Advancing Excellence with an Agency-Wide Scorecard

February 11, 2025

National Community Action Partnership
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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.

Communities Need and Deserve Excellent Community Action Agencies



Every organization can improve, and should continuously strive to increase efficiency, effectiveness, and to exceed expectations.

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Community Action Standards of Excellence

The **2023 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 have been 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

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Excellence Requires Performance Management



Ensures that we're **achieving** our goals



Incorporates both **outputs** and **outcomes**



Uses **data** to drive decision-making



Is a **cycle of activities**, not a one-step process

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An Organization-Wide Scorecard is a Critical Tool for Performance Management

A scorecard is a strategic performance management tool that helps organizations track key goals and measure success.

It provides a structured way to assess progress across multiple areas, ensuring alignment with mission and strategy.

Combines key performance metrics to give a holistic view of organizational performance.

Helps leaders make data-driven decisions and continuously improve programs, operations, and outcomes.

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Sample Scorecard Excerpt

Focus Area	Key Metric	Target	Current Status
Community Impact	% of families achieving goals	80%	75% (On Track)
	# of individuals receiving services	1,000	1,200 (Met)
Operational Excellence	Program completion rate	90%	85% (Improving)
	Customer satisfaction score	90%	92% (On Track)
Financial Stewardship	% of budget spent on direct services	85%	85% (On Track)
	% of diversified funding sources	55%	45% (Needs Work)
Workforce & Capacity	Staff retention rate	85%	78% (Needs Work)
	Staff training completion rate	90%	95% (Met)

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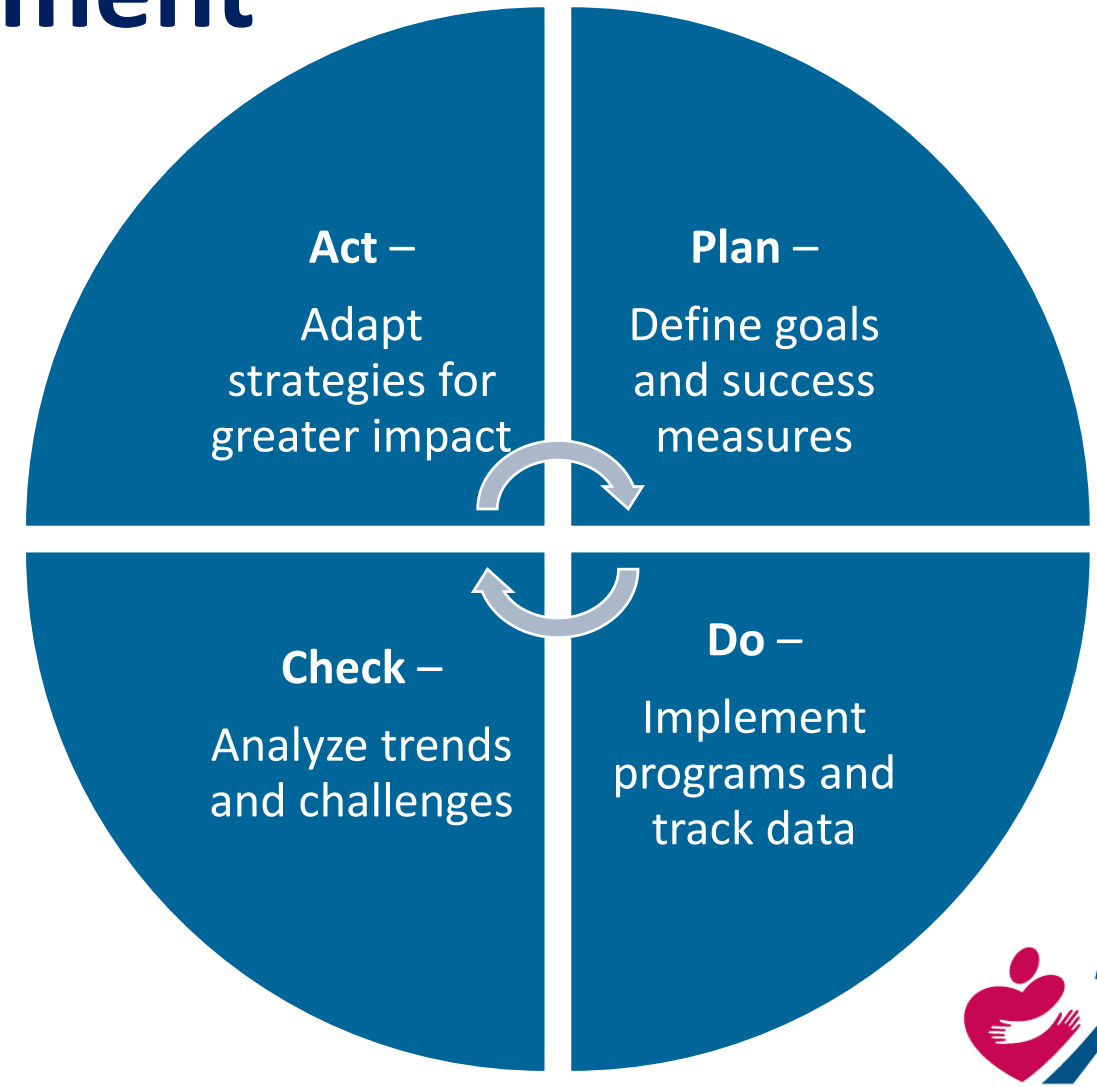
Scorecard Basics

- Organization-Wide
- Holistic Measures
- Includes Operational and Programmatic Benchmarks
- Aligned to Agency Strategy
- Tracks Progress Over Time
- Foundation for Continuous Quality Improvement (and Excellence)

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Scorecards in Action – Continuous Improvement

Scorecards should **inform strategy, not just track performance**:



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Advancing Excellence with a Performance Scorecard

Sally Rogow, MPH, NCRI

February 11, 2025

Getting to know CAPSLO

- Service area: 11 California counties (mostly with Head Start and Migrant and Seasonal Head Start), with administrative hub in San Luis Obispo County
- Served 29,033 unduplicated individuals and 14,902 households in 2024
- Structure: CAPSLO is comprised of two client-focused service areas, Child Youth and Family Services and Community Services, seven divisions, and 25 programs. These are supported by six internal administrative departments and three employee engagement committees.
- Staff: 619 (588 full-time and 31 part-time)
- 24-25 Budget: $119,771,025
- Started the Excellence journey in 2012; achieved the award in 2016

Why a Scorecard?

- Needed to win Pathways to Excellence award.
  - Pilot scorecard helped formulate ideas
- Realized we needed to deploy a systematic, agency-wide mechanism to demonstrate performance and excellence beyond compliance.
- Realized we needed a vehicle to help leadership and the board *monitor* what needs *attention* and *improvement*.
- Wanted to establish a *culture* of excellence that involves measurement, accountability, and continuous improvement.
- Scorecards can communicate success: Results help tell the factual story of performance for funders, stakeholders, media, elected officials, etc.

Getting Started
Critical Steps for Success

- Obtain leadership buy-in, engagement, and commitment; keep them apprised of progress in regular updates
- Convene a committee of committed individuals who will be responsible for identifying and reporting metrics; meet monthly at least in the beginning.
- Research and decide on a framework
- Establish a realistic timeline

Which Framework is Best for your Agency?

- An original design that reflects the unique mission, services, operations, and strategic priorities of your agency

- Frameworks to consider:
  - ROMA
  - Corporate
  - Other CAAs
  - Balanced Scorecard

CAPSLO's Balanced Scorecard Perspectives

Customer/Partner Perspective
- Customer perceived value & satisfaction
- Partnership satisfaction, impacts, & contributions
- Perceived image in the community
- Refers clients, friends, family

Internal Operations Systems Perspective
- Agency operational processes, efficiencies, efficacy, & satisfaction (Facilities, IT, HR, Finance, Planning, Communications)

Mission/Vision Perspective
- Board engagement/involvement
- Strategic plan metrics
- Organizational standards met
- Clients better off
- Advocacy results and impacts
- Public perception and publicity

Financial Perspective
- Resource growth
- Cost efficiency ratios
- Sound audits
- Risk assessment
- Monitoring reports with no findings
- Donations and private funds

Learning and Growth Perspective
- Employee satisfaction
- Internal communication
- Employee training & professional growth opportunities
- Employee health and well-being
- Workers comp, retention/turnover

Balanced Scorecard – Norton and Kaplan

Identifying Scorecard Metrics

- Must be measurable (data-driven) to inform decision-making
- Meaningful, useful for your department or agency
- What do you do that demonstrates excellence?
- What will make us accountable?
- Need to establish baselines in some cases
- Determine what *you will want to track over time*

Metrics to Track?

- % increase in client, partner, employee, & board feedback and satisfaction levels
- # advocacy activities and results/outcomes
- % increase in agency resource growth, cost efficiency ratios, sound audits, and risk assessment results
- % decrease in workers compensation claims
- % decrease in employee turnover

Sources of Documentation

- Client, partner, employee, board, surveys
- Administrative departments and programs – Facilities, IT, Finance, HR
- Board reports
  - Number of advocacy activities conducted by staff and board with policy groups, local, state & federal legislators, letter writing, etc.
  - Results, outcomes, or impacts from advocacy activities conducted
  - Number of professional or leadership development trainings/opportunities staff participated in
  - Number of program or agency improvements as a result of constituent feedback or program outcomes

Measuring Success

- Percent or number that achieved the outcome
  - % of surveyed employees strongly agreeing/agreeing with "I understand how my job contributes to the agency mission." 90-100% = 3; 80-89% = 2; < 80% = 1
  - % of surveyed clients strongly agreeing/agreeing with "Do you feel better able to meet your/your family's needs as a result of CAPSLO services?" 90-100% = 3; 80-89% = 2; < 80% = 1
  - Number of local, state, federal, corporate, and foundation grant applications written

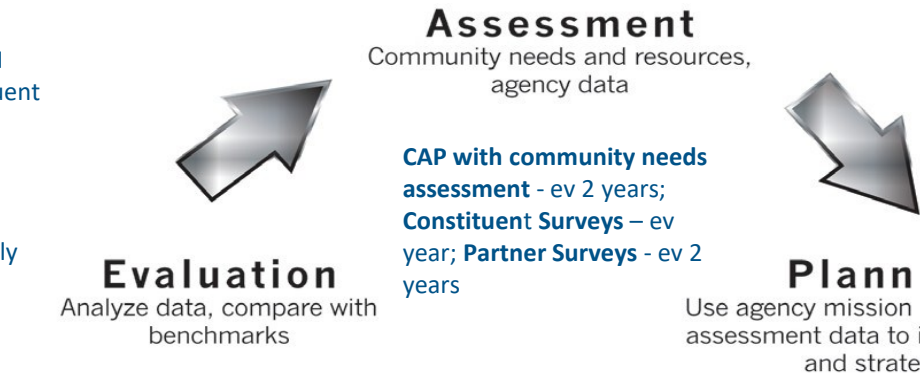
    40-50+; 30-39 = 2; <29 = 1
- Yes/No metric
  - Annual independent agency audit resulting in a clean opinion Yes = 3 No = 0

How the Scorecard has Benefited the Agency

- The scorecard serves as a vehicle to measure several Strategic Plan strategies and achievements. This has helped the strategic plan be accountable.
- It has helped to systematize the administration of employee, board, client, and partner satisfaction surveys.
- It measures our progress in areas identified by employees as needing improvement, such as internal communication.
- We note the scorecard in grant applications, along with our Pathways award, as a best practice and part of continuous improvement.

ROMA Cycle and the Scorecard

The Results Oriented Management and Accountability Cycle



Board Analyzes: **CSBG ACR & FNPI** metrics &constituent survey results annually **Performance Management Scorecard** annually

CAP with community needs assessment - ev 2 years; **Constituent Surveys** – ev year; **Partner Surveys** - ev 2 years

Strategic Plan – Board reviews semi-annually, updated biennially w/CNA; new plan ev 3-5 yrs.

FNPIs - F/A/C projected/ reported annually **Perf. Mgt. Scorecard** – collected annually **Organizational Standards** - updated annually **MGT accomplishments** - annually

Strategic Plan informs program activities/services (F/A/C Strategies) **Grant -related** outcomes for each program

Pulling it all Together

ROMA in Action

Agency Mission:
Reduce Poverty,
Increase Self-Sufficiency



Next Steps

- Obtain executive leadership and board approval
- Who will convene the committee, administer and analyze the scorecard, report results, and revisit for changes?
- Decide frequency of scorecard administration
- Decide frequency of reporting results to leadership and board
- Use the data for continuous program & agency improvement

Challenges

- Maintaining support and commitment from leadership
- Getting program and department directors and managers to complete the Google form because they are busy with other priorities
- Reviewing the scorecard every year or so to make sure metrics are relevant, valuable, and meaningful to our agency

Wrap Up

- Questions, comments, suggestions?

- Contact information:

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KCEOC community Action PARTNERSHIP

"Creating change since 1964"

- Rural, Southeastern Kentucky CAP
- One of the original 23 CAPs created by the EOA in 1964
- Primarily a one county CAP, but have Child Development services in 6 counties and Weatherization services in 12 counties
- Currently have 277 Full-time employees and a budget of over 28 million
- Started Pathways around 2006-2007. Realized the value of the self-study and especially the feedback from the study.
- Received the Award for Excellence in 2015.
- Continue to use the Scorecard developed during the Pathways/Award process, with some tweaks along the way.

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KCEOC Pathways and Scorecard Journey

- KCEOC went into Pathways not really knowing what to expect.
- Quickly discovered that even though we thought we did good work and provided good service, we had no real way of proving that.
- Pathways and Excellence is as much about process as it is results. How we do what we do And, how do we measure what we do?
- Scorecard developed as part of the Pathways process, but evolved as the Agency grew and more staff became more experienced in what to look at and look for.

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KCEOC Scorecard Overview

- KCEOC currently looks at nine areas: Aging, Child Development, Emergency Services, Facilities, Finance, Housing, Personnel, Weatherization/Housing Construction, and WIOA

- These areas encompass most of the external programming/internal support services the agency provides.

- Not all areas have scores in every category. For instance, Facilities really does not have ROMA/NPI Goal that is applicable, so that category will have an NA for the score and that is reflected in the overall score as well.

- Safety, Facilities and Human Resources are three areas where the scorecard has assisted in improvement.

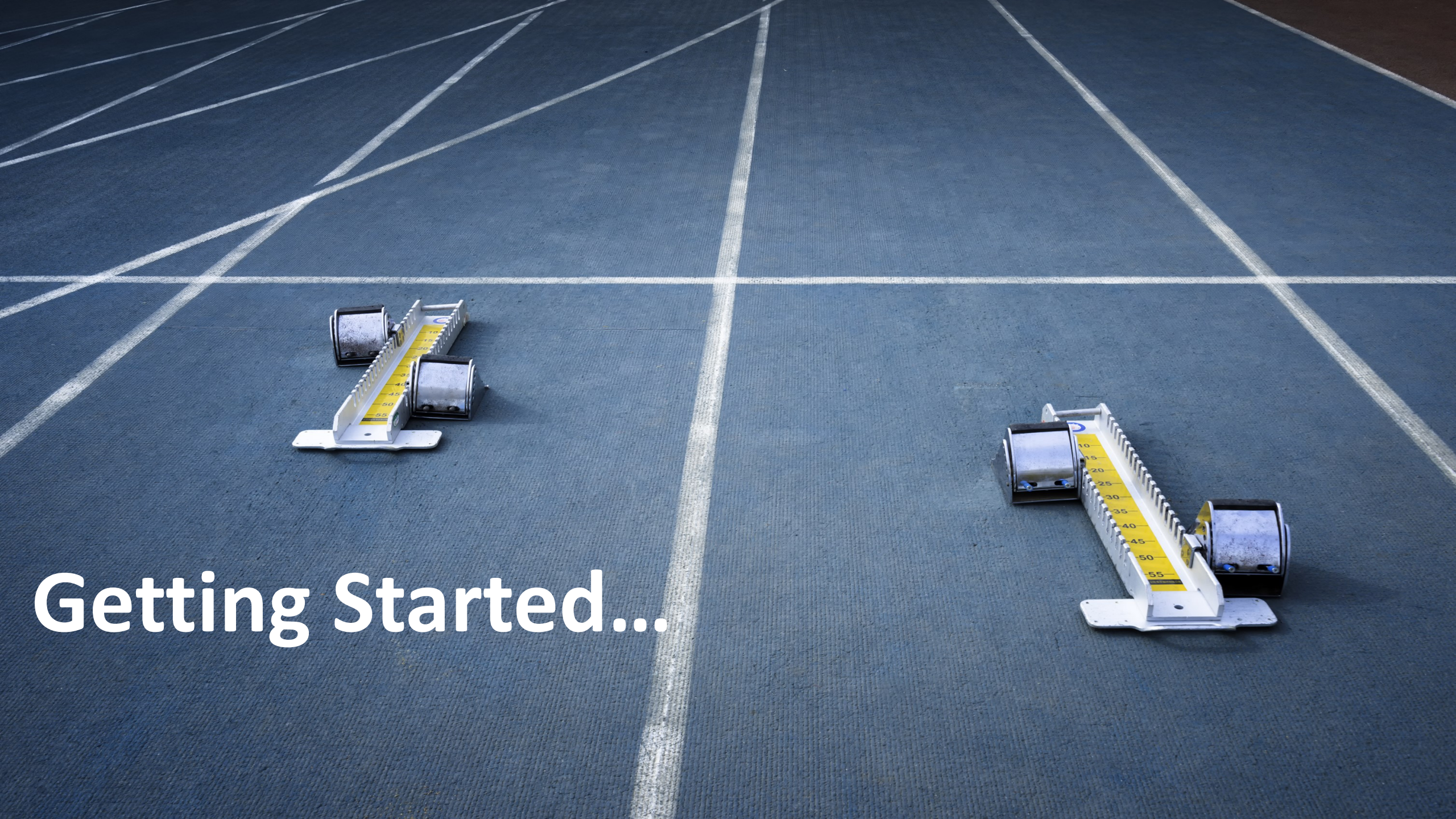
- The scorecard results can be utilized in addressing a portion of Category 9 of the Organizational Standards, Data and Analysis, as well.

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Category	Question/Issue	Base Point	Result Points	Total Points
1. Organization Management				
	1.1 Presence and Use of Mission Statement	30		
	1.2 Low-Income Involvement in Boards/Policy Council/Other Groups	30		
	1.3 Board of Director Involvement Program/Policy Approval	30		
2. Strategic Plan				
	2.1 Strategic Plan Score Card Met Metrics	30		
3. Customer & Volunteer Focus				
	3.1 Internal Improvement From Customers Feedback	30		
4. Human Resources				
	4.1 Personnel Policy, Procedures and Updates	30		
	4.2 Job Descriptions are current	30		
	4.3 Participant Retention	30		
5. Finance Management				
	5.1 Assurance and Compliance	30		
	5.2 Purchasing Policy, Finance Procedures and Compliance	30		
6. Safety				
	6.1 Compliance with KACO/Worker Comp	30		
	6.2 Reduction in Accidents/Lost Days	30		
7. ROMA Goals				
	7.1 NPI Goals On Target			
	7.2 NPI Goal Dissemination	30		
8. Program Compliance		30		
	8.1 Program Met Standards			
9. Facilities				
	9.1 Facilities Are Maintained In a Safe and Orderly Manner	30		
	9.2 Repair Issues Are Promptly And Safely Completed In a Timely Manner	30		
10. Technology				
	10.1 Produce an Unduplicated Count of Individuals Served	30		
	TOTAL	540		
	Maximum Total Points Possible		2100	

Scoring:

- 100% - 90% is completed = 5 points (Excellent)
- 89% - 80% is Completed = 4 Points (Exceeds Expectations)
- 79% - 70% or less is Completed = 3 Points (At Expectations)
- 69-60% or less is Completed = 2 Points (Needs Improvement)
- <59% = 1 Point (Substantial Failure)


Getting Started…



Pathways To Excellence Overview

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**
- **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**
- **Implement & Institutionalize the Standards of Excellence**
- **Receive recognition as a Community Action Agency of 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
Build an Excellence Foundation				
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	
Assess Organizational Excellence	**Required**	**Required**	**Required**	**Required**
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

Let's Get Started!

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Learn more about Pathways to Excellence

- https://communityactionpartnership.com/pathways/

Enroll in Pathways to Excellence

- Bronze Enrollments accepted throughout the year
- Silver & Gold Winter Cohort Enrollment Deadline is February 21, 2025

Participate in Excellence Implementer Training

- April 1, 2025|1 pm – 5 pm ET (12 pm – 4 pm CT / 11 am – 3 pm MT / 10 am – 2 pm PT)

Become a Peer Reviewer

- Fall 2025