

# Navigating the Pathways to Excellence Program Webinar

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December 5, 2024



# 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.*



# Agenda

- Overview of the Pathways to Excellence Program
- Panel Discussion:
  - Why Excellence?
  - Impacts on Agency
  - Closing Thoughts
- Enrollment Timelines
- Q & A and Evaluation

# Communities Deserve Excellent Community Action Agencies



- America's communities need and deserve excellent Community Action Agencies.
- Every organization can improve, and should continuously strive to increase efficiency, effectiveness, and to exceed expectations.
- NCAP offers the Pathways to Excellence Program to provide CAAs with opportunities to move beyond compliance by creating a culture of excellence.



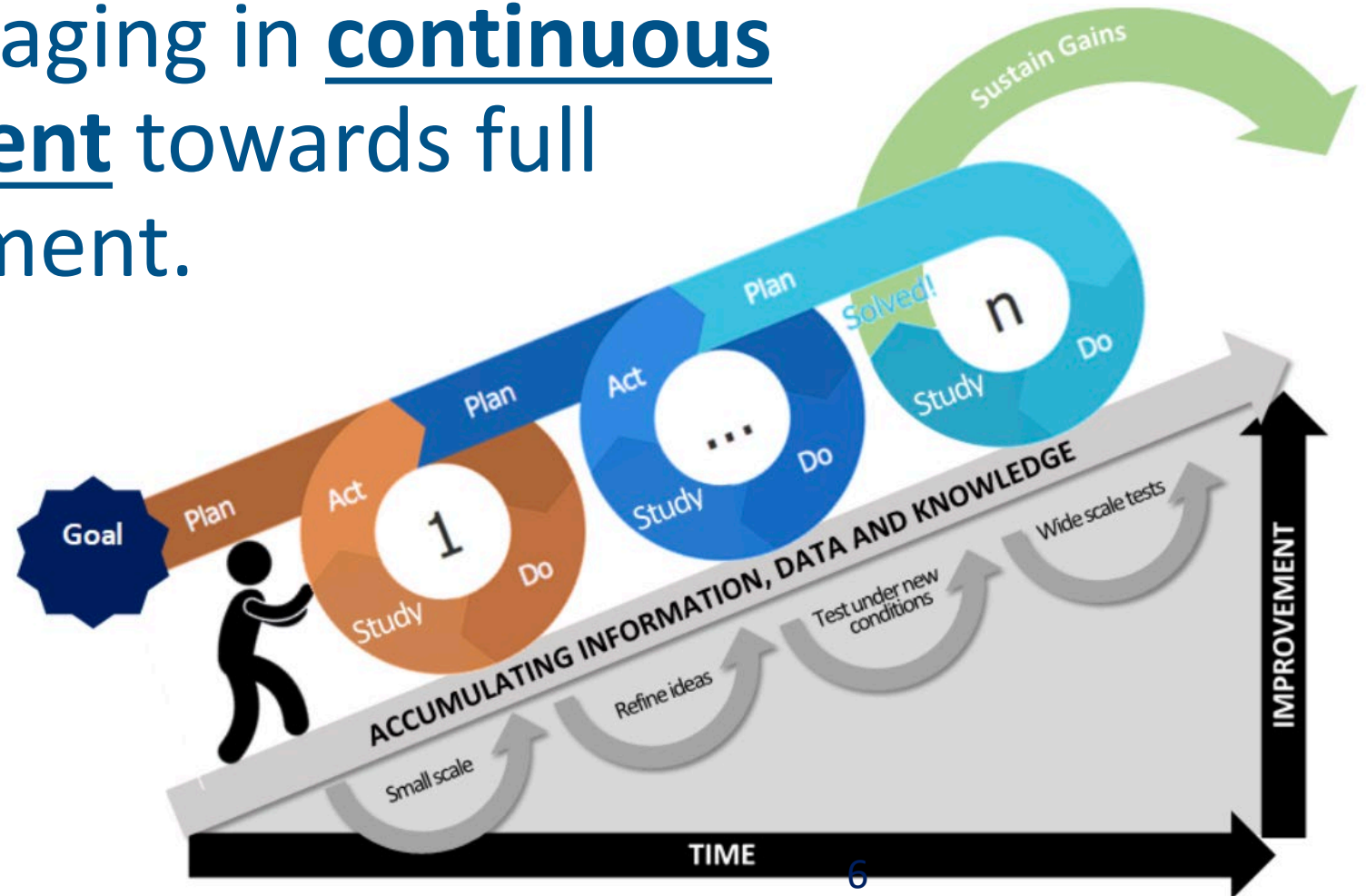
# Communities Deserve Excellent Community Action Agencies



Based on the [Malcolm Baldrige National Quality Award](#), the Pathways to Excellence program 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, which are organized into 7 categories.



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





- Categories 1, 2, & 3 focus on Organizational Drivers that determine the purpose and direction of an organization.
- Category 4 supports all others. It is the “Brain Center” of an organization, as it focuses on how data and information are aggregated, analyzed, distributed, and used to determine progress and inform all aspects of agency operations.
- Categories 5 & 6 focus on the efficiency and effectiveness of an organization’s People and Processes.
- Category 7 focuses on the “Bottom Line”, the use of ROMA, and whether the organization is progressing toward its mission and achieving its intended outcomes and results.

# The Tiered-Approach

- The Pathways to Excellence program follows similar approaches utilized by state-based Baldrige Award application methodologies, beginning with an entry-level or “commitment” level with additional levels of progressive engagement and required agency/staff work.
- Pathways to Excellence tiers are Bronze, Silver, and Gold.
- The final level is the Award for Excellence.



# The Tiered-Approach

- This “tiered approach” is designed to permit entry by a CAA at any point; there is no requirement to formally complete one level of achievement to access another.
- However, it is strongly recommended that agencies consider proceeding through the levels, as they build on one another.
- Furthermore, successful completion of some levels will require the completion of some requirements of previous levels.

Gold

Silver

Bronze

# NCAP's Pathways to Excellence

## At-A-Glance



**General Timeframe for Completion:**

**3 – 6 Months**

**6 – 12 Months**

**12 – 18 Months**

**24 Months**

Submit an Enrollment Package				
Enrollment Fee	\$850 – Flat Fee	\$1,850 - \$5,000 (based on agency total revenue)	\$3,000 - \$7,250 (based on agency total revenue)	\$6,000 - \$15,000 (based on agency total revenue)
Board-Adopted Resolution to Pursue Excellence	Required (before recognition)	Required if not on file	Required if not on file	Recommended, not required.
Name of your Agency's Excellence Point of Contact	Required	Required	Required	Required
Most Recent IRS 990		Required if not on file	Required if not on file	Required
<b>Build an Excellence Foundation</b>				
Formation of Agency Excellence Team	Required	Required	Required	
Excellence Team Meetings (including kick-off and close out meetings w/NCAP)	Required	Required	Required	
Standards e-Course Completion by Team	Required	Required	Required	
Cohort meetings		Up to 3 Required	Up to 4 Required	
Advanced Pathways Training for Staff		1 Implementer Required	1 Peer Reviewer Required	
Self-Study Training			Required of Agency Excellence Team	
<b>Assess Organizational Excellence</b>	<b>Required</b>	<b>Required</b>	<b>Required</b>	<b>Required</b>
Agency Profile	Required	Required	Required	Required
Mini Organizational Assessment		Required	Required	
Self-Study		Abbreviated (2 -3 Categories)	Complete (All 7 Categories)	Complete (All 7 Categories)
Required for Achievement Recognition	NCAP Member in Good Standing	Meet/Exceed 25% of Standards & NCAP Member in Good Standing	Meet/Exceed 50% of Standards & NCAP Member in Good Standing	Meet/Exceed 100% of Standards & NCAP Member in Good Standing

# Meet Our Panelists

- STEPHANIE ZORN KASPRZAK serves as the Executive Director of the [Monroe County Opportunity Program](#) in Michigan. Stephanie is also a professor at Eastern Michigan University in Ypsilanti, Michigan.
- LIZ KUOPPALA works as Executive Director at [MAHUBE-OTWA Community Action Partnership](#) serving 5,000 square miles of rural Northwest Minnesota. Liz strives to embed equity, change management, and a whole family approach to everything she does – these things give her hope that our brightest days are still ahead of us.
- ANDREA THOMAS currently serves as the President and Chief Executive Officer (CEO) for the [United Planning Organization](#) (UPO), the Community Action Agency for Washington, DC, and an Agency of Excellence since 2018. In her role as CEO, Ms. Thomas guides a staff of over 400 team members to provide intentional, targeted human services activities and legislative advocacy to annually help over 50,000 low-income people in their progression from poverty to economic stability.



# Panel Discussion

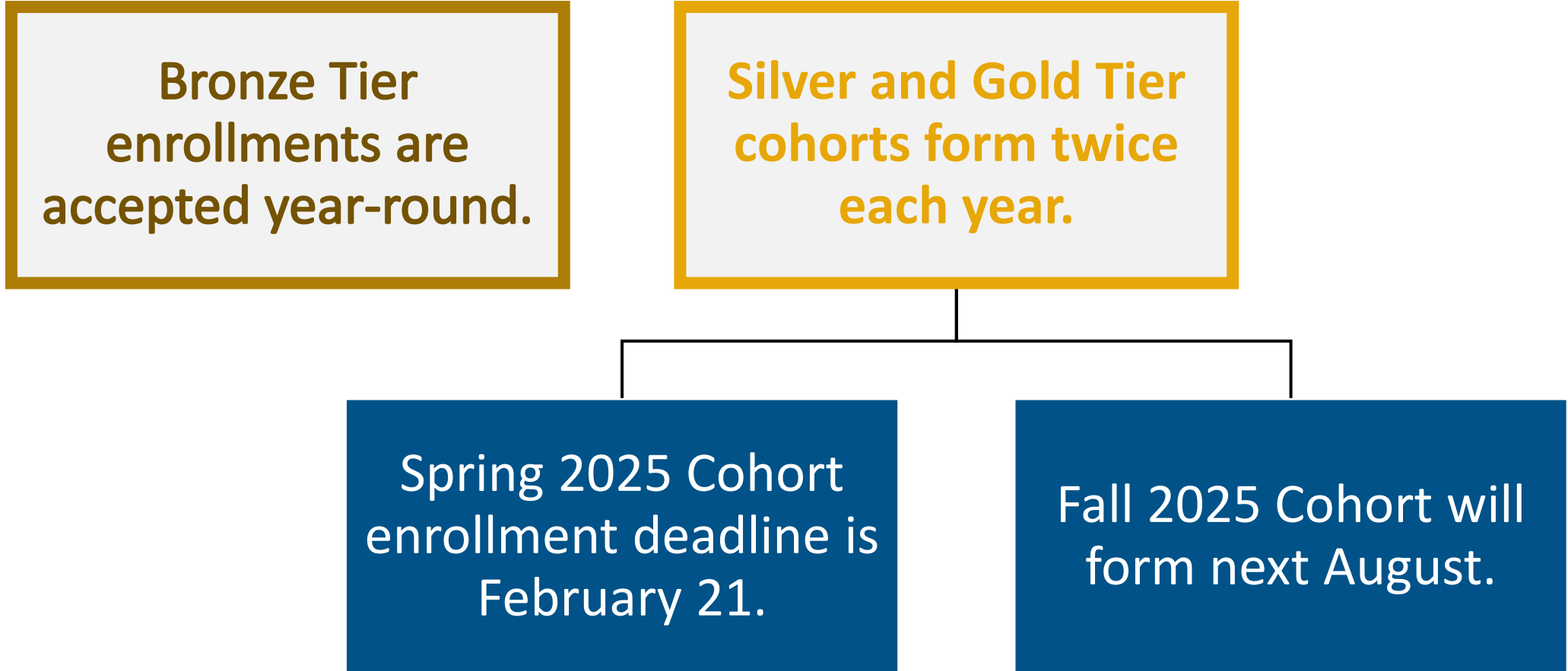
- Why did you enroll your agency in the Pathways to Excellence Program?
  - You also serve as a Pathways to Excellence Commissioner. What drove your decision to make this additional commitment to the program?
- Name the biggest takeaways from the Pathways to Excellence experience.
  - From an agency leader's perspective
  - Biggest impact on agency systems or policies / procedures
  - What feedback have you received from staff?





Closing Thoughts from Our Panelists

# Enrollment Timelines



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

# Evaluation

*Please take a couple of minutes to provide us with your feedback!*

<https://www.surveymonkey.com/r/Pathways122024>





**Questions?**

**Let's thank  
our  
panelists!**

# NCAP Excellence Team



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