Community Needs Assessment

Jan 17, 2023

For the Missouri Network

Presented by:

NASCSP

Association of Nationally Certified ROMA Professionals

Using the
Results Oriented Management and Accountability
ROMA
framework

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

Results-Oriented Management and Accountability

Family   Agency

Community

The Community Action Network

- Community Action Agencies (CAAs) exist in nearly every county across the United States. They are designated as the **anti-poverty agent** in their service area.

- They are all **different because of the local conditions in the communities they serve,**

- but they all receive funding from the Community Services Block Grant (CSBG) which **unites them by the purposes and goals** identified in legislation.

Anti-Poverty Purpose of the Community Action Network Has Not Changed

In 1964, Community Action was created for three primary purposes:

- **the reduction of poverty,**
- **the revitalization of low-income communities, and**
- **the empowerment of low-income families and individuals to become fully self-sufficient**

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.

MATERIAL FROM INTRO TO ROMA 5.1, 2020

PM page 17

If every community is different, how does the agency know what to do?
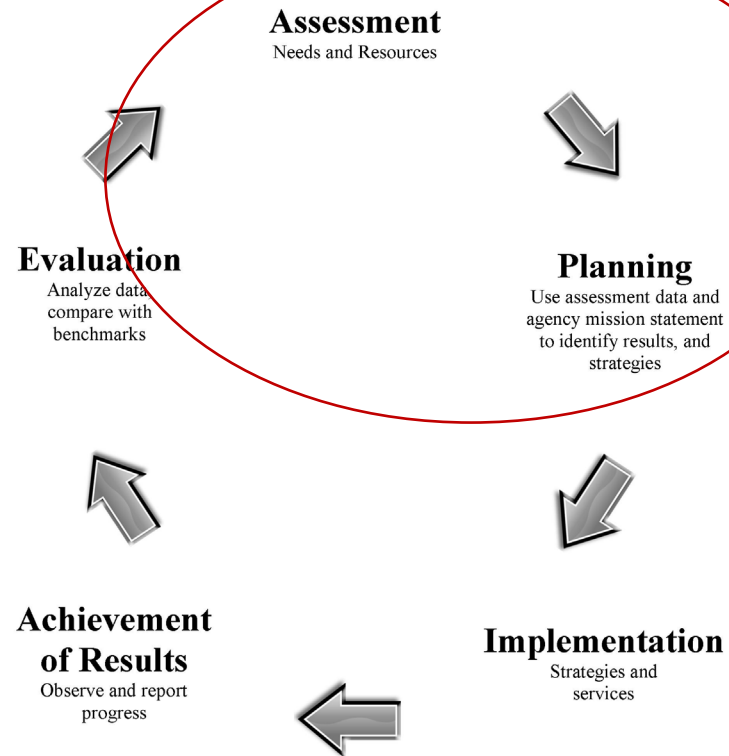
- How will

  "lives be changed?"

- In what ways will

  "communities be improved?"

Identification of needs and resources
drive planning.

The Results Oriented Management and Accountability Cycle

Assessment
Needs and Resources

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

Evaluation
Analyze data compare with benchmarks

Implementation
Strategies and services

Achievement of Results
Observe and report progress

Assessing Needs
and
Planning for Services
and Strategies

Assessing the Needs

Assessment is the first stage of the ROMA cycle and helps determine:
--Who are our customers?
--What do they value?
--What outcomes should we aim to achieve?

Assessment is the foundation of decision making in all subsequent phases.

Assessment is an ongoing process that produces continuous quality improvement.

The Results Oriented Management and Accountability Cycle

Assessment
Needs and Resources

Evaluation
Analyze data, compare with benchmarks

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

Achievement of Results
Observe and report progress

Implementation
Strategies and services
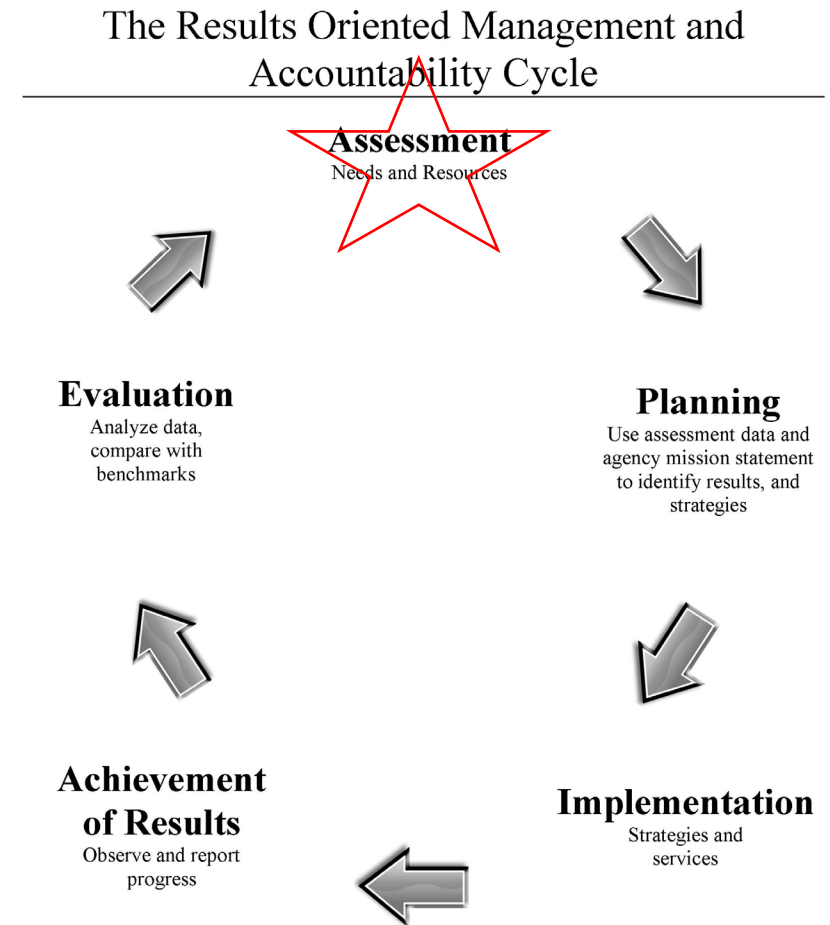
Community Needs Assessment

The community needs assessment is a systematic process for creating a profile of the needs and resources of a given community or target population.

Key CNA Goals

- Identify and analyze the underlying causes of poverty that are particular to your community.

- Support strategic planning and develop program priorities.

- Strengthen relationships with key partners and stakeholders.

- Build awareness of Community Action and support need for funding.

- Develop community consensus on a policy agenda.

Key CNA Activities

- Assess the needs and assets within the whole community.
  - Collect data from a wide variety of sources
- Analyze the data
  - Identify overall service needs of populations, gaps in services, and barriers to services.
  - Identify levels of need: family, community and agency
  - Recommend priorities to be addressed by the agency
- Determine if agency programs match community needs.

Steps of the CNA Process

1. Organizing your Assessment Team and Plans for the Process
2. Activities of the CNA
   - Define community
   - Identify population in need
   - Collect data

   (Quantitative, Qualitative, Customer Satisfaction, Agency Report Data, Community Resource)
3. Analysis: Turn Data into Information
   - Key Findings and Prioritization of Needs
4. Make Recommendations
5. Board Approval
6. Sharing the Report

CSBG Organizational Standards

Standard 3.1 • The organization conducted a Community Assessment and issued a report **within the past 3 years**.

- ▸ The assessment is comprehensive and covers the whole community
- ▸ The report is shared with customers, partners, and the community

See handout will other Org. Standards identified

1. Prepare the agency for the C.N.A. Process
*Choose an agency team
*Choose the community to assess
*Identify potential partners and supporters

Roles of the Agency Team

- Sets direction and provides oversight and feedback throughout the assessment process.

- Facilitates linkages with community leaders and organizations.

- Is deeply involved in the analysis of the data.

- Provides long-term support for follow-up and implementation of recommendations.

- Develops a budget.

Who should be on the team?

- Planning and development staff
- Program Managers
- Direct Service Staff
- Board Members
- Community partners
- Expert consultants

Choosing the Target Community

- Consider looking at multiple levels – zip code/census tract, neighborhood, city/county, region.
- Don't automatically exclude communities outside of your service area.
- Use the boundary discussion to identify key stakeholders to engage.
- Make sure to target stakeholders beyond your client population.
- Define what it means to be in poverty in this particular community.

How does your agency define community?

How is it identified?

(by city, county, or neighborhood)

Do you indicate if the community is your agency's service area?

Do you compare the profile of the general community to those in need?

Do you identity the population in need?

Population in Need

What are the characteristics of the population with low income in your community?

POPULATION IN NEED

- Total number of people in community

- Demographic break down of **all people** in the community

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

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

Can you identify the profile of the people who have expressed different kinds of needs?
    For example: of the people who identified *a specific need*, what are *their* demographics?

Potential Supporters

Who has a shared interest in CNA data?
- Public (governmental) agencies
- Other service providers
- United Ways
- Universities and community colleges
- Community foundations
- Hospital systems
- Private sector

2. Define the Scope of the CNA

Create an overall assessment plan- including a timeline

Create an Assessment Plan

- At the first meeting of the Assessment Team a general plan should be developed.
- It will clarify the roles of the members of the Assessment Team and will answer these questions:
- What is the budget (and available resources) for this process?
- What is the time line for data collection and analysis?
  - Create a schedule for the Assessment Team to meet.
  - When is the final report due?
  - Work backwards to set dates for draft report to be produced and for taking report to board for approval.

Create a Timeline

- Identify which of the activities in the data collection plan will take the longest time and put those on the calendar in the earliest spot!

- Leave enough time for analysis of the data and writing the report.

Tips for Success

- Engage key stakeholders and sectors from the start!

- Involve your board in multiple ways:
  --Create a sub-committee
  --Engage other key partners and
  stakeholders
  --Access resources to support the process
  --Help with interview and research outreach

- Define audience for the finished CNA document and how the information will be used.
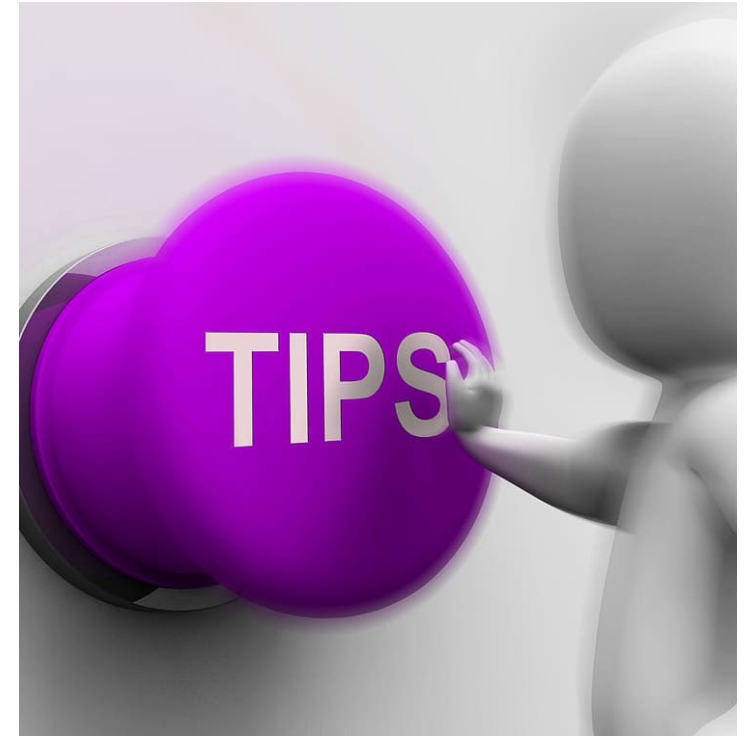
3. Data Collection
*Identify domains for data collection
*What kind of data do you need to collect?
*How will you collect the data?

EMPLOYMENT

EDUCATION AND COGNITIVE DEVELOPMENT

INCOME, INFRASTRUCTURE, AND ASSET BUILDING

HOUSING

HEALTH/SOCIAL BEHAVIORAL DEVELOPMENT

CIVIC ENGAGEMENT AND COMMUNITY INVOLVEMENT

What kinds of needs do communities face?

Material from Intro to ROMA 5.1, 2020

Consider…

- What domains did you use in your *last* needs assessment?

- Did the way you organized your domains create any challenges with data collection?
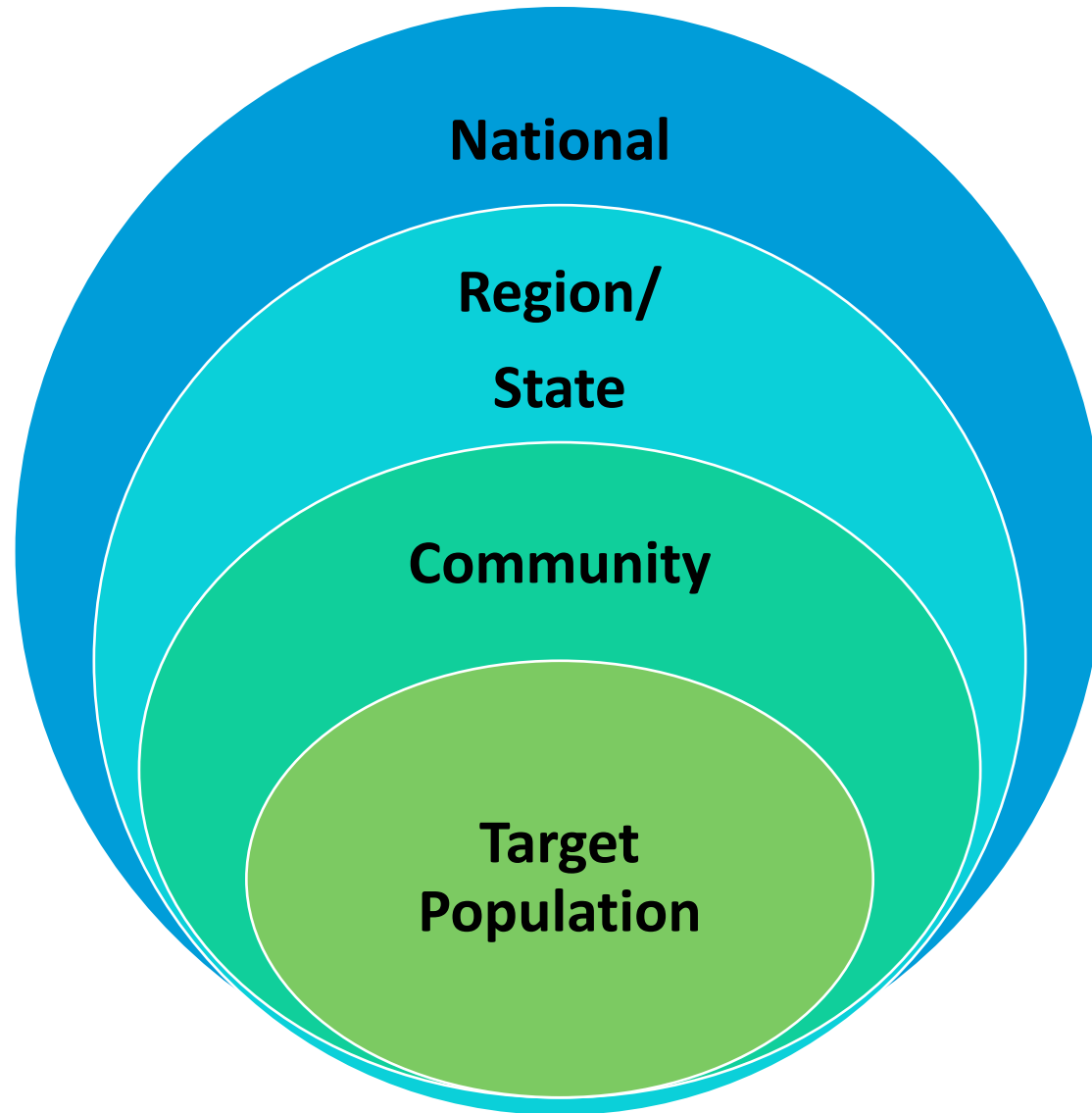
- Are you considering any changes to how you organize your domains?

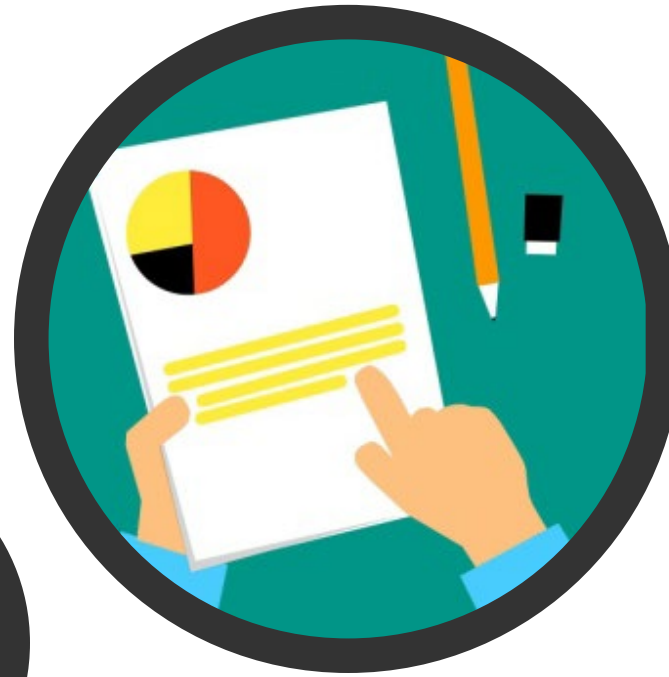# Questions to organize data collection

- What data do you have?
- What do you need?
- Where will you get it?
- Who will get it?
- How?
- By when?

Organize Data by Type and Source

Housing							
Published Statistics		Survey Information		Focus Groups or Interview Information		Community Forum Responses	
What?	Who Has it?	What?	What Group?	What?	Who has it?	What?	What Group?

Education							
Published Statistics		Survey Information		Focus Groups or Interview Information		Community Forum Responses	
What?	Who Has it?	What?	What Group?	What?	Who has it?	What?	What Group?

Remember to Include Multi-Level Data

Gathering Data for Assessments

Types of data to collect

Quantitative,
Qualitative,
Customer
Satisfaction,
Agency Report
Data,
Resources

CSBG Organizational Standards

Standard 3.2 • 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(s).

‣ Demographic data is included for all domains

‣ Demographic data informs decisions about selection of programs, services, and delivery strategies

Standard 3.3 • The organization collects and analyzes both **qualitative and quantitative data** on its **geographic service area(s)** in the Community Assessment.

‣ Qualitative and quantitative data is collected for all domains

‣ Qualitative data is used to explain quantitative data

‣ The data is analyzed to "tell the story" of poverty in the community
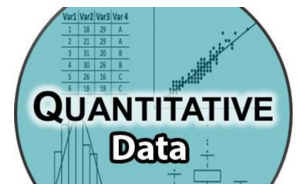
Quantitative Data

How many are impacted by an issue?

Who are they?

How much of something exists? Provides the scope or amount of the issue.

Data that is presented as "numbers."

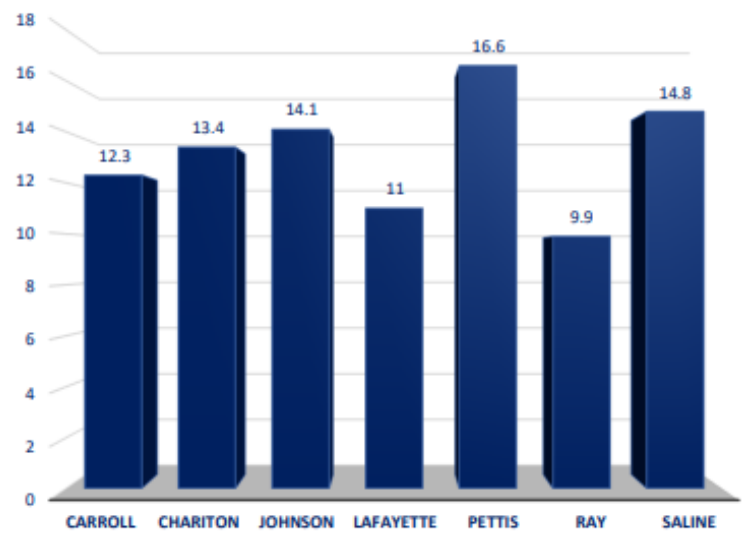13.2 % of Missourian are Living in Poverty

Poverty Population

In Missouri, **810,140** people live at or below the federal poverty guidelines. Of those, **25,812** are in MVCAA's seven county service area.

POPULATION IN POVERTY BY COUNTY

Carroll County
- 1,069

Chariton County
- 847

Johnson County
- 7,623

Lafayette County
- 3,598

Pettis County
- 7,028

Ray County
- 2,279

Saline County

Poverty Rates

CARROLL	CHARITON	JOHNSON	LAFAYETTE	PETTIS	RAY	SALINE
12.3	13.4	14.1	11	16.6	9.9	14.8

MVCAA
MISSOURI VALLEY
COMMUNITY
ACTION
AGENCY

QUALITATIVE DATA

Used to understand the depth and breadth of an issue.

Provides opinions and observations.

Data that is presented as "letters" or "words".

Focus group qualitative data summary

Affordable Housing-All demographics reported struggling with housing costs here. Seniors on fixed income are often unable to afford rent and maintenance fee increases. Young people often earn less money at the beginning of their careers and are priced out of the rental market. Parents with children reported having to settle for smaller accommodations that do not fit their families due to high prices.

Qualitative Examples

> *"I have two kids and we are trying to get disability for my husband. I work, but I'm always behind on lot rent, my car needs new tires. I need to go to the dentist, but I don't have insurance and I always need help paying my bills."*
>
> Source: Head Start parent interview

> "Paying for bills and being able to eat are a huge concern!"
>
> Source: Saline County Respondent

Quantitative and Qualitative Data Compliment Each Other

- You can either start with quantitative data from state and national sources (like the census), other local statistical reports, and agency report data and then use qualitative data to add depth to the issue.

- Or, you can start with qualitative data (like requests for service) and then find quantitative data to inform the scope of the situation.
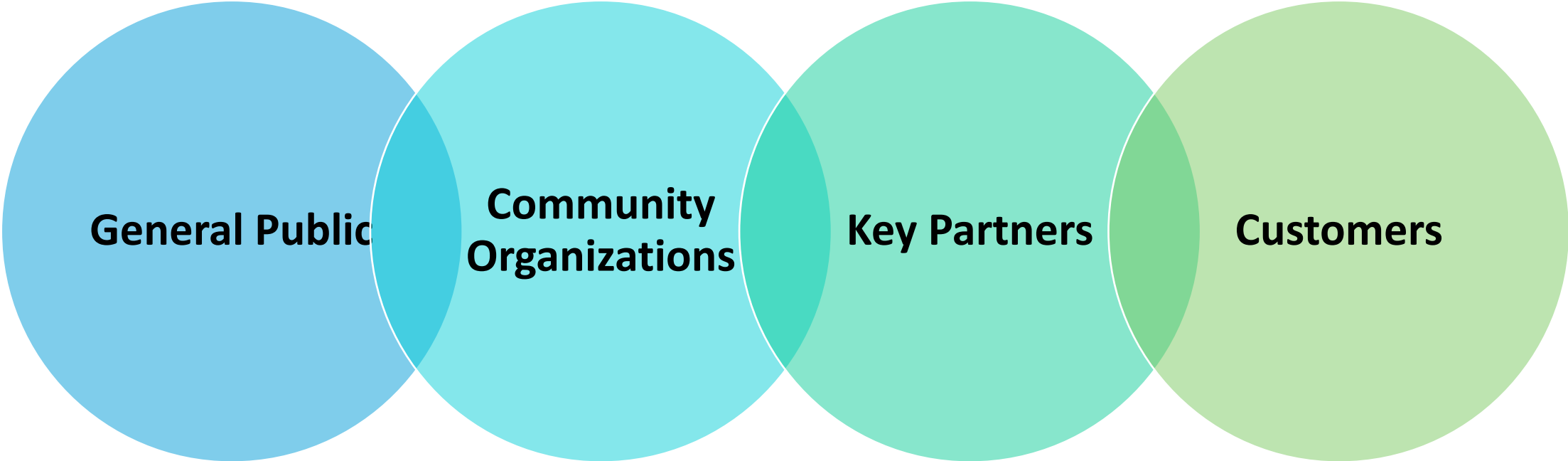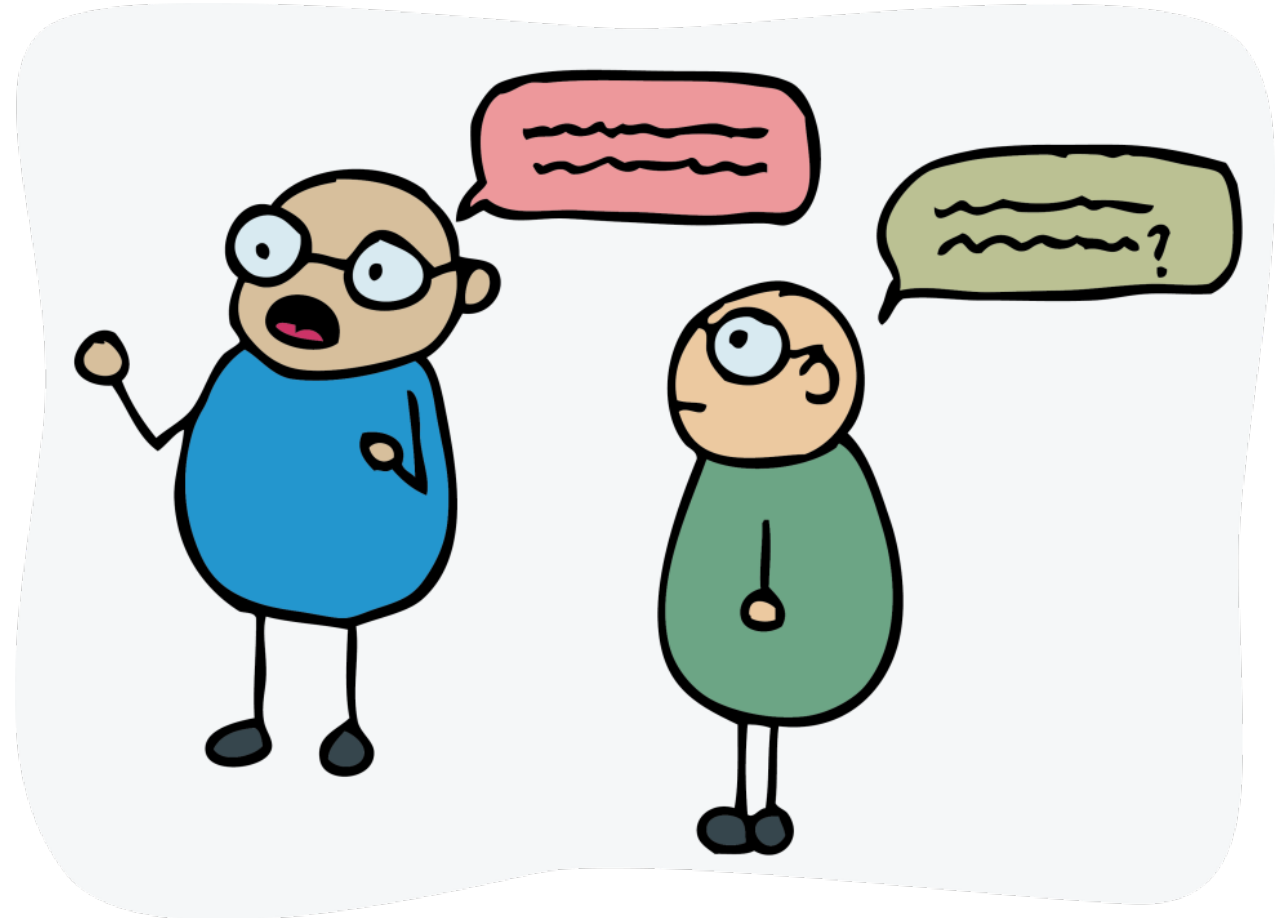
Drucker Question:
What Does the Customer Value?

- We cannot assume that we know what customers value.

- We have to ask them!

CUSTOMER INPUT AND CUSTOMER SATISFACTION

Customer Input:

- Information about what the customer needs and values.

- Can be used to identify needs on both the <u>individual and the community level.</u>

Customer Satisfaction:

- Information about how satisfied customers are with the services they received from and the interaction they had with your agency.

- Can be used to identify <u>agency level needs.</u>

How to collect?

- Surveys
- Focus groups
- Key informant
- Community Forum

Customer Satisfaction Survey Question:
What could we have done to make your experience better?

"For me, as my income goes up, my benefits go down. But there is no grace period where I could maybe learn to budget better or adjust in some way.

The agency didn't have help to prepare me for the benefit decreases. I think having classes to help learn those things before benefits decrease would be helpful."

"I don't have a car so getting to appointments for services is a problem for me.

Your agency services are not located on a public bus route and are all in the center of the county, not out where we live. I have to get someone to take me to appointments.

Also, you don't have evening hours so anyone I get to bring me has to take time off work to get to your office."

"I came into the food bank to get some help and not only did I get food that was very useful to our family, but I also got information about the head start program that my youngest child was eligible for.

The folks at the food bank made it easy for me to get in touch with the right people to get him enrolled. Thanks for having information availble in this way. No need to change ."

Qualitative survey responses by domain

Housing

3,000 unit short for housing needs (according to Roger per Housing Authority presentation)

Employment

In town, historic district, mostly retail jobs around Morganton and those jobs pay less

Husband commutes 1 hour to find a living wage job

Transportation

Most services and housing are focused around Morganton; nothing past Valdese (Icard, Hildebrand)

The community does have transit but there is a fee and it does not go out very far

Greenway has established routes and you can call and schedule it but they may not be able to accommodate your needed schedule; mostly in town

Health and Nutrition

Junk food is affordable

Aldi (grocery store) is helpful, but it seems that, otherwise, you pay comparable prices to larger cities

20 minute drive to grocery store

Education

Concern that Community College is pushing towards a specific field instead of broader/general education. Worry that this may prevent some from being able to pursue education.

Per Head Start staff present: Largest issue in Burke is probably reliable, affordable, public transportation.

Quantify Survey Responses

- The analysis of responses can help you understand the scope of a particular value identified by your customers.

- How many customers responded in a certain way?

Customer Satisfaction Question:

What could we have done to make your experience better?

Qualitative data can be quantified!

415 Clients Surveyed

84% Said BRCA staff knowledgeable about the program they requested.

88% Said BRCA staff was very responsive to their inquiries.

85% Said they receive the services for which they applied in the expected amount of time.

97% Said the process, from application to receipt of services, was easy to understand.

85% Said their overall interaction with BRCA was EXCELLENT !

90% Said that the services they received highly impacted their family.

90% Said they would recommend BRCA services to family or friends.

**96%** Said they did receive information about other services that they may have been interested in.

Agency Data

- The statistical data the agency gathers for reporting should be included in the assessment process.
- Examples of this kind of quantitative data:
  - numbers of customers served,
  - demographic data about them,
  - identification of services provided.
- Agency Report Data can also include success stories about the outcomes achieved. This would be an example of qualitative data.

Turn Data into Information for Decision Making
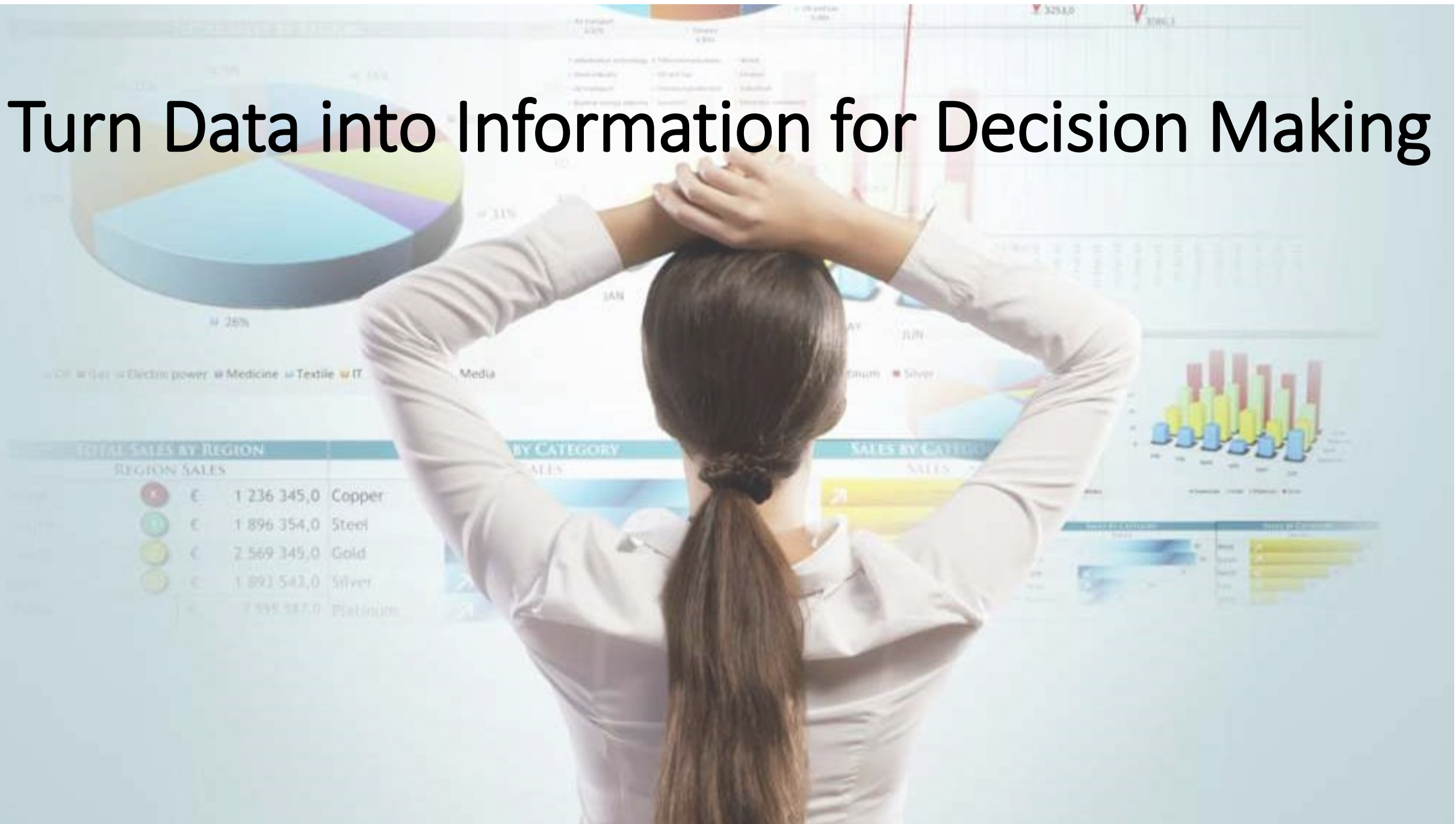
Identifying Needs by Level:

Family
Community
Agency

Education

Area of Concern: high school graduation

LEVELS OF NEED

- Individuals do not have high school diplomas. **(Family)**

- Our community has a low high school graduation rate. **(Community)**

- Our agency has a need for additional resources to establish or expand GED preparation programs for adult customers who have not graduated high school. **(Agency)**

It's all three? Create three statements!

➢ The area of concern may be seen on all three levels, but a **separate statement must be made for each level**.

➢ In the Education example on the previous slide, we see THREE statement that indicate the three levels of need.

Clarify the Need!
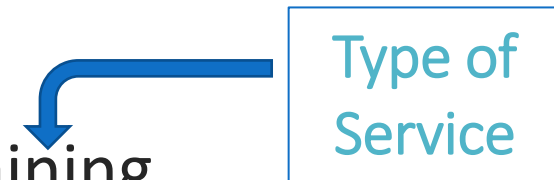# Don't identify a service that could address the need.

Type of Service

Families need Weatherization service.

Actual Need: Families have high utility bills.

Type of Service

Need for a service

Families need rental assistance payment.

Actual Need: Families are at risk of eviction.

Type of Service

Individuals need job skills training.

Actual Need: Individuals lack job skills.

ASSESSMENT

Clarify the need!
Don't identify a strategy that could address need. (Community Level)

Type of Strategy

- Our community needs to develop summer programs for youth.
- **Actual Need: Our community does not provide access to summer programs for youth.**

Type of Strategy

Need for a strategy

- Our community needs to build affordable housing.
- **Actual Need: Our community has limited affordable housing.**

Type of Strategy

- The community needs to provide job skills training.
- **Actual Need: The community lacks opportunities for job skills training.**

Clarify the need!
Don't identify a strategy that could address the need. (Agency Level)

- Our agency needs to provide employment services so our customers do not have to go to another agency.
- **Actual Need: Our agency lacks the trained staff to provide employment services.**

- Our agency needs to establish shelter services for the homeless.
- **Actual Need: Our agency does not have resources to provide shelter services for the homeless.**

- Our agency needs more child care slots.
- **Actual Need: Our agency is not funded to provide child care for everyone who applies for services.**

Type of Strategy

Type of Strategy

Type of Strategy

Need for a strategy

ASSESSMENT

Below are examples of how the identification of needs by level would be integrated into the assessment report:

Example 1: Identified Domain: Employment
Family level: Individuals do not have good paying jobs
Community Level: There is a lack of good paying jobs in our community.
Agency Level: Our CEE does not have the resources to provide appropriate job training to help low income individuals secure available jobs.

Example 2: Identified Domain: Health
Family level: Individuals abuse substances.
Community Level: There is a lack of drug treatment service providers in the community.
Agency Level: Our CEE does not have experienced staff to work with the individuals who abuse substances.

Jefferson Franklin
COMMUNITY ACTION CORPORATION

Community Needs
Assessment
2020

4. Create the CNA Report
*Analyze the data
*Identify key findings
*Prioritize
*Make recommendations

CSBG Organizational Standards

Standard 3.4 • The community assessment includes **key findings** on the causes and conditions of poverty and the needs of the communities assessed.
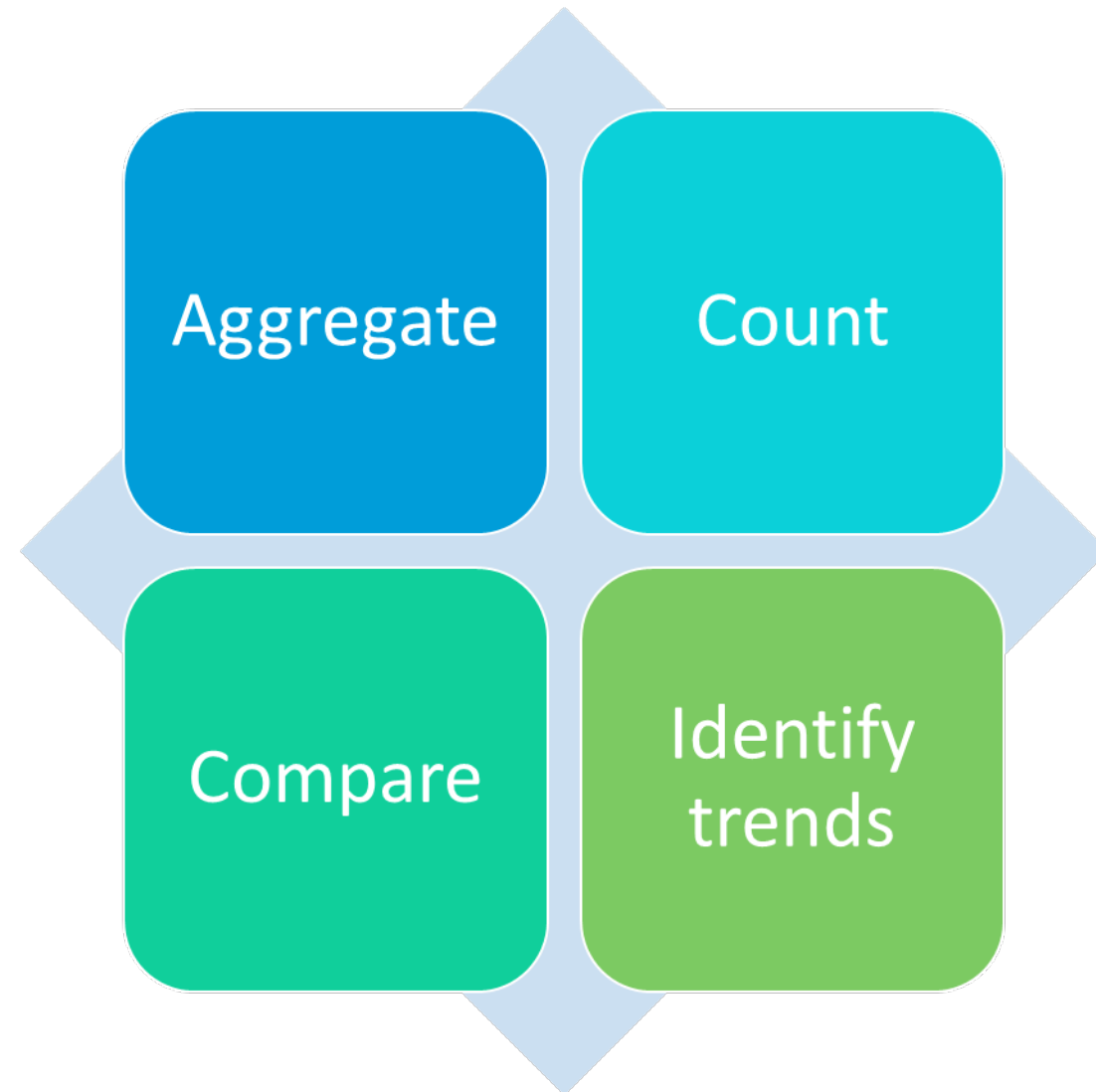
- ▸ Each domain includes an **analysis** of the causes and conditions of poverty
- ▸ Key findings include an **analysis** of the primary causes of poverty in the service area
- ▸ Key findings identify **high priority** needs

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

Facts

Figures

Stories

Useful Information is the product of analysis
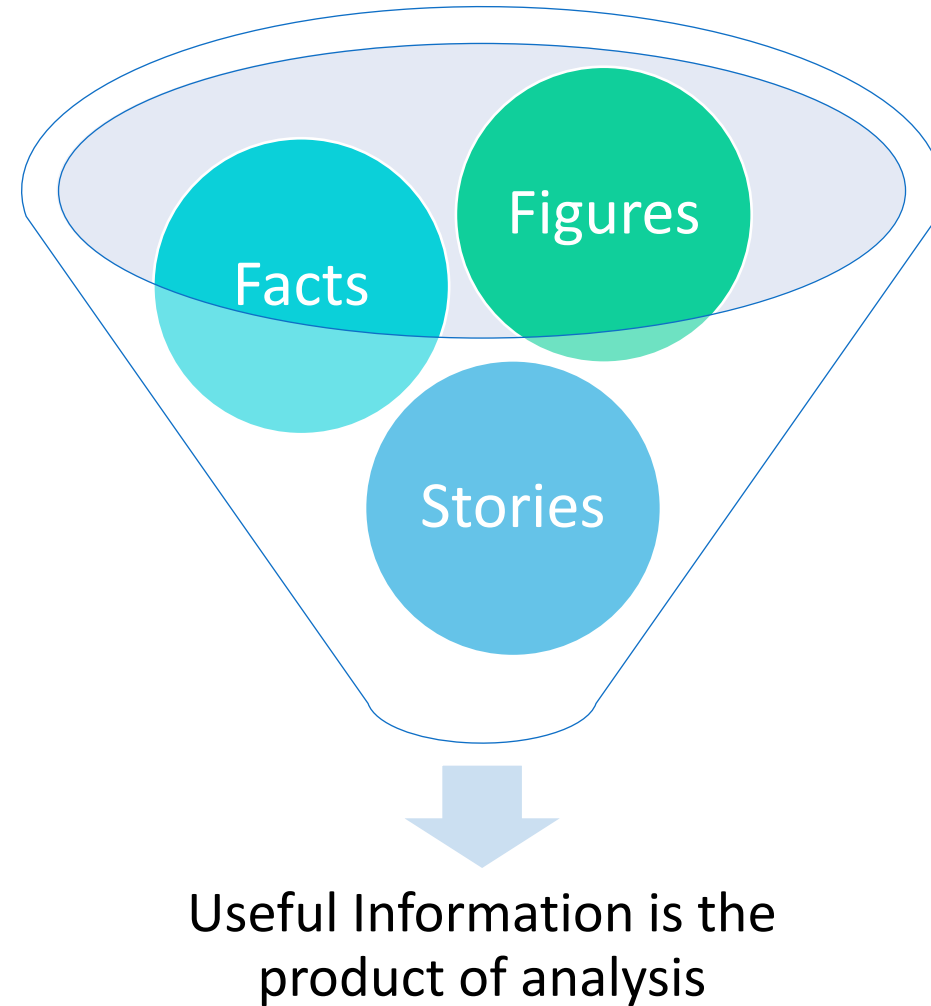
Simple Analysis Techniques

Aggregate

Count

Compare

Identify trends

Material from Intro to ROMA 5.1, 2020

Steps in Analysis:

1. Organize findings by Domains.

2. Ask and answer questions about the different kind of data you have collected

3. Identify the level of need: Family, Agency, Community.

4. Pair Needs and Resources – do you have a match?

5. Prioritize the needs.
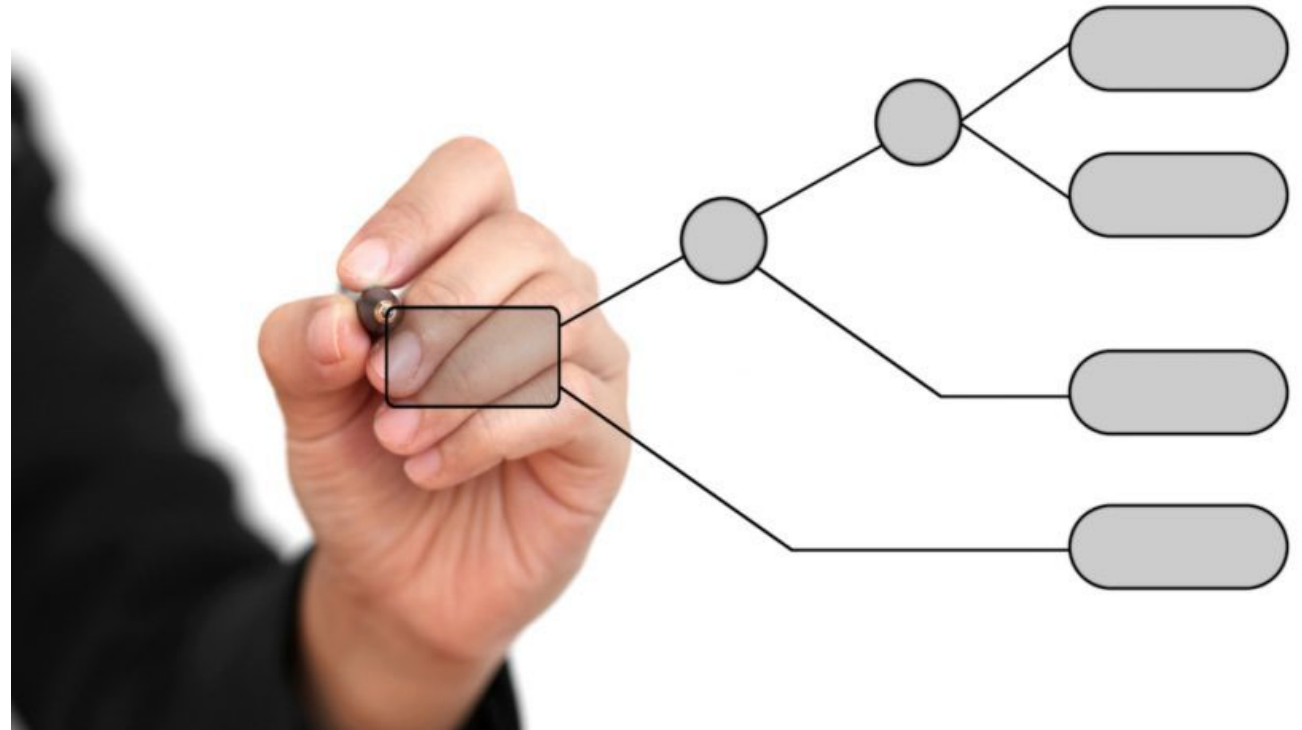
Identify needs by demographic categories

Demographic Data

What are the needs by population?
Who are our primary customers?

Data

Age

Gender

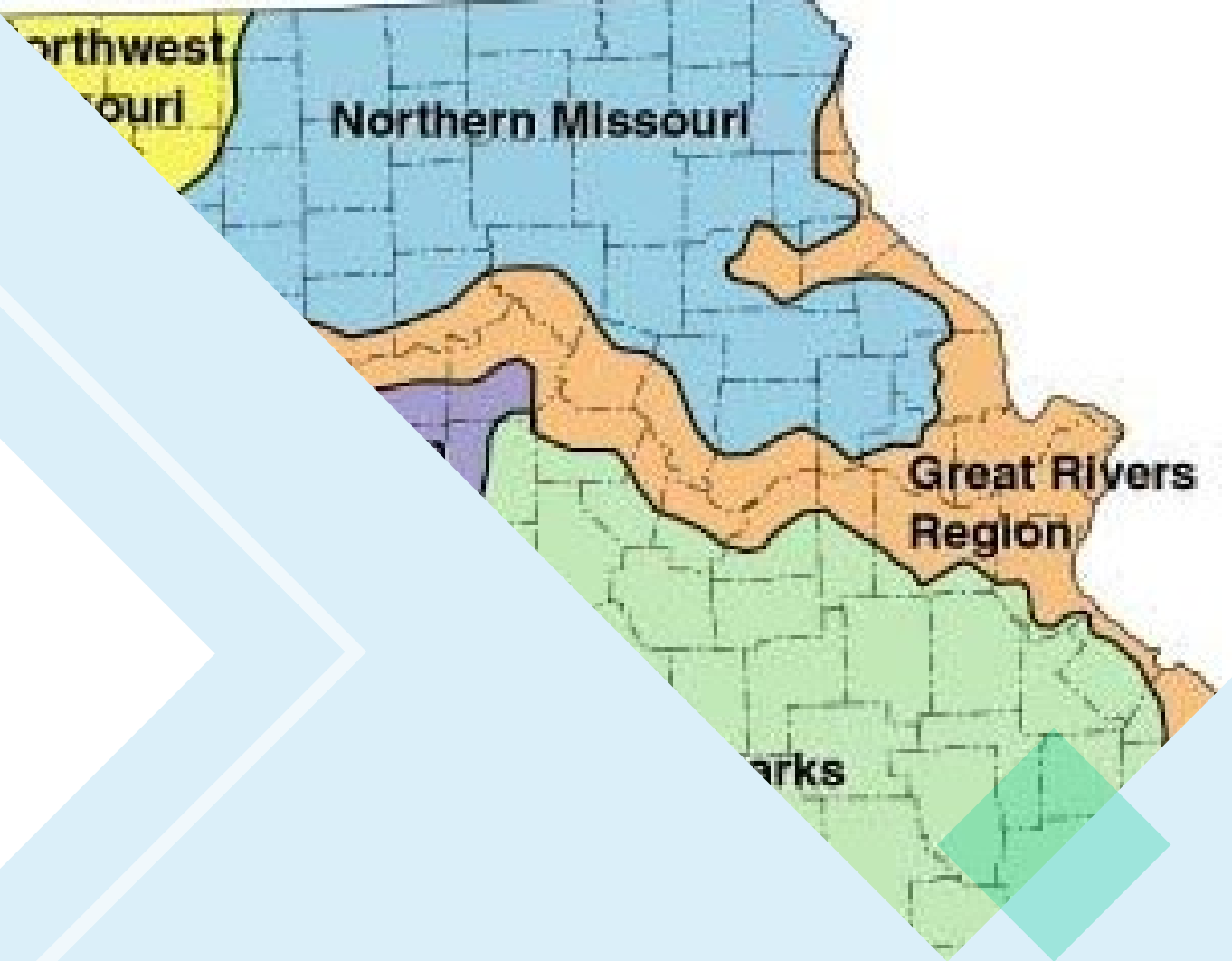Race/ethnicity

Income

Employment

Family status

Analysis

- Compare the population in need to those we have served.

- Are we serving the target population?

- Are there populations not achieving outcomes?

- What programs and services will be needed in the future?

Identify needs by geographic areas

Geographic Data

How are needs geographically distributed?
Are there issues with access and availability in certain areas?

Data

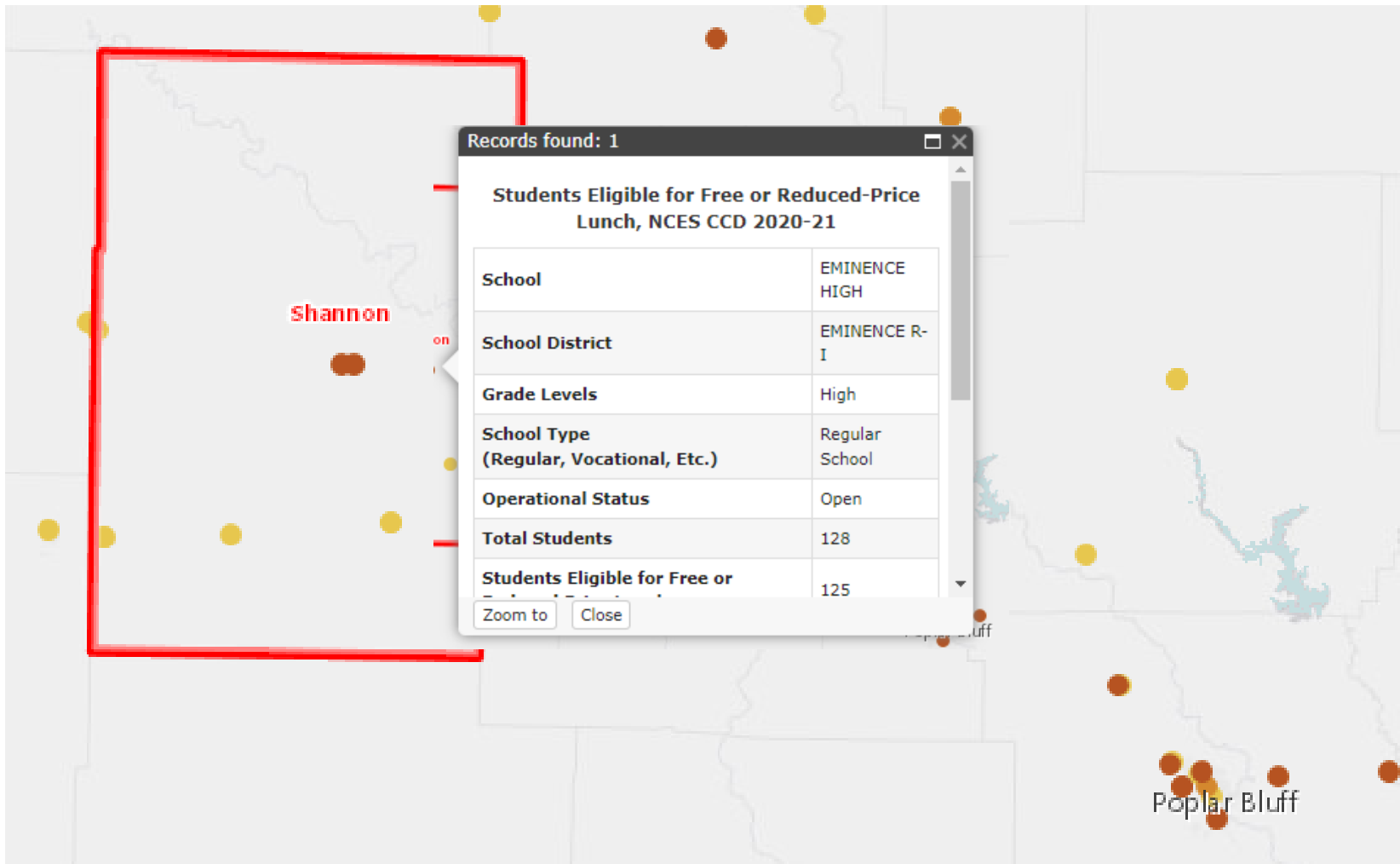Census tract/zip code

County

Service area

Region

State

Nation

Analysis

- Where are the customers and needs located?

- Where are the geographic intersections of needs?

- Are there issues with access to services?

- How does the need compare to the region/state/nation?
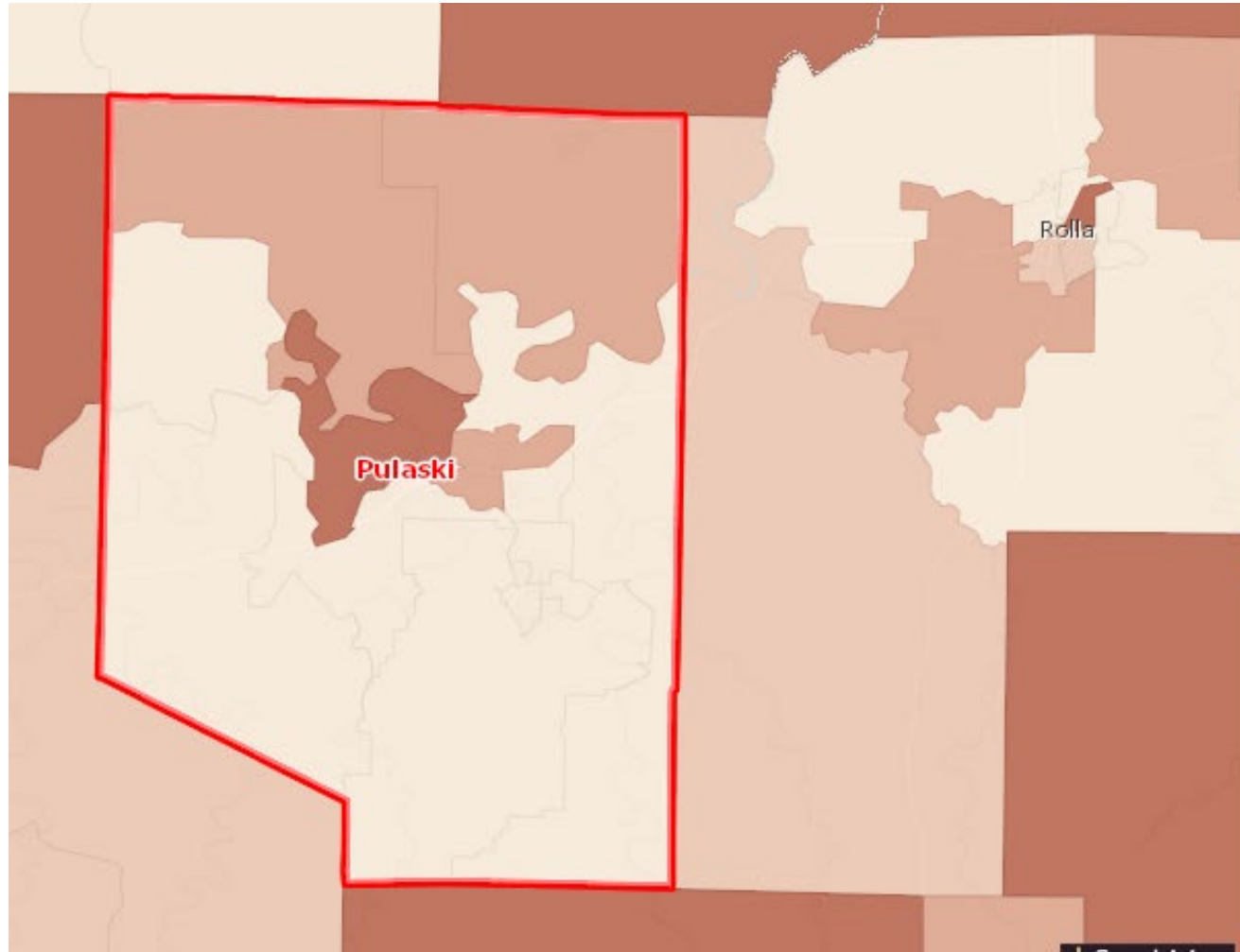
Report Location, County

☐

Transparency ▯

☑ Map ☐ Label

Students Eligible for Free or Reduced-Price Lunch, NCES CCD 2020-21

- 🔴 Over 90.0%
- 🔴 75.1% - 90.0%
- 🟡 50.1% - 75.0%
- 🟡 20.1% - 50.0%
- 🟡 Under 20.1%
- ⚪ Not Reported

Records found: 1

Students Eligible for Free or Reduced-Price Lunch, NCES CCD 2020-21

School	EMINENCE HIGH
School District	EMINENCE R-I
Grade Levels	High
School Type (Regular, Vocational, Etc.)	Regular School
Operational Status	Open
Total Students	128
Students Eligible for Free or	125

Zoom to   Close

Shannon

Enter a location

Map Layers

☑ Map   ⋯

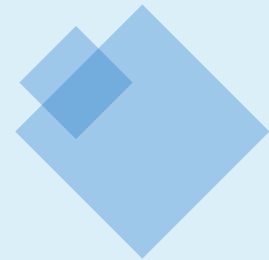**Report Location, County**

🟥

Transparency ▮———————— 0%

☑ Map   ☐ Label   ⋯

Population Below the Poverty Level, Children (Age 0-17), Percent by Tract, ACS 2016-20

- Over 30.0%
- 22.6 - 30.0%
- 15.1 - 22.5%
- Under 15.1%
- No Population Age 0-17 Reported
- No Data or Data Suppressed

Rolla

Pulaski

Identify Trends

Identify Trends

Has the profile remained stable over the past several years?
Is there more or less of something?

Data

Comparison with last year

Comparison with last three years

Comparison with other providers

Analysis

- Increases and decreases in specific areas (population, requests, services, etc.)

- Changes in priority of needs

- Consider if you can predict potential changes in future needs

- Are the trends you are seeing similar to other providers in the community?

Poverty Universe, Age 0-17 for Jackson County, MO (PUA0T17MO29095A647NCEN)

☆

DOWNLOAD ⬇

Observation:
2021: **163,382** (+ more)
Updated: Dec 21, 2022

Units:
Persons,
Not Seasonally Adjusted
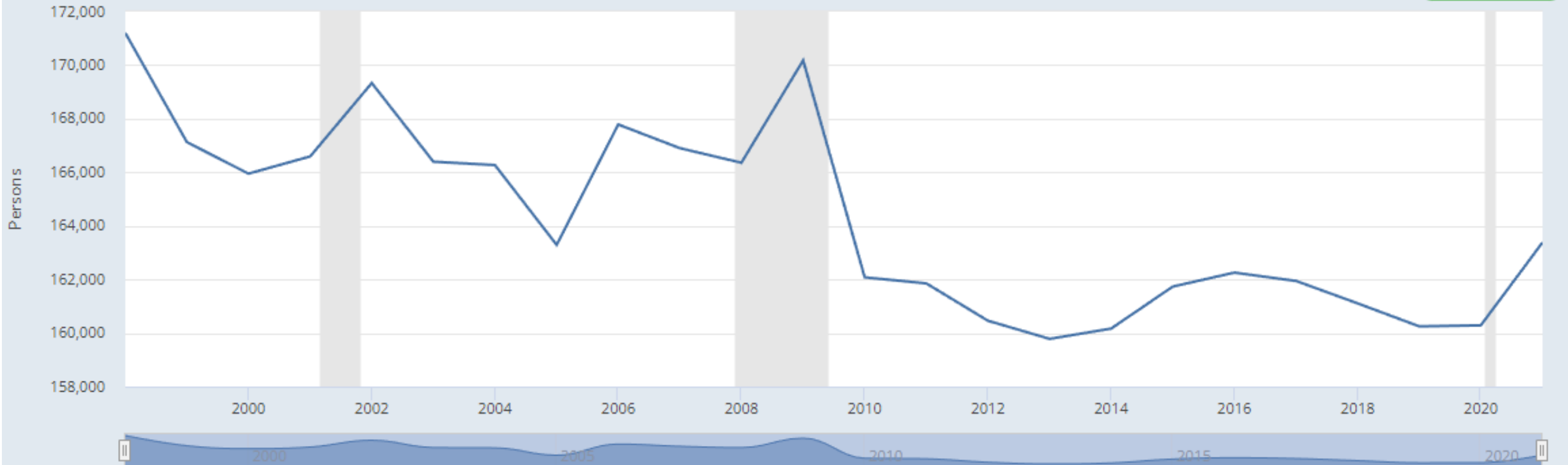
Frequency:
Annual

1Y | 5Y | 10Y | Max

1998-01-01 to 2021-01-01

EDIT GRAPH ⚙

FRED 〜 — Poverty Universe, Age 0-17 for Jackson County, MO

VIEW MAP 🌐

Persons

172,000
170,000
168,000
166,000
164,000
162,000
160,000
158,000

2000 2002 2004 2006 2008 2010 2012 2014 2016 2018 2020

Shaded areas indicate U.S. recessions.

Source: U.S. Census Bureau

fred.stlouisfed.org

Agency Data

Agency Data

What services did we deliver?
What impact did they make?
Has the profile remained stable over the past several years?
Is there more or less of something?

Data

Number served per program

Number on waiting lists and/or unserved

Gaps in services

Current/future program funding

Eligibility requirements/ barriers

Cost per unit of service
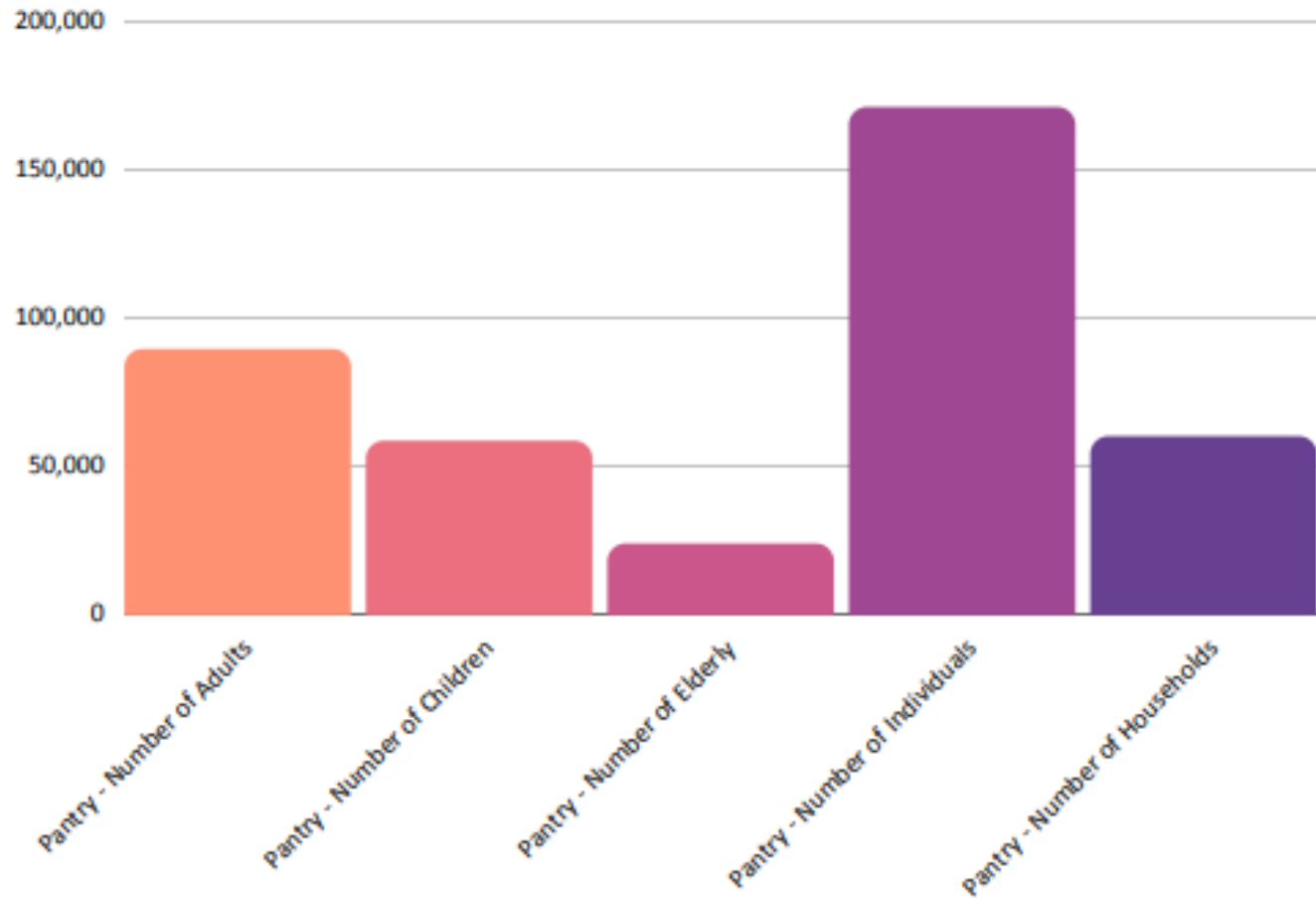
Cost per unit of outcome

Analysis

- Did we provide the services we projected? (The number and types of services?)

- Did people request services that we could not address? What were they? For what population?

- Do we have an unduplicated count of our customers? Which customers received multiple services?

- Can you connect services and outcomes for each customer?

- What information can you get from the financial data?

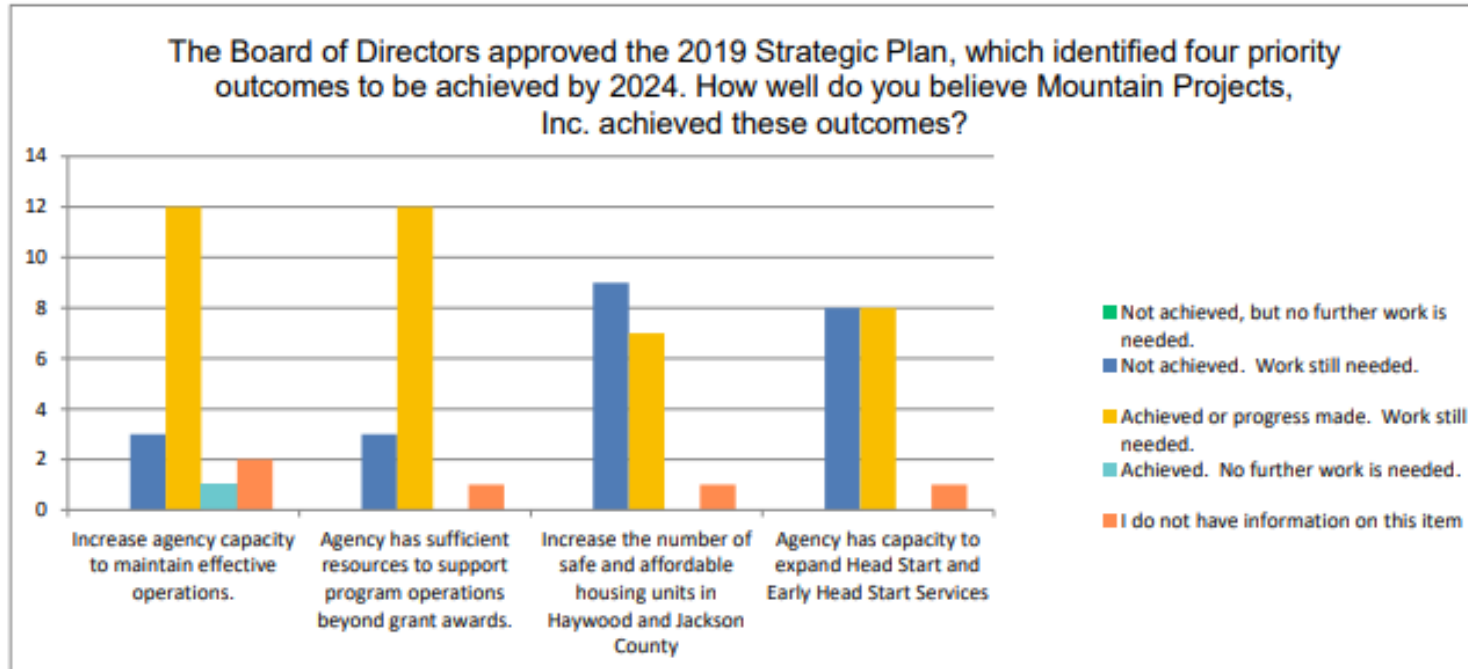- Does the data identify any systems/policy issues?

Demographics

Community Served Through Pantry Operations:

These numbers may reflect households who have returned for services throughout this Fiscal Year (2020).

Agency Level Needs Must Be Included

The Board of Directors approved the 2019 Strategic Plan, which identified four priority outcomes to be achieved by 2024. How well do you believe Mountain Projects, Inc. achieved these outcomes?

Legend:
- Not achieved, but no further work is needed.
- Not achieved. Work still needed.
- Achieved or progress made. Work still needed.
- Achieved. No further work is needed.
- I do not have information on this item

Categories:
- Increase agency capacity to maintain effective operations.
- Agency has sufficient resources to support program operations beyond grant awards.
- Increase the number of safe and affordable housing units in Haywood and Jackson County
- Agency has capacity to expand Head Start and Early Head Start Services

"I think we are doing great work, but I believe that once we make it beyond the pandemic, we will have the capacity to increase in these areas." *Mountain Projects Agency Leadership member*

Look at prior Strategic Plan.

- Did you have agency level outcomes identified?
- Were the agency outcomes based on data from your assessment process?
- Is there still a verified need to be addressed?

Example 1 – When you consider the number of customers served:

Compare your customers to the total population in need:

- We served over 40,000 individuals and 16,000 households.
- This information can be compared to quantitative data provided in an earlier section of the CNA. The number of South King Co. residents experiencing poverty in 2017 was identified as 90,851 individuals and 16,699 households.

- Some conclusions about the need you can make from this example:
  - Served 94% of households identified as "experiencing poverty"
  - The number of individuals is only about 45% - which may indicate a high number of single person households being served.
- Is there an agency need that you could identify from this data?

Example 2 – When there is a new factor:

Consider customer demographics:
- Agency customers have become increasingly more in the "extremely low income" (under 30% AMI) category than those who are "low income" at under 50% AMI.

Conclusions about the need this agency made:
- The poor are becoming poorer despite resources and services being available.
- Root causes and characteristics of the under 30% AMI populations need to be explored.
- Dig deeper to find out what agency capacity is needed to better identify and more strategically serve this population.

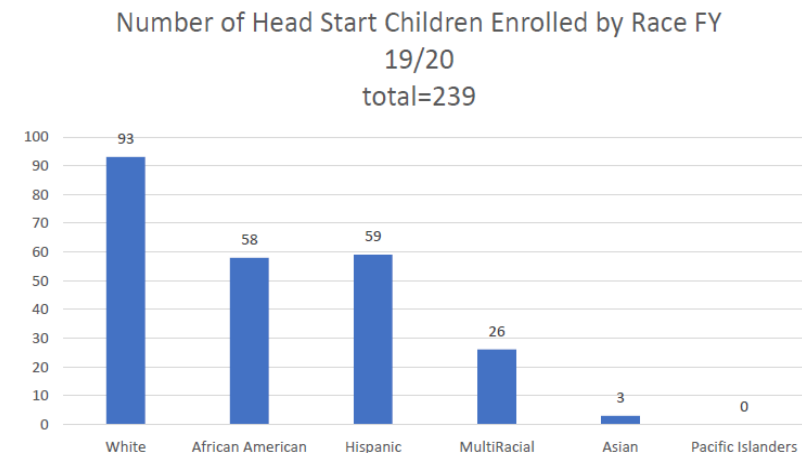- Is there an agency need that you could identify from this data?

Example 3 - When the agency is meting a need that didn't surface in the CN A:

- The *quantitative* data collected shows there is a high percent of children under the age of 5 years in low income families.

- The *qualitative* data does not show a need for early childhood services.

- *Agency data* shows that the agency provides a significant number of early learning opportunities through Head Start in various communities across our service area.

Therefore we can demonstrate the need for early learning,

using the **number of children being served**.

We demonstrated that there IS a need,

and it is being met by our services.

- Is there an agency need identified here? Need to maintain the service?

Number of Head Start Children Enrolled by Race FY 19/20
total=239

| Race	Number
White	93
African American	58
Hispanic	59
MultiRacial	26
Asian	3
Pacific Islanders	0

Community Resources

What is a resource?

- Any thing that can help customers meet needs
- Examples:
  - Tangible assistance from a faith base organization
  - Availability of a summer youth program
  - Substance abuse treatment facility in the neighborhood
  - Emergency room services within 15 minutes of the neighborhood
  - Library open at times that are easy to access
  - Parks are safe for children to play

- Are "Partners" a resource?
- What do partners add to agency capacity and community well-being?

Questions to ask about Resources

- What resources are available?

- What needs to be developed?

- What resources are threatened?
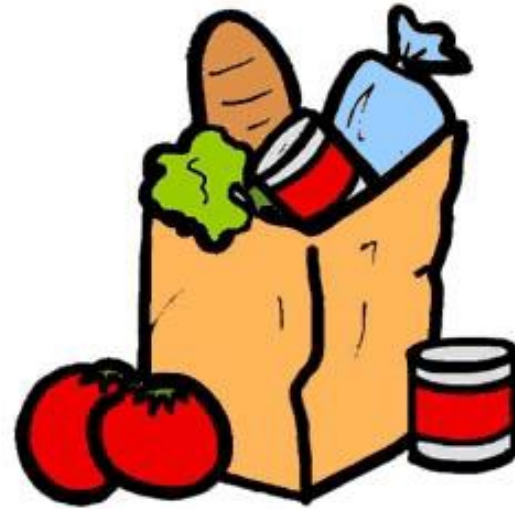
Community Resources
Existing? Emerging? Threatened?

Data

Lists of employers/industries

Identify education opportunities (K-12, community colleges, 4 year colleges)

Healthcare (hospital systems, mental health)

Other service providers (public, nonprofit, private)

Community based organizations

Philanthropy groups

Analysis

- Possible partners for specific areas of need:
  - Workforce development opportunities
  - Adult education supports
  - Affordable housing units
  - Other

- Referral networks and processes

- Funders

- Community engagement opportunities for our customers

Prioritization

Magnitude of the need

Availability of resources

Strengthen or Abandon

Prioritize the Need

- Based on quantity/level of need and its impact
- What are the available resources, including partners?
- What is the cost and estimated impact?
- Is it aligned with the National Goals?
- Is it aligned with the agency's mission?

Pairing Needs, Resources, and Partners

- What is your agency already doing?

- What resources are available to continue or expand?

- What parts of the need can you address? What can you coordinate with partners?

- What are community partners already doing?

- How can partnerships be built and maintained?

- What may take advocacy efforts?

Once all preferred choices per program department were selected according to gathered data and analysis, the following consolidated chart was constructed.

Agency Domain Prioritization	
Domain/Issue Area	Total Score
Use of Income	10
Education	9
Employment	8
Housing	14
Nutrition	11
Health	23
Transportation	9

The total score for each Domain/Issue Area was calculated by counting the amount of times each domain was selected throughout the paired comparisons across all the departments.

The highlighted areas in yellow – Education and Transportation – "tied" in scoring which required a final paired comparison across all departments resulting in the following evaluation:

Tie-Breaker Evaluation	
Education	4
Transportation	0

Once the "Tie-Breaker" Evaluation was applied, the needs – in order of precedence – was:

Order of Precedence	Domain/Issue Area
1	Health
2	Housing
3	Nutrition
4	Use of Income
5	Education
6	Transportation
7	Employment

Assess What Must Be Strengthened or Abandoned

- **Some things must be strengthened.**
- **If essential performance areas are weak they must be strengthened.**

Some things must be abandoned.
Doing what we have always done is not always right choice.

Of the top priorities identified:

- What is easy to do?
- What is important to do?
- What is essential to achieve the agency mission?
  - What is going to change for families and communities?
- What is essential to maintain/expand agency capacity?

The Community Needs Assessment Report

The "data turned into information" must be presented in a way that is easily understood by the audience.

And it must have some conclusions and recommendations to be the bridge to Planning.

Writing the Report

- Describe the assessment goals and methods.

- Organize data in a way that will be useful to readers.

- Identify what raw data you will include to make your points.

- Identify key findings and top needs by level (family, community, agency).

- Create recommendations.

TIPS for creating recommendations

- Make sure the recommendation clearly identifies the need and the level of need associated with it
- Don't jump to recommending a service or strategy – that is the work of the Planning team.
- Be clear about what is needed, what resources are available, and how the recommendation relates to the agency mission.
- Include recommendations that support continuing programs (services or strategies) that have proven effective in the past – as well as recommendations that identify challenges seen in past programs.
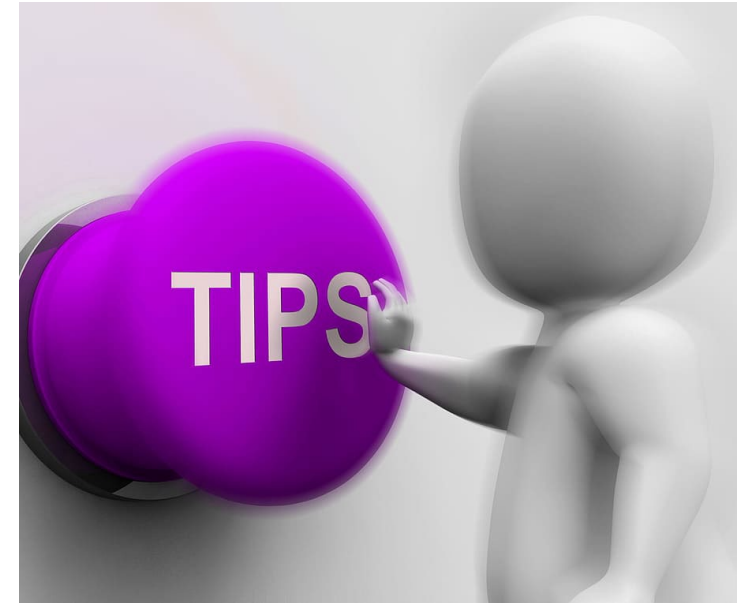
Next Steps?

How can you improve your CN A processes?

What do you need to make changes?
(staff skill development, other resources, etc.)

Explore the way you analyze the data to make meaning for decision making.

Consider how you can use your CNA report for outreach, marketing and relationship building.

Contacts

Results-Oriented Management and Accountability

Family   Agency

Community

- **Barbara Mooney, Ed. D.,**
- Director, Association of Nationally Certified ROMA Professionals
- barbaramooney@windstream.net

- **Carey Gibson, MSW**
- Project Manager, National Peer to Peer ROMA Training Project
- careylgibson@gmail.com