

Agency Status	Financial Management I	Agency Management II	Programs and Services III	Human Resources IV	Community Relations V	Board of Directors VI	ROMA VII
Thriving	Highly diverse base. Strong reserve. Excellent controls. System is responsive.	Systematic and regular feedback. ROMA integrated. Strategic planning. Timely submission of reports.	Innovative programs. Results oriented. Improvement sought. Best Practices.	Staff creative. Plans for staff development. Excellent controls. Exemplary information. Very little staff turnover.	Provide leadership. Strong, respected advocate. Visible and influential in the community. Facilitates and participates in collaborative responses to community problems.	Board Creative. Advocate for poor. Set direction. Advocates for agency. Know and accept Board and role responsibilities. Staff attends Bd meeting and provides information. Board is kept informed and understands all financials.	ROMA integrated throughout agency. All staff aware of ROMA concept and used. Supported by Exec. Dir. Board cognizant of concept.
Safe	Some diversity in funds. Adequate reserve. Adequate controls. System is responsive.	Clear vision; little action Regular data review. Feedback system. ROMA used. Multi-year planning. Timely submission of reports.	Programs grow. Change oriented. Fulfills commitments. Effective practices.	Staff morale high. Staff trained. Controls assure compliance. Adequate information. Staff competent and committed. Little staff turnover.	Partnerships and networking. Seen as positive. Some advocacy.	Committed to serving poor. Pursue direction. Belief in agency and its staff. Board knows & understands agency's programs. Board is kept informed & understands all financials.	Most staff aware of ROMA concept. Supported by Ex. Dir. Beginning to integrate ROMA throughout agency. Board learning concept.
Stable	Funds cover activities. Little reserve. Controls weak / unfunctioning. System response is timely most of the time.	Required Feedback. ROMA language. Annual planning. Self-assessment performed / implemented. Reports occasionally late.	Agency no longer in danger. Programs stable. Grant oriented. Delivers service. People are served. Commitment to change. Addresses organizational weaknesses.	Staff competent. Weak controls; functioning. Little information shared. Some staff turnover.	Attends meetings. Neutral image. Little advocacy, but some education.	Understand poverty. Stay on course. Participate; don't micromanage. Info discussed regularly.	Some staff aware of concept. ROMA used only as required. Little board training. Supported by Ex. Directors.
Vulnerable	Limited funding base/tight. Controls not functioning consistently. System cannot respond in timely manner. No reserve funds.	Little/no feedback. No outcomes/results. No planning beyond grant objectives. Probation status needs intervention. Reports consistently late.	Programs stagnant. Do not consistently meet grant goals. Inconsistent practice. People not served.	Staff lack skills. Controls are inconsistent. No Information shared. May need staff changes. High staff turnover.	No regular contact. Negative image. No advocacy or community effort for poor.	Apathetic. Micromanage or fail to do basics. Lack faith in staff or aren't told truth. Needs Board training. Lack of financial discussion.	Not meeting all requirements. Most staff unaware / unwilling. Ex. Dir. non-committal. Board unaware of concept.
In Crisis	Cannot cover expenses; deficit spending. Borrowing for operating expenses. No controls. No systemic response capability. Corruption.	No feedback/ignore feedback. Not meeting simple goals / objectives. No planning/totally reactive. Unwilling to change. Needs strong outside intervention. No reports.	People not served. Programming does not meet funder standards. Ineffective/harmful practices. Misrepresentation of activity.	Staff incompetent. No controls. No information shared. High staff turnover	Excluded from community activity. Seen as corrupt or incompetent. Seen as not being of assistance to the poor.	Disagree with CAA philosophy. Micromanage. Don't attend. Corrupt. Incompetent. "Rubber Stamp"	Not meeting any requirements. Ex. Dir. not committed. Staff unwilling / unaware. Board unaware of concept.