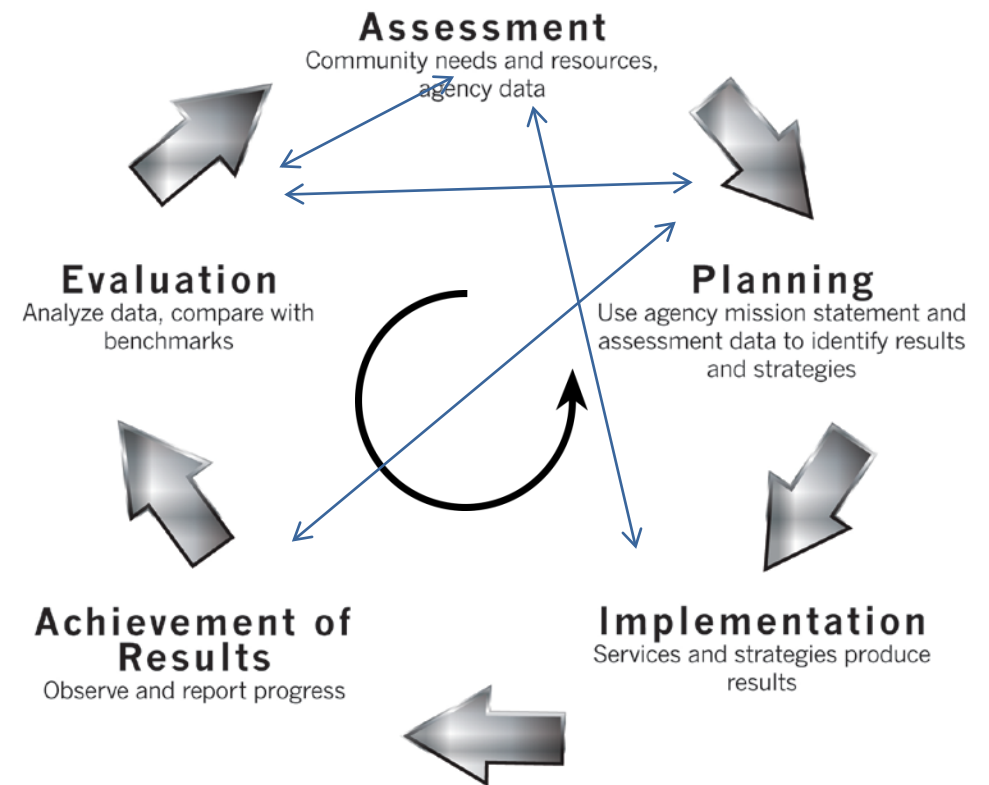Wayne Metropolitan
Community Action Agency

CARES Dashboard

Implementation isn't just Implementation

- During implementation, agencies need to be:
  - Observing and Reporting Progress
  - Evaluating
  - Reassessing
  - Planning
  - Modifying, expanding, correcting and (possibly) cancelling implementation

The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

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

Implementation
Services and strategies produce results

Achievement of Results
Observe and report progress

Evaluation
Analyze data, compare with benchmarks

RAPID ROMA

- Changes to the needs, plans, and targets are likely to happen.
- Develop a quick and easy process to allow for amendment to the plan that embraces a continuous learning process & documents lessons learned
 - IE, develop a check in process to update the plan

THINGS WILL CHANGE

What Changed?

Data for Decision Making

- Consider ways that agencies can gather data (to turn into information) that will demonstrate the most critical areas of success.

- Some elements:
  - Data on COVID Impacts
    - What was been disrupted in your own community?
    - Has the situation improved?
  - Data from 211 or other government/media sources provides a "big picture" context
  - Inquiries/requests for service or information
    - Have you been meeting the needs?
  - Agency service data – what is the agency doing?
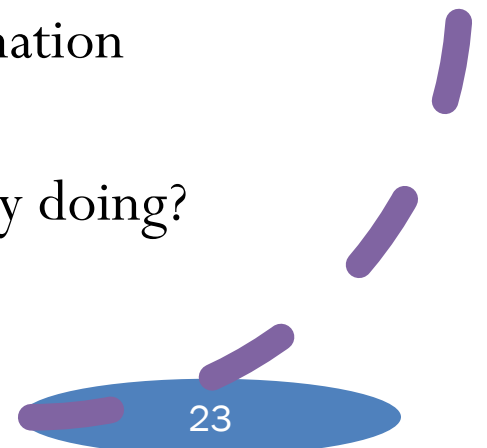
Reason for Call
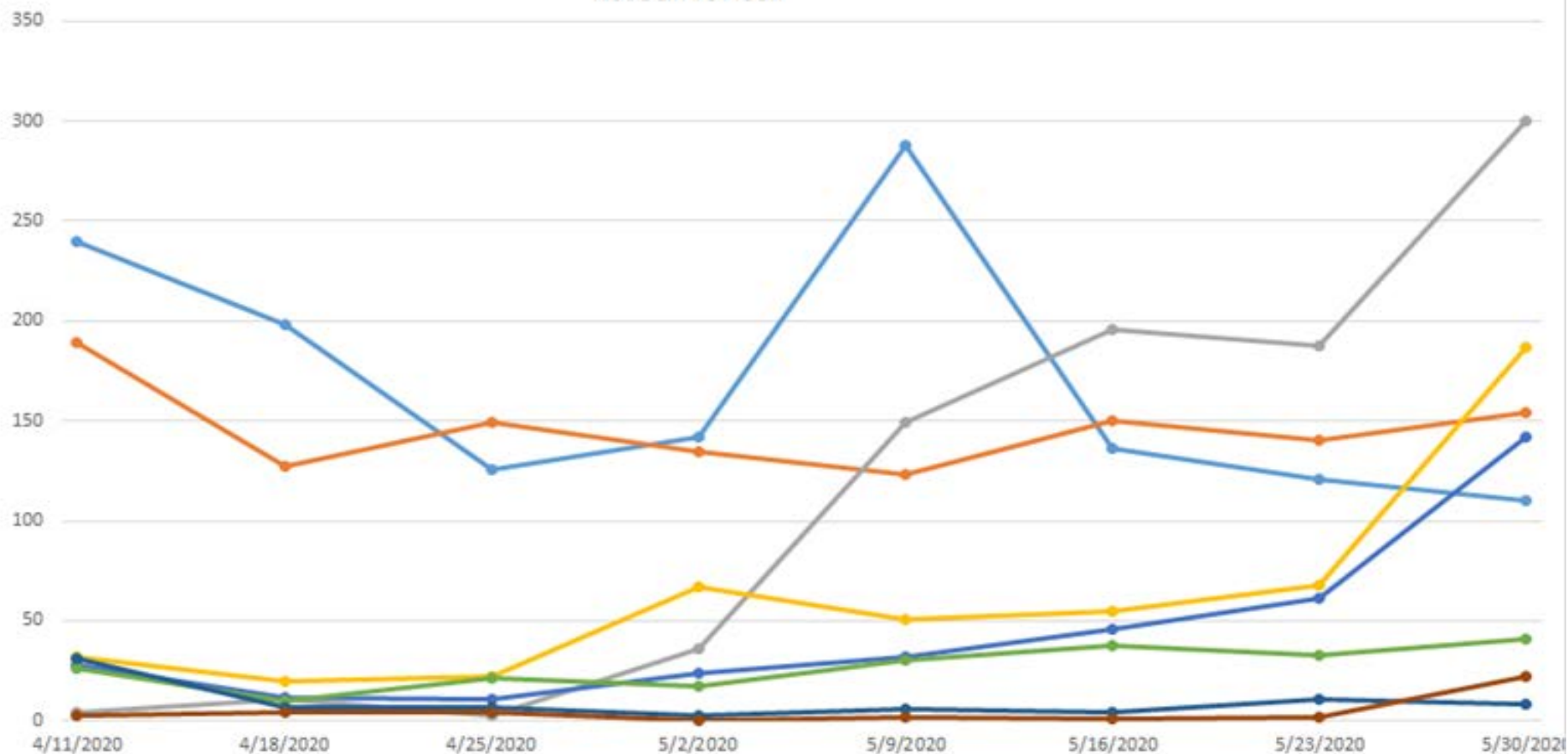
	4/11/2020	4/18/2020	4/25/2020	5/2/2020	5/9/2020	5/16/2020	5/23/2020	5/30/2020
Energy	240	198	126	142	288	136	121	110
Food	189	127	149	135	123	150	140	154
Energy Crisis	4	11	3	36	149	196	188	300
Rent	32	20	22	67	51	55	68	187
Water	28	12	11	24	32	46	61	142
Local	26	10	21	17	30	38	33	41
Personals	31	7	7	3	6	4	11	8
Other Crisis	3	4	4	0	2	1	2	22

Keep it Simple

Data for Decision Making

- Did additional resources come into the community from CARES or other COVID-related relief efforts
  - Federal, state, local $
- Did new partners step up to assist?
  - Who are they?
  - What did they provide?
- Were new coalitions formed? How did they help address the needs?

We have been here before.
Thinking back to ARRA

- When the eligibility criteria changes (as raised to 200% FPG), the agency will find that new customers present their needs in different ways. And the needs are different.
  - Many customers will have never been in a situation of economic and emotional crisis before.
  - They may be coming from different neighborhoods and may have difficulty getting to your facility – or figuring out how to access remotely.
  - Some of the needs are more extreme (e.g.: higher income probably means the cost of housing is higher than our traditional customers, so the cost of keeping them in their home is higher)
  - Our traditional customers continue to be in need, and so we must find a way to balance services to both sets of customers.

RAPID ROMA

How Will You Know?

❑ What **indicators** will measure progress towards the goals?

❑ What **evidence** will identify that the outcomes have occurred?

| Indicators | Evidence |
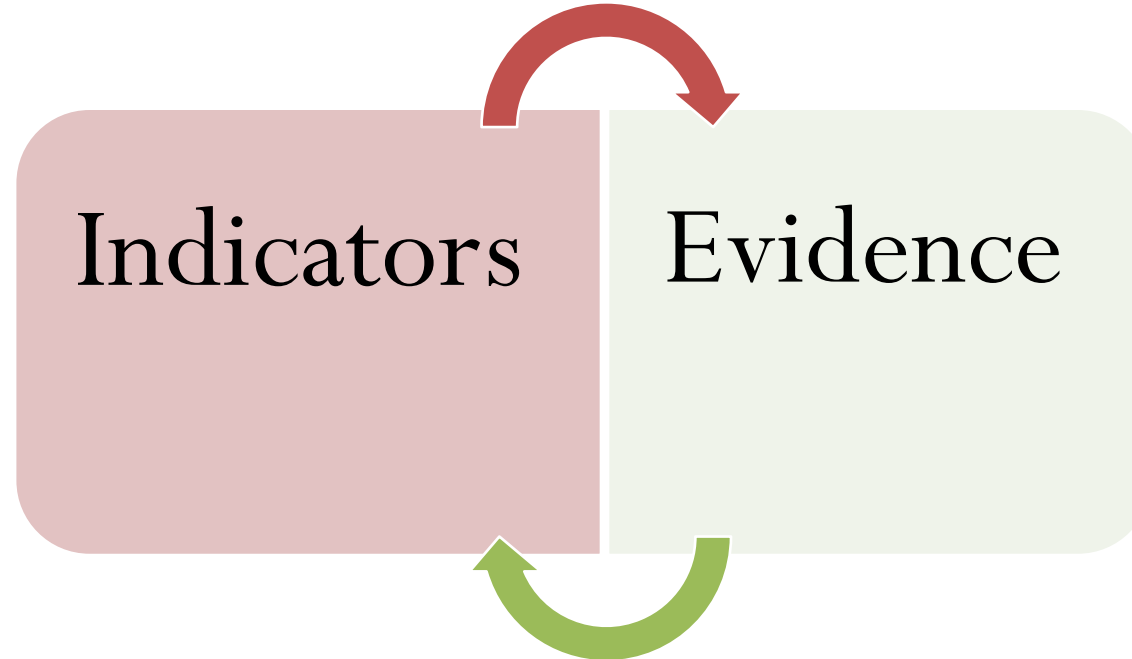
Achieving Results

- What do you expect agencies will be able to observe and report?

Area to document	Able to collect data? Barriers
Amount of $ spent	yes
How $ was braided with other resources	Should be yes?
Number of families served	Should be yes… but some services will not require demographic data be collected so "unduplicated" becomes a question.
Number of families who maintained their homes or food security	Maybe no…. May say immediate need was met, but maybe not if families were supported over time?
Increase agency capacity (as to work remotely or other aspect)	Yes
Changes to service delivery systems in the community	Yes – if agencies keep notes!

RAPID ROMA

Evaluation

- Evaluation is ongoing and should happen throughout the process.

- **Document lessons learned**

  From the process that has had to change

  To the partners that have been engaged

  To the new customers served

  To new (changed) services provided

  To the outcomes observed

  To…….

i WILL LEARN FROM MY NEXT PROJECT
i WILL LEARN FROM MY NEXT PROJECT
i WILL LEARN FROM MY NEXT PROJECT
i WILL LEARN FROM MY NEXT PROJECT
i WILL LEARN F.

Rapid ROMA Time Table

- Assessment – what do you have documented about the past 100 days?

- Planning – how did planning happen? Leadership teams suggest new services and delivery processes? How quickly did you respond with action? Was there actual "planning" that happened?

- Implementation – what is the implementation period? Next 90 days? 2 years?

- Reporting – internal reporting should be happening every 30 days to give you the data you need to assure you are on the right path.

- Analysis of data – are you doing what you expect to do? Are you reaching the right people? Have you made any difference?

- Re-assessment – this must be constantly happening

RAPID ROMA

Take Action

- What will you do tomorrow?

For more information:

- Dr. Barbara Mooney
  - barbaramooney@windstream.net
- Carey Gibson, MSW, NCRP
  - careylgibson@gmail.com