Forging a Pathway to Excellence

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The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

Land Acknowledgement

- Go to https://native-land.ca/ and enter your address in the search box on the left of the screen

- **“This meeting is being held on the traditional lands of the _____ People, and I pay my respect to elders both past and present, who have stewarded this land throughout the generations.”**

Please take a moment to consider the many legacies of violence, displacement, migration, and settlement that bring us together here today.

Agenda

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Excellence in Community Action

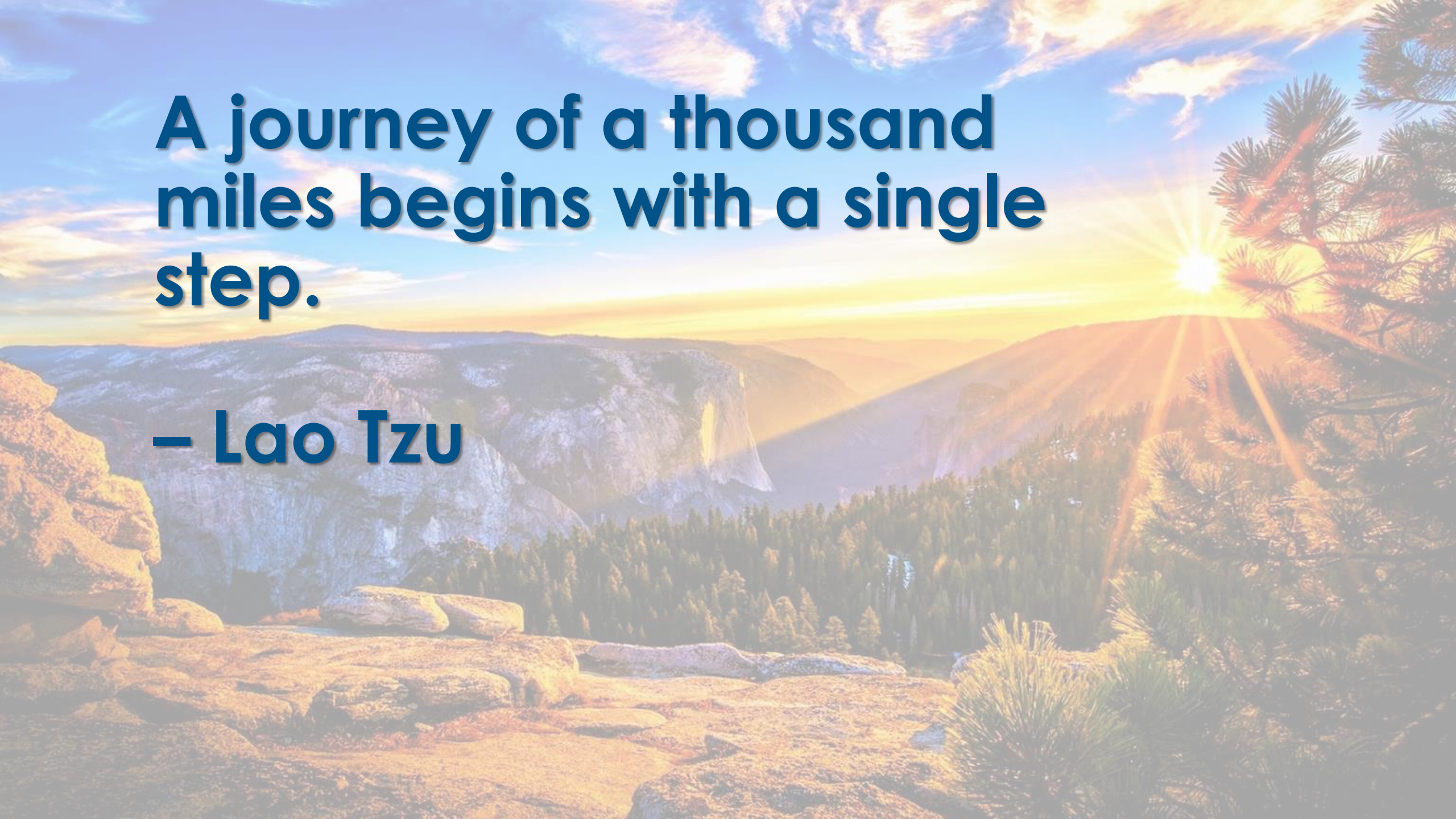
- What is it? Why now?

Community Action Standards of Excellence

Pathways to Excellence

- Tiered Approach
- Pricing
- Timelines

Resources


A journey of a thousand miles begins with a single step.
– Lao Tzu

Moving Towards Excellence

- Organizational Standards represent *(important)* operational thresholds or minimums for our network.

- After meeting the CSBG Organizational Standards, is your agency ready to move to the next level?
  - **Communities need and deserve excellent Community Action Agencies**

- Continuous Improvement is both a Commitment and a Process
  - Every CAA can improve

What does Excellence in Community Action Look Like?



What Are the Community Action Standards of Excellence?

The **Community Action Standards of Excellence** represent 35 of the very best practices of the very best Community Action Agencies.

They represent **optimal, real-world** administrative and operational benchmarks that **every agency can strive for**.

The Standards for Excellence are based on the *Malcolm Baldrige Criteria* for Performance Excellence

The Baldrige Criteria are tailored to the language and operations of the CAA Network and revised every two years

The Standards of Excellence

- Seven Categories -

1. Organizational Leadership
2. Strategic Planning and Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resource Focus
6. Organizational Process Management
7. Organizational Results

Pathways to Excellence Overview

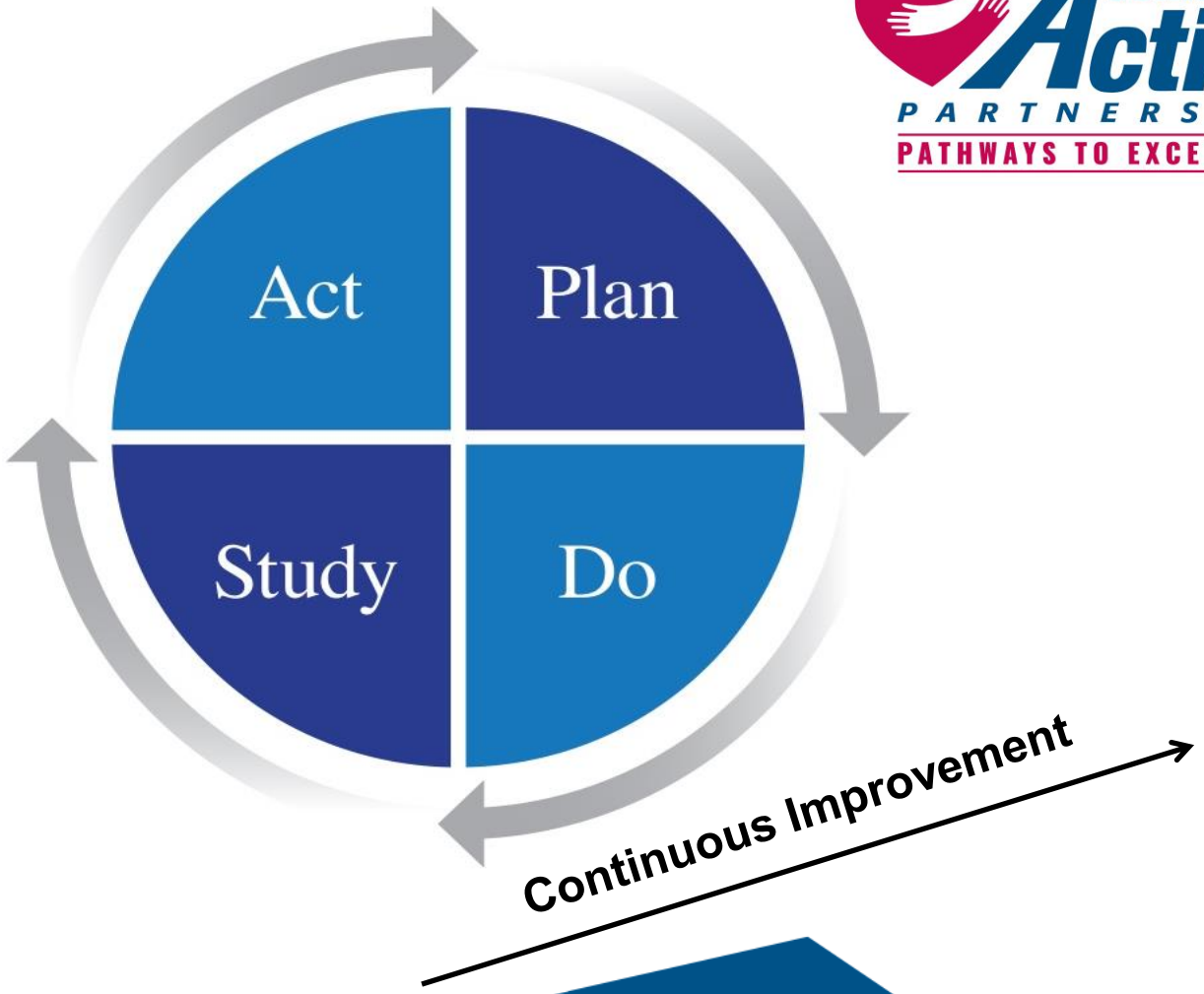
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Pathways to Excellence *empowers CAAs in their pursuit of excellence through an intentional process of assessment, planning, and capacity building to institutionalize known best-in-class practices from the Community Action network and outlined in the* ***35 Standards of Excellence****.*

- **Learn about the Standards of Excellence**
- **Implement & Institutionalize the Standards of Excellence**
- **Complete a Rigorous Self Study to Assess and Document your Agency Commitment to Excellence**
- **Receive comprehensive feedback from Community Action Peer Experts on how to improve your implementation of Excellence**
- **Receive recognition as a Community Action Agency of Excellence**

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Through the intentional process of assessment and implementation, your organization is engaging in continuous quality improvement towards full excellence deployment



But wait… Is now really the time to pursue Excellence?

- Families and communities in profound crisis for the past year
- Staff have been stretched, stressed and traumatized
- Focus is (and should be) on keeping people alive, healthy and in their homes

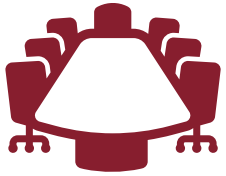
And yet, even in the midst of a pandemic…

CAAs that have institutionalized standards of excellence have continued to innovate through crisis and have attracted new resources, new partners and increased trust of community leaders

Getting Started…



Leadership Buy-In



Board Approval



Tier Selection

Foundations of Excellence: Excellence Team

- The agency must designate a **formal Excellence Team**.
  - This team will be responsible for implementing, directing, and leading excellence in the agency.
  - If pursuing Silver, Gold, or Platinum tiers, this team is instrumental to completion of the self-study and implementation of feedback.
  - Membership should at a minimum include senior agency leadership, but may include board members, staff, or outside experts such as consultants.
    - The size of the team should not be so large that it is unmanageable

Foundations of Excellence: Formal Board Commitment to Excellence

- The Board of Directors **must formally commit** to pursuing Excellence prior to completion of the Bronze Tier, and prior to enrollment in all other Tiers.
  - This important step ensures there is full buy-in and support from the Board.
  - A template board resolution that can be used with your board is included in the eCourse and on the Excellence webpage

The Tiered Approach

- **Bronze Level – Commitment to Excellence**
- **Silver Level – Implementation of Excellence**
- **Gold Level – Pursuit of Excellence**
- **Platinum Level – Award for Excellence**

https://communityactionpartnership.com/wp-content/uploads/2021/10/Pathways-to-Excellence-Tiered-Approach-with-Branding-FINAL.pdf

Bronze: Commitment to Excellence

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- Complete & Submit a Board Resolution to formalize the CAA's Commitment to Excellence
- Develop 5-page Organizational Profile
- Convene Agency Excellence Team
- Complete the Standards of Excellence eCourse (accessible to core agency excellence team)

Silver: Implementation of Excellence

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- ✓ Complete Online Organizational Assessment
- Attend Pathways Implementer Certification Training (one staff)
- Complete an abbreviated self-study on 2-3 categories of the Standards of Excellence
- Work with Peer Reviewers to assess and draft feedback report

Gold: Pursuit of Excellence

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- Attend Training on the Self-Study Process (full core agency excellence team)
- Participate in Technical Assistance Web Meetings
- Submit Self-Study and receive Feedback Report from expert Peer Reviewers

Platinum: Award for Excellence

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- Two Year Process
- Submit Award Application
- Complete full Self-Study for Award Review
- Site visit and scoring of Self-Study by Award Reviewers
- Pending Results, Achieve the Highest Honor in Community Action

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Ultimate Achievement

The Award for Excellence in Community Action

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Award for Excellence Goals

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Visibility: showcase excellence in our CAA System



Recognition: identify and promote our best organizations



Reward: make it worth the effort



Sharing: proliferate best practices and excellence *nationwide*



Learning: make it easy for every CAA to improve

From Meeting to Exceeding

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- Self Assessment
- State Assessment
- Ongoing
- Mandatory

Organizational Standards

Tiered Approach to Excellence

- 4 levels to pursue Excellence
- Self-paced approach
- Voluntary

- Self Study
- Site Visit
- Feedback Report
- National Recognition

Award for Excellence

PATHWAYS *to* EXCELLENCE

Tiered Approach to Excellence

2022 Price List

Bronze Level: Commitment to Excellence

Fee Due at Enrollment
$750

Silver Level: Implementation of Excellence

Agency Total Revenue	Fee Due at Enrollment
< $3,000,000	$1,500
$3M - $9,999,999	$2,250
$10M - $19,999,999	$3,000
$20M +	$3,500

Gold Level: Pursuit of Excellence

Agency Total Revenue	Fee Due at Enrollment
< $3,000,000	$2,250
$3M - $9,999,999	$3,500
$10M - $19,999,999	$4,250
$20M +	$5,000

Platinum Level: Award for Excellence

Agency Total Revenue	Fee Due at Enrollment
< $3,000,000	$5,750
$3M - $9,999,999	$7,500
$10M - $19,999,999	$8,750
$20M +	$10,000

Enrollment Process

- Complete the Enrollment Form:
  https://www.surveymonkey.com/r/PathwaysEnrollment

- To complete the enrollment form, you will need:
  - Basic agency information including service area, number of FTEs, and annual budget;
  - Agency strategic plan;
  - Most recent 990 form*; and
  - Board Resolution*;

- Partnership staff will confirm receipt of your materials; review for completeness and generate an invoice.
  - ***Enrollment is not complete until payment is received.***

Pathways Certifications

- Pathways Reviewer Training
  - Peer Reviewer Refresher Training

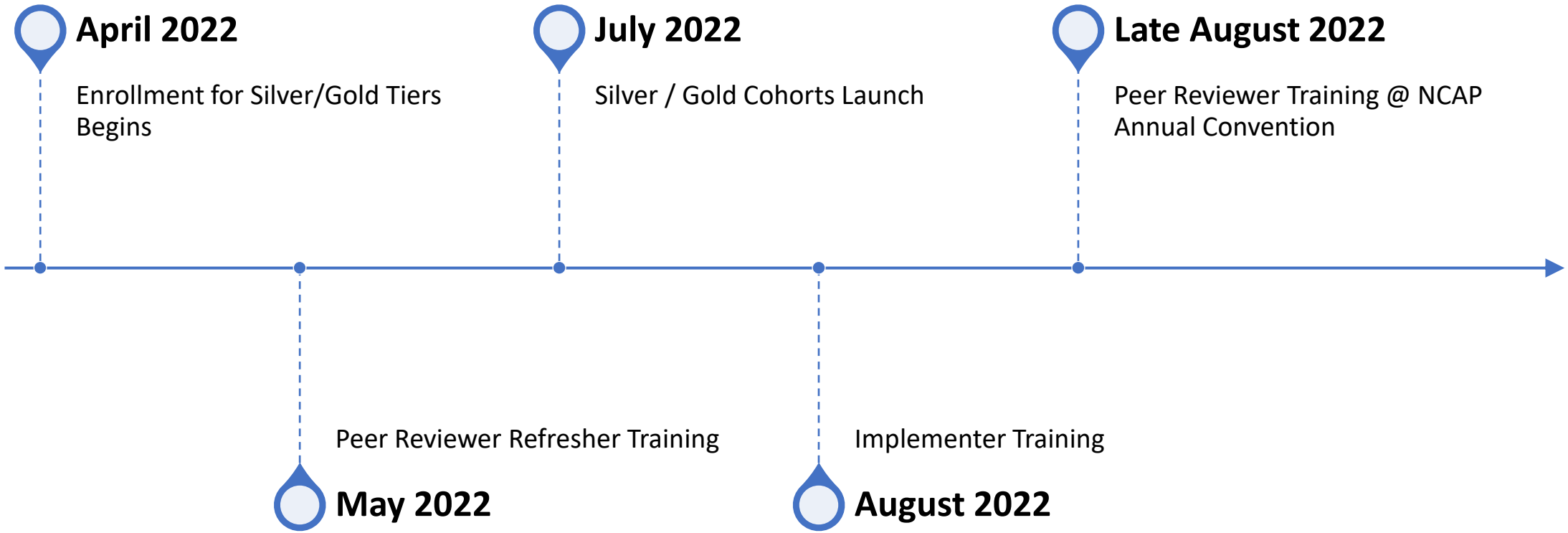
- Implementer Training

Additional Pathways Activities

Activity	Fee Due at Enrollment
Implementer Training (Outside of Silver-Level)	$549
Peer Reviewer Training	$525
Peer Reviewer Refresher	FREE*

**2022 Peer Reviewer Refresher Training is free. Fees are subject to change in 2023.*

Timelines



Bronze & Platinum Tier Enrollment is offered on a rolling basis

State Associations & State Offices

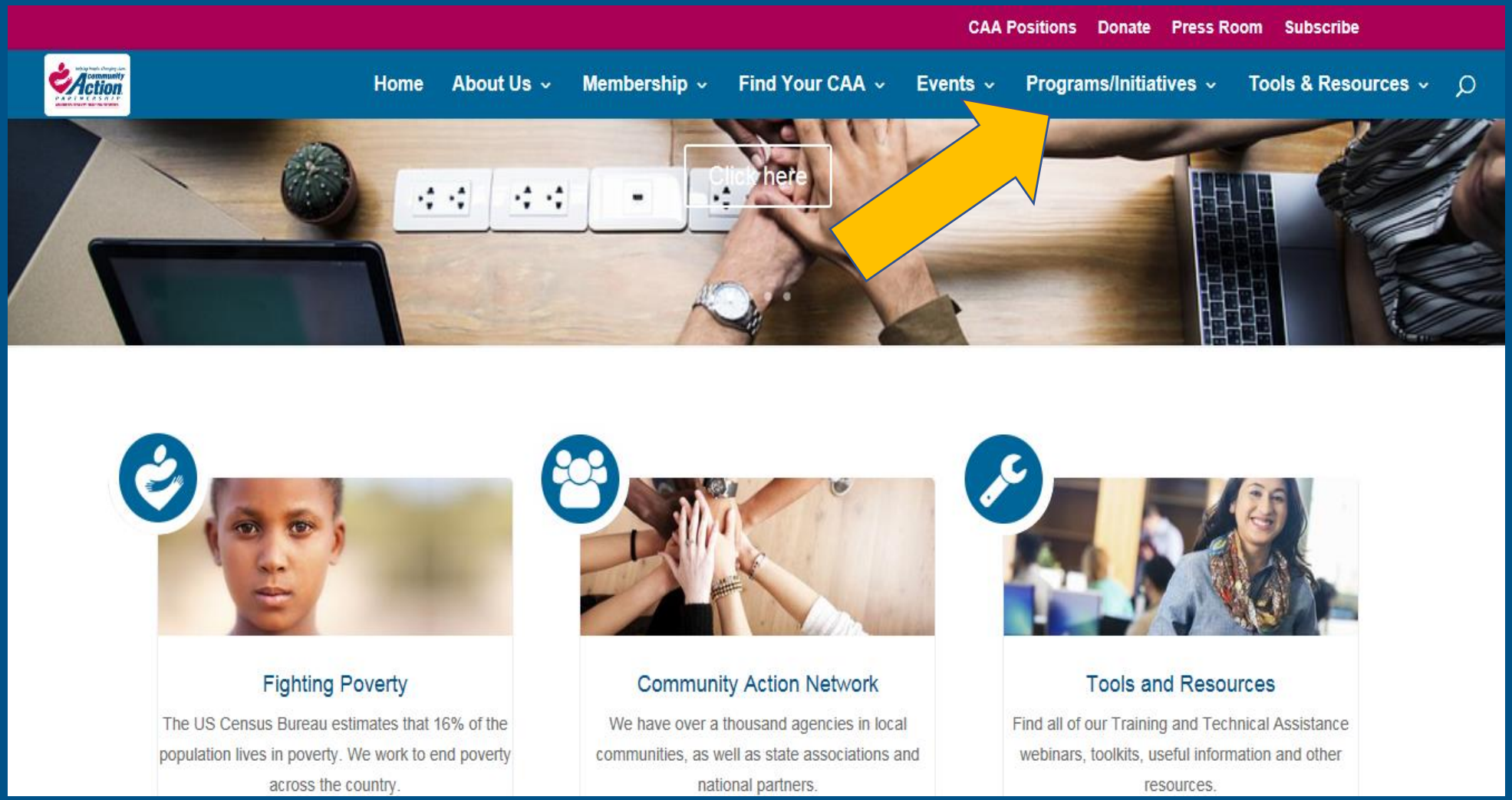
- State Associations & State Offices can play an important role in supporting agencies' journeys to Excellence:
  - Facilitate state cohorts for peer support
    - Contact the Partnership if you have multiple agencies wishing to participate in your state
  - Provide funding / scholarships for agency enrollment fees or training fees
  - Offer T/TA related to Excellence topics
  - Remember, Pathways to Excellence & Standards of Excellence are **voluntary**.

Excellence Commission

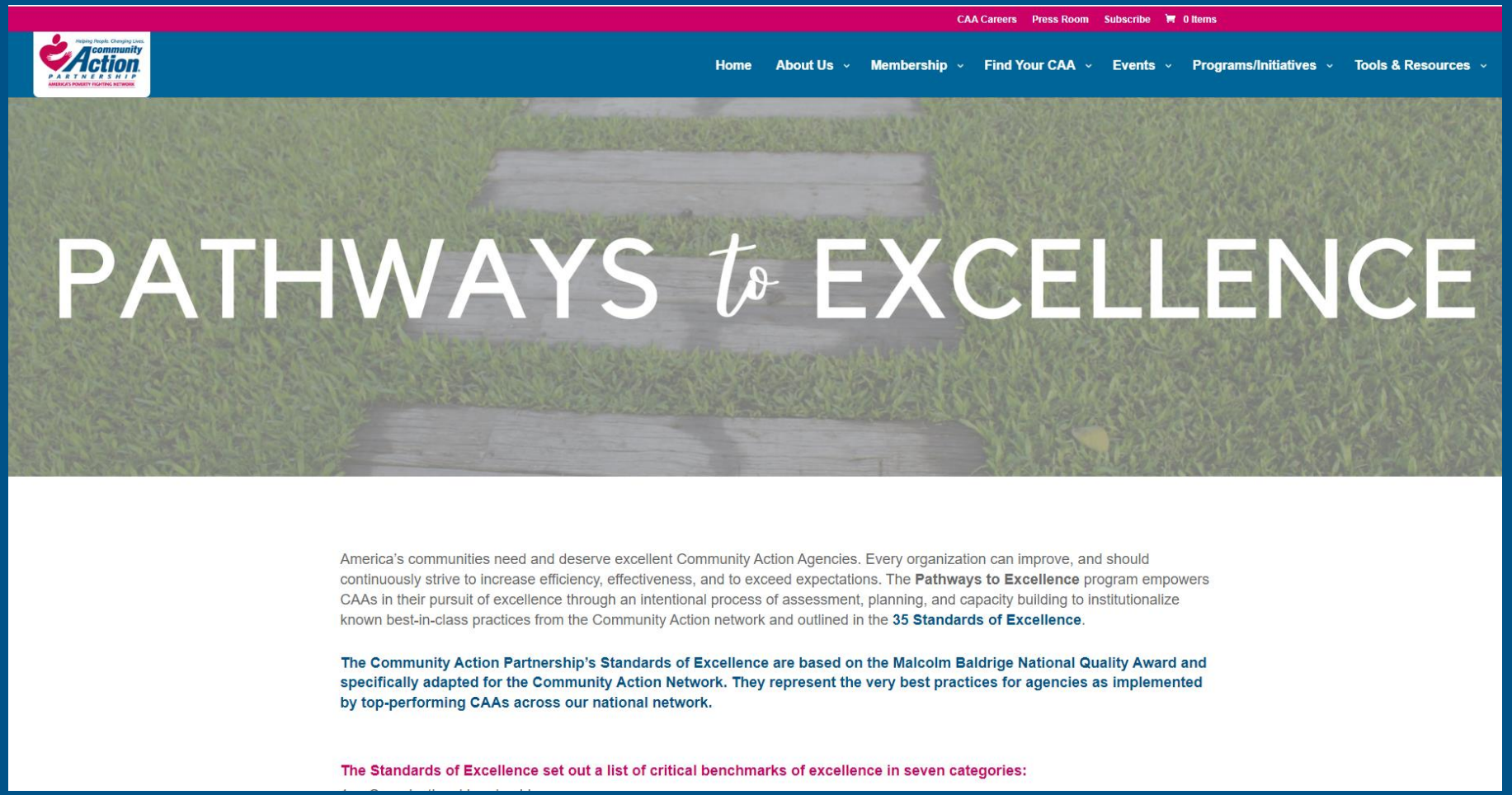
9 Community Action Experts oversee the administration of the Award for Excellence and the Pathways to Excellence program.

- Biz Steinberg - San Luis Obispo, CA
- Paul Dole, CCAP - KCEOC, KY
- Andrew Bates, CCAP - Louisville Metro Office of Performance Improvement, KY
- Stephanie Kasprzak - Monroe County Opportunity Program, MI
- Liz Kuoppola, CCAP - Mahube-Otwa Community Action Partnership, MN
- Mary Lockhart-White - Community Action Partnership of Lake County, IL
- Angela Martin - Maryland Community Action Partnership, MD
- Bill Powell - South Plains Community Action Agency, TX
- Tawny Stottlemire, CCAP- Community Action Inc, KS

More Information: Partnership Website



Standards of Excellence Webpage



https://communityactionpartnership.com/pathways-to-excellence/

2021 Standards of Excellence

https://communityactionpartnership.com/wp-content/uploads/2022/01/2021-Standards-of-Excellence-with-Pathways-Branding-Rev-Dec-21-Final.pdf



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