

The Buoys and Beacons of Understanding Your Why

A Results Presentation & Activity



Community Performance Excellence

What is community performance excellence?



Buoys and Beacons

Buoy: /'bōē,boi/

an anchored float serving as a navigation mark

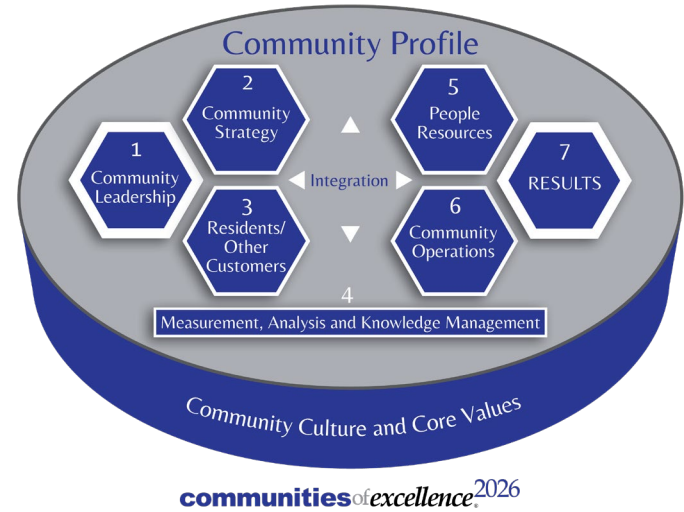
Beacon: \ 'bē-kən

a fixed artificial navigation mark
such as a lighthouse



Session Overview

How can we use
RESULTS to measure
our progress?



Adapted from the Baldrige Performance Excellence Program, 2015. 2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://nist.gov/baldrige>. - UPDATED 7.2022

Measures and Indicators

MEASURES AND INDICATORS:

Numerical information that quantifies the input, output, and performance dimensions of processes, programs, projects, services, and the overall community or community excellence group (outcomes).

Lost at Sea

What types of measures do we need?

Where can we find data?

How should we use data?



The Anatomy of a Balanced Scorecard



Types of Data: Groupings

Groupings of Measures in Communities

COMMUNITY COMPETITIVENESS

Measures that assess how well communities can compete with neighboring or similar communities to create an environment where residents can reach their full potential.

COMMUNITY OUTCOMES

Measures that assess the impact of the Community Excellence Group's work towards improving conditions in the community.

COMMUNITY EXCELLENCE GROUP PERFORMANCE

Measures that assess the operations, progress, and performance of the Community Excellence Group as they work towards improving their community.

For each grouping, any type of measure may exist:

Input | Output | Outcome | Efficiency | Quality | Explanatory

Types of Data: Measures

Input	Number of resources used	Grant funds received, number of people resources used, number or residents requesting the service
Output	Units produced or services provided	Patients treated, un-sheltered housed, customers for program or service
Outcome	Results of the services provide; Assesses impact & effectiveness	School graduation rate, testing scores, air & water quality, crime rate, un-sheltered rate
Efficiency	"Cost" per unit of output or outcome.	Number of students graduating as a % of number of students enrolled, hospital occupancy rates, number of people receiving service compared to number of people eligible for service.

Types of Data: Measures

Quality	Effectiveness in meeting the expectations of residents & other customers	Number of complaints, customer satisfaction or dissatisfaction, partner engagement, accuracy of information
Explanatory Information	Explains the environment & other factors that might affect an organizations performance	Funding for key community organizations, economic indicators, measures related to key community offerings

Discussion

What data shapes your CEG's sense of urgency?

What is your WHY?

What RESULTS does your CEG want to achieve?

(Part A)

Community competitiveness/comparison?

Community outcomes?

Community excellence group performance?

Finding Community Data

Administrative Records

Collected by governmental entities, NGOs, and private businesses; Objective data

Employment: Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW)

Income and Migration: Internal Revenue Service

Vital Statistics and Health: Local and state health departments, National Center for Health Statistics, Centers for Disease Control

Transportation: Department of Transportation

Economy: Bureau of Economic Analysis

Education: Local and state health departments, National Center for Education Statistics

Finding Community Data

Surveys

Express viewpoints or experiences;

Subjective data

Population and Household

Characteristics: Census Bureau including Decennial Census and American Community Survey

Public Opinion: Pew Research Center, Gallup, Locally administered surveys








Finding Community Data

COE Performance Excellence Measurement System (CPEMS) Tools

- Self-Assessments of Readiness and Progress
- COE Common Community Scorecard
- COE Interactive Scorecard
- Assessment & Recognition Program and Pathway to the Malcom Baldrige National Quality Award

COE Common Community Scorecard & Toolkit

 Health	Life Expectancy
 Education	HS Graduation Rate
 Economy	Median Household Income
 Quality of Life: Social and Community	Adults with 14+ "Not Good" Mental Health Days Per Month
 Quality of Life: Housing	Homes with Suboptimal Conditions

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UNIVERSAL COMMUNITY SCORECARD TEMPLATE | 7.1(1)

ANYTOWN, USA COMMUNITY SCORECARD

Anytown, USA is committed to fostering a safe and healthy community. We measure our long-term impact using the following key metrics.

Health
Life Expectancy: Do people live a healthy, full life?
Why It Matters: Life expectancy refers to the average number of years a person can expect to live, based on the year of their birth. Many factors, like genetics, health care, and access to healthy food, housing, and transportation, affect overall health and life expectancy.
Where to Find the Data: Behavioral Science Dept. | Learn more at [raf.org](#).

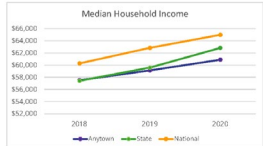
Educational Attainment
High School Graduation: Are people prepared to thrive?
Why It Matters: High school graduation is a key indicator of a person's opportunity to succeed in the workforce and to participate in civic life. It is also a key indicator of a community's economic vitality and social mobility.
Where to Find the Data: U.S. Department of Education | Learn more at [education.gov](#).

ECONOMIC VITALITY - MEDIAN HOUSEHOLD INCOME


DATA POINTS
Follow the instructions below in the **DATA SOURCE** section to access the local data for your community. Update this table with your community data points and the graph below will update automatically.

Year	Anytown	State	National
2018	\$37,521	\$37,422	\$40,293
2019	\$38,123	\$38,587	\$42,848
2020	\$40,897	\$42,843	\$44,058

GRAPH
Click and paste this graph into documents and presentations. The font and colors may be edited to reflect the branding of your community excellence group.

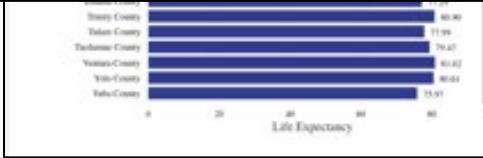
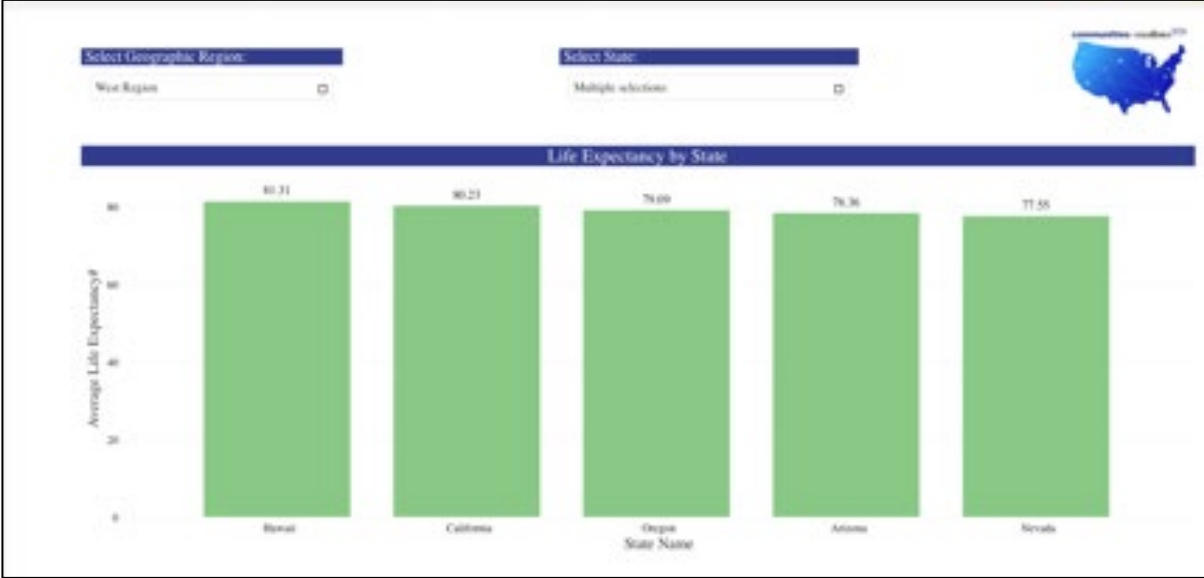


DATA SOURCE
Follow the instructions below to access the data for your local community and/or state.
Step 1: Use this link to directly access **CENSUS TABLE S1901**:
https://data.census.gov/tables/2020/socdemo/s1901?_lang=en
OR visit data.census.gov and enter **S1901** in the search box. Select the link for **TABLE S1901**.
Step 2: Select the **GEOGRAPHY** filter on the left toolbar.



ECONOMIC VITALITY - MEDIAN HOUSEHOLD INCOME

COE Interactive Scorecard



Select County: All

Data Card by National, State and County

State/Name	County	National Average	State Average	County Average
California	Alameda County	78.30	80.23	79.80
California	Alameda County	78.30	80.23	80.85
California	Alameda County	78.30	80.23	80.85
California	Alameda County	78.30	80.23	81.25
California	Alameda County	78.30	80.23	80.25
California	Alameda County	78.30	80.23	80.85
California	Alameda County	78.30	80.23	80.25
California	Alameda County	78.30	80.23	77.86
California	Alameda County	78.30	80.23	79.84
California	Alameda County	78.30	80.23	79.75
California	Alameda County	78.30	80.23	82.40
California	Alameda County	78.30	80.23	79.23
California	Alameda County	78.30	80.23	80.85
California	Alameda County	78.30	80.23	81.79
California	Alameda County	78.30	80.23	77.47
California	Alameda County	78.30	80.23	80.25
California	Alameda County	78.30	80.23	82.74
California	Alameda County	78.30	80.23	81.24
California	Alameda County	78.30	80.23	82.85
California	Alameda County	78.30	80.23	81.61
California	Alameda County	78.30	80.23	76.27
California	Alameda County	78.30	80.23	81.80
California	Alameda County	78.30	80.23	78.88
California	Alameda County	78.30	80.23	78.80
California	Alameda County	78.30	80.23	80.25
California	Alameda County	78.30	80.23	82.62
California	Alameda County	78.30	80.23	78.64
California	Alameda County	78.30	80.23	77.28
California	Alameda County	78.30	80.23	80.85
California	Alameda County	78.30	80.23	77.89
California	Alameda County	78.30	80.23	78.47
California	Alameda County	78.30	80.23	81.85
California	Alameda County	78.30	80.23	80.25
California	Alameda County	78.30	80.23	78.43

COE Self Assessments

Readiness Self Assessment

Helpful for determining how prepared your group is before getting started.

Progress Self Assessment

Helpful for your group on your Journey.

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COMMUNITY EXCELLENCE GROUP PROGRESS TOOL:
A Self-Assessment


This resource is a companion to the Communities of Excellence Framework. It is designed to help community excellence groups determine if the perceptions of all involved in your leadership and activities are the same. Some of the questions in this tool refer to your community excellence group (CEG), while others refer to your community excellence initiative as a whole. Still other questions pertain to your whole community. The goal is for you to gain knowledge of the following areas so that you understand your progress as being made:

- Are your values, vision, mission, and plans being deployed?
- Does your leadership team, your community excellence group, understand them?
- Do the members of your community excellence initiative understand and support them?
- Are your communications efforts understood and supported?
- Is the message being well received?

STEP 1: Share this tool with your community excellence group members and request that they complete the self-assessment on their own from their unique perspective.

STEP 2: If their gathering consists of more than 10 people, consider the tool to be a discussion tool to discuss each statement and your knowledge or opinions about it. You are also free to email your responses to snoring@communitiesofexcellence.org.

STEP 3: Based on your collective answers, determine your group's overall score. Forward this information to snoring@communitiesofexcellence.org.



Remember, you are not being assessed by anyone. This is a tool for you to use to assess your own group. It is not a test. It is a tool for you to use to assess your own group. It is not a test. It is a tool for you to use to assess your own group.

Results that are reported to the Communities of Excellence are anonymous. Your responses will not be shared with anyone else.

STEP 4: Share your assessment with your community excellence group members. The results are a tool for you to use to assess your own group. It is not a test. It is a tool for you to use to assess your own group.

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GETTING STARTED READINESS SELF-ASSESSMENT

In order to ensure that you and your community have the most positive and productive experience engaging in the spectrum of Communities of Excellence 2026 programs, we request that you complete this self-assessment.

STEP 1: Gather a small group of people who are interested in learning more about applying the Communities of Excellence Framework to your community development and improvement efforts. This workbook is designed to help your group determine where to start in embarking upon your Communities of Excellence Journey as a community excellence group.

STEP 2: We recommend that each person in your group complete the assessment individually and then come together to discuss each statement and/or question to come up with a collective answer. If there are varying levels of knowledge about a topic, go with the most knowledgeable perspective in your group. If you are not sure of the answer, use your best judgment. You are also free to contact our Executive Director Stephanie Koring at snoring@communitiesofexcellence.org or call us at 714-361-1234 to discuss your questions.

STEP 3: Mark the box that best describes your understanding of your community and its leaders in formal (i.e., those with elected or appointed) and informal (i.e., de facto and/or organizational volunteer) roles.

Question	Do not understand or know	Some understanding	Good understanding	Very good understanding	Excellent understanding
1. We are interested in learning more about how communities across America are improving the places they live, learn, work, and play.					4
2. We are a group of at least 3-5 individuals who have gathered to complete this assessment and are committed to working together over the next several years.					
3. Our community has an existing organized group with several representatives from the community who work together on shared priorities. This group has been together for several years or more. <i>(If you responded with a 1 or 2, answer this in relation to the next two questions before moving to Question 4.)</i> What is the name of the group?					
4. How is it structured? (Formally organized, informally organized, hierarchical or distributed leadership?)					
5. Our group, whether new or existing, is made up of representatives from multiple sectors/ population segments/areas of interest within our community.					
6. Who is involved? What sectors are represented?					
7. Our community group's collaboration (working together) efforts could improve to more effectively produce our intended results.					

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Assessment and Recognition Program



- 1** Commitment to Community Excellence
PHASE 1
- 2** Journey to Community Excellence
PHASE 2
- 3** Community of Excellence Recognition
Participant, Bronze, Silver, Gold
PHASE 3
- 4** Baldrige National Quality Award

Using Indicators and Measurements

Basic Terms

ANALYSIS: The examination of facts and data to provide a basis for effective decisions. Analysis often involves determining cause-effect relationships

BENCHMARKS: Processes and results that represent the best practices and best performance for similar activities or initiatives, inside or outside your community

PERFORMANCE PROJECTIONS: Estimates of future performance

TRENDS: Numerical information that shows the direction and rate of change of your community's or community excellence group's results or the consistency of its performance over time

Using Indicators and Measurements

Change over time: How much an indicator changes between measurements taken at different times

Rank: Compares relative position of a geographic area based on a particular metric.

Bias: Systematic and/or human errors that occur in data analysis or interpretation

Qualitative vs. Quantitative Data: Qualitative data is non-numeric information. Quantitative data is information that can be counted or measured. Considering both are important. Qualitative is what ensures inclusivity of many diverse perspectives.

Discussion

What measures are your CEG's buoys and beacons?

Buoys are anchored floats.

Beacons are fixed navigation points.

What data sources will your CEG use? (Part B)

Community competitiveness/comparison?

Community outcomes?

Community excellence group performance?

qualitative data are you gathering that can be analyzed quantitatively

Wrap-up

Share one big takeaway from this session.