2016
Feedback Report

leadership
strategy
customers
measurement, analysis, and
knowledge management
workforce
operations
results

Malcolm Baldrige
National Quality Award

City of Fort Collins

> *Using Baldrige to improve was, I think, one of the smartest things we did in our business. It really gave us a touchstone, it really gave us an opportunity to learn about [how the Baldrige framework and criteria for excellence] could be adapted to our organization … and to constantly measure ourselves and evaluate how we're doing.*
>
> *Scott McIntyre, Managing Partner*
> *PricewaterhouseCoopers (PwC) Public Sector Practice*
> *2014 Baldrige Award Recipient*

Preparing to read your feedback report . . .

Your feedback report contains Baldrige examiners' observations based on their understanding of your organization. The examiner team has provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every requirement of the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

If your organization has not applied in the recent past, you may notice a change in the way feedback comments are now structured in the report. In response to applicant feedback, the Baldrige Program now asks examiners to express the main point of the comment in the first sentence, followed by relevant examples, in many cases resulting in more concise, focused comments. In addition, the program has included Criteria item references with each comment to assist you in understanding the source of the feedback. Each 2016 feedback report also includes a graph in Appendix A that shows your organization's scoring profile compared to the median scores for all 2016 applicants at Consensus Review, as well as the median scores at Site Visit Review of those 2016 applicants that received site visits.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we've gathered the following tips and practices from previous applicants for you to consider.

- Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.

- Before reading each comment, review the Criteria requirements that correspond to each of the Criteria item references (which now precede each comment); doing this may help you understand the basis of the examiners' evaluation. The *2015–2016 Baldrige Excellence Framework* containing the Business/Nonprofit Criteria for Performance Excellence can be purchased at http://www.nist.gov/baldrige/publications/business_nonprofit_criteria.cfm.

- Especially note comments in **boldface type**. These comments indicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization's performance practices, capabilities, or results and, therefore, had more influence on the team's scoring of that particular item.

- You know your organization better than the examiners know it. If the examiners have misread your application or misunderstood information contained in it, don't discount the whole feedback report. Consider the other comments, and focus on the most important ones.

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You've worked hard and should congratulate yourselves.

- Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.

- Prioritize your opportunities for improvement. You can't do everything at once. Think about what's most important for your organization at this time, and decide which things to work on first.

- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

> *There are no shortcuts to success with the Baldrige framework. But the process is definitely worth it.*
>
> *Dean F. Kappel, President Emeritus*
> *Mid-America Transplant*
> *2015 Baldrige Award Recipient*

KEY THEMES

Key Themes–Process Items

City of Fort Collins scored in band 6 for process items (1.1–6.2) in the Site Visit Review for the Malcolm Baldrige National Quality Award. For an explanation of the process scoring bands, please refer to Figure 6a, Process Scoring Band Descriptors.

An organization in band 6 for process items typically demonstrates refined approaches generally responsive to the multiple Criteria requirements. These approaches are characterized by the use of key measures, good deployment, and innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs.

a. **The most important strengths or outstanding practices (of potential value to other organizations) identified in City of Fort Collins' response to process items are as follows:**

- Senior leaders use an integrated leadership system (Figure P.2-2) designed to meet community requirements and needs, and create a focus on organizational success. This system is built around 16 key processes that advance seven outcome areas, each with established goals and measures of expectations to achieve. Senior leaders and applicable councils review performance monthly to create an environment of improvement. The leadership system has been through multiple cycles of improvement (Figure 1.1-2), leading to a design that allows the organization to successfully deploy its mission, vision, and values (MVV) and strategic objectives. Key to the leadership system is the seven-step, issues-based strategic planning process (SPP) that occurs on a two-year cycle and includes short- and long-term planning horizons to ensure that strategic objectives align with the City's 25-year plan. The council conducts a mid-cycle review to prioritize change initiatives and ensure operational flexibility and organizational agility. The process has been refined by adding the Council Priority Dashboard to the Monthly Operating Report (MOR) to assist in the monthly status check. City of Fort Collins leverages its key work systems—which correspond to its seven outcome areas—and facilitates accomplishment of strategic objectives in alignment with the City's MVV and core competencies. This leadership system, including the SPP, supports visionary leadership and capitalizes on the City's strategic advantages of leveraged investment in infrastructure and amenities as well as its strong history of planning and action implementation.

- Supporting high-performing government (identified as one of the seven key outcomes), City of Fort Collins delivers an efficient, transparent, effective, and collaborative government that demonstrates ethics and transparency. City of Fort Collins controls overall costs of operations by using multiple mechanisms to monitor finances and adjust spending as needed. These cost-control processes are enhanced by mechanisms such as centralization of support services to minimize cost duplication and area-specific productivity and efficiency goals, as well as by standardization, automation, and

technology. City of Fort Collins' approaches to responsible governance also include approaches to ensure transparency and accountability. Approaches such as a community dashboard and a community scorecard apprise the community of the government's performance. Through two-way communication in council meetings, work sessions, committee meetings, board meetings, and the Access Fort Collins website, citizens hold the Executive Leadership Team (ELT) accountable for its actions. The City further promotes public trust by demonstrating fiscal accountability and transparency using the Open Book tool on its website that provides detailed information on city government expenditures. City leaders discuss and finalize the budget in public meetings, and city finances are reviewed annually by outside auditors, further promoting the City's values of integrity and stewardship.

- Supporting customer-focused excellence, City of Fort Collins uses multiple methods to listen to the community and deliver the services that matter most to its residents. City of Fort Collins' various approaches to listening and interacting with customers (Figure 3.1-2) and key support mechanisms (Figure 3.2-1) meet the needs and preferences of citizens. These approaches include social media and web-based technologies. For example, City of Fort Collins' website provides 24-hour-a-day/7-day-a-week access to public records, information regarding city services, and various reports. To enable support to minority groups, a compliance coordinator was added to improve and increase diversity and inclusiveness, which led to the implementation of community services in which the City assigns paid and unpaid therapists to help people with disabilities participate in art and physical activity classes alongside other community members. Both the SPP and Budgeting for Outcomes (BFO) processes encompass public outreach in which the City solicits and obtains input from a wide variety of stakeholders. Citizens are also directly involved in the City's boards and commissions. In addition, City of Fort Collins uses a biennial survey administered by National Research Center, Inc. (NRC) to measure citizen satisfaction and engagement. Results are statistically analyzed, and the report includes feedback on all seven of the City's identified outcome areas, as well as on three dimensions of performance: trend line data, comparisons to national benchmarks, and identification of key drivers. Survey results are augmented by face-to-face meetings with citizens to obtain actionable information. These approaches may help City of Fort Collins understand key customer requirements and address its strategic challenge of balancing the competing desires of citizens and changing customer expectations in order to provide exceptional service to an exceptional community.

- City of Fort Collins integrates societal well-being as part of its strategy and daily operations to demonstrate its commitment to societal responsibility and respond to its environmentally conscious citizens. Three of City of Fort Collins' seven outcome areas relate to sustainability through economic, social, and environmental health. The Climate Action Plan, Economic Strategic Plan, and Social Sustainability Strategic Plan are used to align the City's strategic objectives. Sustainability initiatives and the Action Plan for Sustainability establish targets for optimizing natural, financial, and human resources. City of Fort Collins has green building codes, policies to ensure a sustainable water

supply, air-quality programs, and plans and policies to limit greenhouse gas emissions. Multiple measures monitor the effectiveness of the City's approaches to climate protection, citizens' well-being, and economic system performance, and these are periodically reviewed to ensure their adequacy. Improvements have been made to these measures in each of the past two years, including the addition of sustainable purchasing practices. These efforts reflect City of Fort Collins' commitment to the community and have resulted in national recognition for the quality of life in Fort Collins.

b. **The most significant opportunities, concerns, or vulnerabilities identified in City of Fort Collins' response to process items are as follows:**

- City of Fort Collins does not have an effective approach to listen and obtain actionable information from its business customers to ensure that it is providing them with outstanding service, a core value of the City. With existing listening methods, the City does not systematically gather and analyze input from businesses to gain actionable information from this customer segment. Approaches for listening to residents have not been deployed to the business customers. For example, the "annual" survey for business customers has only been administered in 2011 and 2014 and therefore may not provide City of Fort Collins with timely information that can be used to respond immediately to these customers' needs. Furthermore, the survey does not assess the satisfaction or engagement of any of City of Fort Collins' 8,500 business customers. To communicate with and provide services to them, City of Fort Collins relies on calls and inquiries initiated by businesses. And the City currently focuses its responses and services on primary employers, a small segment of its business customer base. In addition, City of Fort Collins lacks an approach for determining segments to pursue for business growth. Beyond relying on referrals by other departments, the City also has no strategy or defined approach to meet its goal of developing businesses identified in its desired business clusters. An effective, systematic approach to demonstrate customer-focused excellence in relation to its business customers may help City of Fort Collins address its strategic challenge of fluctuating revenue streams as well as changes related to competition from surrounding regional communities.

- City of Fort Collins does not have an effective process for evaluating and improving key systems and processes to support organizational learning and agility. For example, despite improvements to processes such as the BFO, the City's overall leadership system (Figure P.2-2) is not evaluated and improved; nor are communication methods (Figure 1.1-3) evaluated and improved as systems to ensure their effectiveness. Cycles of learning are also not demonstrated for City of Fort Collins' knowledge management system, including methods for transferring knowledge assets and the process for evaluating and improving the City's data, information, and technology system. In addition, City of Fort Collins does not have a systematic approach for blending and correlating data from different sources to build new knowledge and learning or to use that knowledge to support process improvements and innovation. Systematic

approaches for evaluating and improving key systems and processes, as well as building and transferring new knowledge, may provide additional opportunities for innovation and assist City of Fort Collins in achieving its vision to provide world-class municipal services through operational excellence and a culture of innovation.

- City of Fort Collins has not fully deployed key workforce-focused processes to its community and board and commission volunteers, as appropriate, despite the fact that volunteers may comprise 43% of the City's workforce at any given time. For example, community and board/commission volunteers are not required to participate in customer service training, which the City provides to other workforce members to reinforce a customer focus and ensure the level of service excellence that its customers expect. These volunteers also do not participate in City of Fort Collins' system for assessing workforce engagement and satisfaction, as appropriate, nor is there a process evident for evaluating and improving the City's communications methods for volunteers. Ensuring that this significant segment of its workforce is engaged, satisfied, and well trained—in particular, those who directly interface with the public on a consistent basis to provide services—may help City of Fort Collins demonstrate its commitment to valuing people and continue to foster an exceptional customer experience, as well as support its mission of providing excellent service for an excellent community.

Key Themes–Results Items

City of Fort Collins scored in band 5 for results items (7.1–7.5). For an explanation of the results scoring bands, please refer to Figure 6b, Results Scoring Band Descriptors.

For an organization in band 5 for results items, results typically address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission.

c. **Considering City of Fort Collins' key business/organization factors, the most significant strengths found in response to results items are as follows:**

- City of Fort Collins demonstrates benchmark performance in key areas of customer-focused results to demonstrate its commitment to delivering value and results. Excellent organizational performance levels related to customer satisfaction include satisfaction with safety in relation to crime (Figure 7.1-8), Crime Prevention (Figure 7.2-13), Overall Quality of Life (Figure 7.2-2), Quality of Culture and Recreation (Figure 7.2-5), and the community's visual attractiveness (Figures 7.1-12 and 7.2-6). In each of these areas, City of Fort Collins outperforms the Front Range and national comparisons. City of Fort Collins also has received consistently high scores since 2008 as a place to work (Figure 7.2-3) and for the availability of job opportunities (Figure 7.2-4), meeting or outperforming the top 10% national and Front Range comparisons on both measures for

the seven-year period from 2008 through 2015. These levels of performance reflect City of Fort Collins' commitment to provide exceptional services to an exceptional community and have earned it numerous national awards, high rankings, and other recognition (Figure 7.4-19).

- City of Fort Collins shows excellent organizational performance for governance and regulatory results (Figures 7.4-5 and 7.4-8), supporting its commitment to ethics, transparency, and societal responsibility. The City's results for key regulatory requirements (Figure 7.4-8) show 100% compliance for all indicators over the four-year period from 2012 through 2015. City of Fort Collins has a long history of voter-approved tax initiatives (Figure 7.4-4), and citizens rated the city's overall performance in the national top 10% in 2015 (Figure 7.4-6), an indicator of trust in leadership, governance, and strategy direction. These results demonstrate City of Fort Collins' values of integrity and stewardship as well as its core competency related to its commitment to the community.

- City of Fort Collins displays beneficial trends for key financial measures, supporting its focus on success. Actual Revenue Compared to Budget (Figure 7.5-1) shows Enterprise Fund and Government Fund Revenues have increased since 2012, with expense levels remaining below the budgeted levels over the same time frame (Figure 7.5-2). City of Fort Collins' "AAA" bond rating outperforms comparable Front Range cities' bond ratings (Figure 7.5-4), enabling City of Fort Collins to purchase and sell bonds at a significantly lower rate than other cities can. These results demonstrate a commitment to fiscal responsibility, enhance the credibility of City of Fort Collins' approach to governance, and create a foundation for economic growth and stability.

d. **Considering City of Fort Collins' key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in response to results items are as follows:**

- City of Fort Collins reports recent adverse performance levels or trends in key measures of organizational effectiveness, including results related to environmental sustainability, marketplace performance, process effectiveness, and workforce climate. For example, results for the measures Community Energy Use (Figure 7.4-11) and Pollution Prevention (Figure 7.4-15) show some recent performance declines. Marketplace results show adverse trends or fluctuating performance for Housing Opportunity Index (Figure 7.5-5), New Residential Permits (Figure 7.5-6), and Commercial Vacancy Rates (Figure 7.5-8). The number of motor vehicle crashes, a measure of process effectiveness, moved unfavorably from 3,566 in 2012 to 4,414 in 2015, representing a 23.8% increase. Additionally, results for duration and frequency of electrical outages show adverse trends from 2013 to 2015 (Figure 7.1-5). Workplace safety results demonstrate adverse trends between 2012 and 2015 (Figure 7.3-5) for DART (days away, restricted or transferred) and TRIR (total reportable injury rates) measures, which indicate the severity of employees' on-the-job injuries. Both the number of DART cases and TRIR for

the City have been higher than the public entities benchmark during the same time frame. In addition, turnover has increased for general employees and police officers. Addressing these key results may assist City of Fort Collins in meeting its strategic challenges, including that of attracting, retaining, and developing high-quality employees.

- City of Fort Collins lacks or has limited results in some key performance areas, including for product and process, workforce-focused, and leadership and governance measures. For example, the City lacks results for some supply-chain management measures and has limited results for workforce complaints and grievances, absenteeism, and rewards and recognition. Tracking results in these areas may assist City of Fort Collins in demonstrating its strategic advantage of a culture of excellence and continuous improvement driven by its MVV.

- City of Fort Collins provides limited segmentation and comparisons in some results measures. For example, some results data reported by the City are not segmented by product offerings, customer groups, or key locations. Other than results for Utilities Customer Satisfaction (Figures 7.2-15 and 7.2-16), satisfaction results provided are not segmented by customer groups to demonstrate that the City of Fort Collins is meeting key customer requirements. City of Fort Collins has also not segmented its safety and emergency preparedness results by its various locations or job types to identify opportunities for improvement. In addition, benchmarking or other comparative results data are not included in 16 of the 19 results measures for leadership, governance, and societal responsibility (in item 7.4), as well as in some measures of customer service processes and process effectiveness (in item 7.1), including Noise Complaints (Figure 7.1-1), Passengers per Revenue Hour (Figure 7.1-4), and Pot Hole and Snow Removal Response (Figure 7.1-13). Using comparison data in such measures may help City of Fort Collins gauge its progress toward its vision of providing world-class services through organizational excellence and demonstrate its industry leadership.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

The numbers and letters preceding each comment indicate the Criteria item requirements to which the comment refers. Not every Criteria requirement will have a corresponding comment; rather, these comments were deemed the most significant by a team of examiners.

Category 1 Leadership

1.1 Senior Leadership

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 90–100. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(3)   Senior leaders have developed an integrated leadership system (Figure P.2-2) designed to meet community requirements and needs to ensure the City of Fort Collins' success. This system and its organizational leadership structure is deployed through 16 key processes that advance the City of Fort Collins' seven outcome areas, each with established goals and measures. Senior leaders review performance monthly to create an environment of improvement. The leadership system has undergone cycles of refinement (Figure 1.1-2), leading to a design that allows the organization to successfully deploy its mission, vision, and values (MVV) and achieve its strategic objectives.**

- a(1)   Senior leaders deploy and integrate the organization's MVV through multiple communication methods, personal actions, and the leadership system (Figure P.2-2). For example, leaders personally follow up with citizens' questions and concerns, are transparent in sharing financial and strategic results, and integrate the leadership system in all areas of the City's business processes. Continuous improvement is evident in examples of refinements made over time (Figure 1.1-2). The focus on systematically integrating the MVV into the leadership system may help the City of Fort Collins capitalize on its core competency of commitment to the community.

- a(2)   Senior leaders demonstrate their commitment to legal and ethical behavior by personally addressing ethical and legal complaints, and supporting creation of the Ethics Core Team that developed the citywide "Raise the Bar" ethics program, ethics hotline and policy, and training. Senior leaders also promote transparency of City operations by participating in the Open Book public provision of the City's financial data online and through the Budgeting for Outcomes (BFO) process. These approaches allow City of Fort Collins to support an environment of legal and ethical behavior as well as reinforce its values of integrity and stewardship.

- b(1)   Senior leaders use a variety of approaches to communicate with and engage the workforce and key customers (Figure 1.1-3). Mechanisms to encourage frank, two-way communication with the workforce include participation in new-employee orientation, walk-arounds, "talk it up" sessions, and quarterly "issues and answers" events. City of Fort Collins also uses a variety of social media, including internal and external websites, email, Facebook, Twitter, and YouTube, for communication with the workforce and customers. These deployed approaches of communication may help City of Fort Collins strengthen its strategic advantages of an engaged workforce and community.

- b(2)   Senior leaders create a focus on action and identify needed actions through the leadership system, BFO, the performance measurement system (including the MOR, Quarterly Service Area Reviews [QSAR], and Quarterly Performance Alignment [QPA]), and the employee reward system. Integrating these systems allows City of Fort Collins to set expectations for organizational performance, monitor operations, gauge progress, and validate that strategic action plans are implemented. By integrating all of these processes to build the leadership system, City of Fort Collins is able to align its goals and actions to drive valuable results and meet its mission.

OPPORTUNITIES FOR IMPROVEMENT

- a, b   City of Fort Collins does not demonstrate a systematic approach to evaluate and improve its organizational leadership processes. In regard to cycles of learning identified in Figure 1.1-2, there is no evidence of a systematic approach for regularly evaluating and intentionally identifying improvements for leadership processes—including but not limited to the evaluation of communication methods for employees, volunteers, and key customers (Figure 1.1-3)—or methods for promoting ethical behavior. Evaluating and improving its approaches to ensure leadership effectiveness may assist City of Fort Collins in capitalizing on its value of innovation and achieving its vision of demonstrating world-class performance.

1.2 Governance and Societal Responsibilities

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **c   City of Fort Collins has integrated societal well-being and community support as part of its strategy and daily operations. Three of its seven key outcome areas relate to sustainability through economic, social, and environmental health. The Climate Action Plan, Economic Strategic Plan, and Social Sustainability Strategic Plan align and implement the City's strategic objectives. The Sustainability Action Plan process systematically evaluates methods to optimize natural, financial, and human resources. City of Fort Collins' national recognition for quality of life further demonstrates its commitment to the community.**

- b   City of Fort Collins anticipates and addresses public concerns through maintaining regulatory compliance and gathering feedback from its citizens. Through these processes, the City is also able to promote and ensure ethical behavior. This is evident through its implementation of regulatory requirements to reduce the risk of adverse societal impacts; development of the "Raise the Bar" ethics program in 2015; and hosting of public forums to discuss legal, regulatory, and ethical compliance. The deployment of these processes has helped City of Fort Collins to maintain excellent levels of compliance (Figure 7.4-8) and deliver on its values of integrity and stewardship.

- a(1)   City of Fort Collins reviews and achieves responsible governance through a variety of mechanisms that promote transparency, as well as its audit review process and its process for selecting policy makers and its administration. Examples include displaying its operations on a public website (Open Book), monitoring budgets weekly, having citizen-elected council members, and having external auditors hired by the elected council. These methods demonstrate the City's values of integrity, respect, and outstanding service.

- a(1, 2)   City of Fort Collins uses several systematic and periodic processes to evaluate senior leaders. Examples include semiannual performance reviews of the city manager (CM) and city attorney, quarterly reviews for all other Executive Leadership Team (ELT) members, periodic 360-degree performance evaluations, one-on-one meetings to evaluate progress on key performance goals, Baldrige feedback, citizens' evaluation of the council members through the election process, and the Ethical Review Committee. In addition, a systematic succession planning process has been developed. Such evaluation of and succession planning for the senior leadership team may assist City of Fort Collins in identifying opportunities for improvement and addressing its strategic objective to improve organizational capability and effectiveness.

- b(2)   In accordance with its values of integrity and stewardship, City of Fort Collins promotes and ensures ethical behavior in all interactions through its processes and measures. City of Fort Collins has deployed its values, annual ethics training for new and incumbent employees, policies, and procedures across the organization, including to volunteers and suppliers. Its reporting mechanisms, including its ethics hotline, allows City of Fort Collins to receive reports of actual and perceived violations. Its Open Book approach for transparency allows citizens to review all expenditures and question potential stewardship issues. All reports are investigated and documented, with recommendations for development developed to ensure elimination of recurrence. Reports are issued to managers to address, including to take disciplinary action, if appropriate. This approach supports City of Fort Collins' commitment to the community and preservation of public trust.

OPPORTUNITIES FOR IMPROVEMENT

- a(2)   There is no evidence of a systematic approach for senior leaders to use their current performance evaluation processes to advance their effectiveness as a leadership team. Despite individual development supported via the QPA and retreats that often include leadership development topics, City of Fort Collins does not demonstrate a systematic approach for using performance evaluation data to identify development opportunities to improve the collective performance of the ELT. In addition, there is no defined performance evaluation process for city council members other than re-election. Using performance feedback to improve leadership may strengthen the City's strategic advantage of developing a culture of excellence and continuous improvement.

Category 2 Strategy

2.1 Strategy Development

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1, 2)   City of Fort Collins has an effective, seven-step, issues-based, Strategic Planning Process (SPP; Figure 2.1-2) that occurs on a two-year cycle and involves the Strategic Planning (SP) Core Team, the ELT, BFO Team chairs, and city council in support of its mission. The SPP includes short- and longer-term planning horizons to ensure that strategic objectives align with the 25-year plan. Mid-cycle reviews by the city council prioritize change initiatives and ensure operational flexibility and organizational agility. The SPP also stimulates and incorporates innovation during the BFO process while gathering input from staff and community members, as issues are identified and creative/innovative solutions are proposed to solve them. For example, the Climate Action Plan resulted from this process based on input from citizens. The SPP has been refined by adding the Council Priority Dashboard to the MOR to assist in the monthly status check.

- a(4)   City of Fort Collins has a systematic approach to making work system decisions that facilitate accomplishment of its strategic objectives. Specifically, City of Fort Collins leverages its key work systems (corresponding to the seven outcome areas), facilitating accomplishment of strategic objectives in alignment with the City's MVV and core competencies. Decisions concerning accomplishment of strategic objectives are made by the ELT and the city council. The budget process, along with assessments using in-house expertise, determines whether a key work process is outsourced. The City's core competencies are reviewed annually by the Performance Excellence (PE) Strategy and SP Core Teams. This approach may help the organization capitalize on strategic and leveraged investment in its infrastructure and amenities and a strong history of planning and action/implementation.

- a(3)   City of Fort Collins collects relevant data and information from several internal and external stakeholder sources for its SPP. These data and information encompass financial data, risk assessments, service area surveys, demographic data, and regulatory changes. For example, finance staff complete an analysis that includes forecasting and correlation to produce different revenue scenarios. Results of this analysis assist City of Fort Collins in identifying and addressing its strategic advantages and challenges.

OPPORTUNITIES FOR IMPROVEMENT

- b(2)   Despite outreach to citizens for input, City of Fort Collins has not deployed a process to consider and balance the needs of its business stakeholders in its SPP. Listening and learning methods for business customers are limited to a business survey conducted in 2011 and 2014. The Economic Health department relies on business inquiries to gather information and provide services; the City lacks a systematic approach to integrate this information into the SPP process. Ensuring that it has a process to consider the needs of business customers in this area may assist City of Fort Collins in developing strategic objectives that address its strategic challenge related to competing citizen desires and changing customer expectations.

2.2 Strategy Implementation

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(3)   To ensure that financial and other resources are available to support the achievement of action plans, City of Fort Collins adopts a financial plan using the BFO process. BFO is an integral part of the SPP and is unique in that it begins as a "grass roots" process involving staff members at all levels of the City government as well as citizens. The process allows City of Fort Collins to adjust financial forecasts to project a realistic expectation of sufficient funds. If changes to action plans or new plans are required, directors submit budget and action plan adjustment requests. This thorough, systematic BFO process for resource allocation may help the City address its strategic challenge of a fluctuating revenue stream and is considered a best practice by the Government Finance Officers Association.**

- a(2)   City of Fort Collins leverages its organizational structure to cascade action plans from the ELT to service-area directors for implementation. The service-area directors prepare one-year plans, and individuals assigned to an initiative write corresponding goals for the Talent/Reward system and ensure that key suppliers and partners are included in the implementation. ELT meets with key partners to discuss initiative performance. Adequate resourcing and monitoring ensures that key outcomes are achieved and sustained. City of Fort Collins' aligned and integrated approach to implementing action plans supports its vision of providing world-class municipal services.

- a(1)   City of Fort Collins aligns and integrates key initiatives (action plans), which include both short- and long-term plans, with its strategic objectives (Figure 2.1-5), which are also its key work systems, to promote its vision of providing world-class municipal services through operational excellence and a culture of innovation. The initiatives are identified in step 5 of the SPP and are assigned to ELT members, who are responsible for defining action plans, timelines, and resources.

- a(5)   City of Fort Collins utilizes key performance measures (Figure 2.1-5) from the SPP/BFO process to track the achievement and effectiveness of action plans. These measures populate the Community Dashboard, which is available online for public access and is reviewed quarterly by the ELT. The action plans cascade down to the service areas, with departmental and individual staff members' goals established to support organizational goals. This approach may ensure alignment across the City in support of its value of outstanding service.

OPPORTUNITIES FOR IMPROVEMENT

- a(6)   A systematic approach is not evident for comparing the City's projected performance against that of its competitors or comparable organizations or key benchmarks. Despite the City's consideration of nine internal and external sources in establishing projections, a systematic method to identify and project its performance accordingly is not evident to demonstrate whether it is effectively addressing its competitive position, which is impacted by the growing surrounding communities drawing tax revenues away. Assessing its performance with comparative data may enable the City to better determine whether it is "progressing toward world-class outcomes."

Category 3 Customers

3.1 Voice of the Customer

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(1)   City of Fort Collins uses several methods to listen to its residential customers and obtain feedback to achieve exceptional service for an exceptional community. These methods (Figure 3.1-2) include social media, web-based technologies, and one- and two-way communications, as appropriate, to meet customer and stakeholder needs. Such listening led to the City's establishment of Community Services, which assigns paid and unpaid therapists to people with disabilities so they can participate in art and physical classes alongside others in the community. The City's approaches to listening to, observing, and interacting with residential customers vary by customer group and have been expanded, improved, and refined over time (Figure 3.1-1). Continuing to offer many options to receive customer feedback may assist the City in continuously improving its services and addressing its strategic challenge of changing customer expectations.**

- b(1)   The City's process for assessing residential customer satisfaction and engagement helps sustain its competitive position and address its strategic challenge of balancing competing citizen desires and changing citizen expectations. The City's Citizen Survey serves as a report card on residents' satisfaction and engagement. The City analyzes the survey results, receiving feedback in seven designated outcome areas and three dimensions of performance. The City compares these results to national benchmarks and considers key drivers related to residents' ratings of quality of services. The City assesses disengagement using the Access Fort Collins complaint management system. The City uses the results to create changes to service offerings to address customers'/stakeholders' key requirements.

- b(2)   City of Fort Collins obtains information on residential customers' satisfaction with its organization relative to the satisfaction of customers of other organizations that provide similar services and to industry benchmarks through the NRC Citizen Survey. City of Fort Collins' results are benchmarked against 30 Front Range cities and more than 300 cities in the NRC database. This process helps the City provide outstanding service and address its competitive position among three surrounding cities.

- a(2)   City of Fort Collins uses multiple methods to listen to former and potential residents. These include the Citizen Survey, which includes local Colorado State University (CSU) students as representatives of potential customers; surveys of people at public events; the Access Fort Collins comment system; social media; and the police

department's "Welcome to the Neighborhood" outreach program to obtain actionable information. Continuing to use this information in its SPP may help City of Fort Collins provide exceptional service to the residential community.

OPPORTUNITIES FOR IMPROVEMENT

- **a   City of Fort Collins does not have a systematic approach to listen to its business and potential customers or obtain actionable feedback from them on the quality of services, support, and transactions. The Economic Health department relies on businesses contacting the department to request services and lacks a systematic approach to listen to this key customer segment. Despite engaging primary employers and businesses in which the City has a financial interest, the City has no process in place for contacting others in its 8,500 business customer base. In addition, despite conducting a limited business survey in 2011 and 2014, the City primarily relies on small informal community contact events or one-on-one contact with business owners referred to the Economic Health department. Improving methods to listen to business customers may help City of Fort Collins maintain its competitive position in the region.**

- **b(1)   City of Fort Collins does not have a systematic process for assessing the satisfaction, dissatisfaction, and engagement of its business customers. Feedback gathered by the business survey that the Economic Health department administered in 2011 and 2014 has not been used to determine satisfaction, dissatisfaction, or engagement of this key customer segment. Using a systematic approach to engage the Fort Collins business community may allow the City to more effectively manage its goal to transition from a large town to a small city.**

- b(2)   City of Fort Collins does not have a systematic approach for obtaining information on its business customers' satisfaction relative to that for competitors. Despite City of Fort Collins' use of sources to access information for residential customers, this or another approach is not deployed to obtain satisfaction information in regard to business customers. A systematic approach to obtaining information on business customers' satisfaction relative to such information for competitors may assist City of Fort Collins in addressing its strategic objective to improve policies and programs to retain, expand, and incubate primary employers.

3.2 Customer Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a(2)   City of Fort Collins has created multiple mechanisms to enable customers to conduct business and seek information and support that meet their differing needs and preferences. Key means of customer support, including key communication mechanisms, have been identified by the City (Figure 3.2-1). For example, customers are able to seek information and support through a website that provides access to public records, city services, e-commerce services, and a variety of reports on a 24/7 basis. These approaches reflect City of Fort Collins' commitment to exceptional service.**

- b(1)   City of Fort Collins uses a variety of mechanisms and systematic approaches, including social media, to build relationships with its residential customers and market its services to them. The mechanisms to build these customer relationships are developed and maintained through marketing services, Facebook pages, YouTube videos, public events, maintenance of parks and trails, provisions for public arts, and various forms of support for the bicycle community. Effective management of customer relationships may enable City of Fort Collins to maintain its recognition as a best place to live, start a business, develop a career, retire, and live a healthy life.

- b(2)   City of Fort Collins' complaint management system ensures prompt resolution, supporting the City's core value of outstanding service. Residential customers enter complaints through the Access Fort Collins system, service area requests (SARs), or police department services. The web-based Access Fort Collins system assigns a case number and sends a notification to the responsible person, who responds to the complainant within a prescribed time. The complaint is tracked in the complaint management system until resolved and contains follow-up notifications if required. The police department has a stand-alone process for complaints that may result in investigation and disciplinary action. To avoid similar complaints, the City reviews results within 24 hours for SARs cases, monthly for police department complaints, and quarterly for Access Fort Collins complaints.

- a(1)   In alignment with its MVV and its core competencies, City of Fort Collins uses a systematic approach to identify and adapt product offerings to meet requirements and exceed residential customers' expectations. These customers' key requirements and feedback from the City's listening methods (Figure 3.1-2) are used to identify opportunities to adapt services as well as to create new ones to attract customers. Innovations created as a result of this approach include online services for park reservations and payment for parking violations.

OPPORTUNITIES FOR IMPROVEMENT

- **a(3) City of Fort Collins does not have a systematic approach for determining its business customers, business customer groups, or market segments to emphasize and pursue for business growth. Beyond the Economic Health department's maintaining a relationship with established primary employers and businesses in which City of Fort Collins has a business interest, and the strategic plan's specifying the City's intent to develop businesses in desired industry clusters, there is no systematic approach for listening to City of Fort Collins' business customers or for identifying prospective new businesses to pursue. A systematic approach in this area may allow City of Fort Collins to address its strategic objective to improve policies and programs to retain, expand, and incubate primary employers.**

- b(1) City of Fort Collins does not have a systematic approach to build and manage relationships with business customers. New business contacts are primarily from referrals from other departments and partners, and the City has no internal criteria for contacting businesses outside of businesses in which City of Fort Collins has developed a financial interest. Developing and deploying a process of managing relationships with its business customers may help City of Fort Collins better address its key outcomes related to high-performing government and economic health.

Category 4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1)   City of Fort Collins has multiple means of using data and information to track daily operations and overall organizational performance, particularly the Community Dashboard, as well as its progress on achieving its strategic objectives and action plans. Strategy maps link the City's MVVs, key outcomes, strategic objectives, and division initiatives, and the ClearPoint performance measurement software system allows the City to track the budget and compare performance across the organization. The chief financial officer (CFO) presents an MOR to the ELT that includes updates on key initiatives, safety data, and a standardized, organization-wide financial report. In addition, departments use metrics to track operations that are specific to their work. Utilities and police services, in particular, have well-developed systems to track daily operations. These aligned approaches may help support the City's strategic objective to enhance use of performance metrics to assess results.

- b   City of Fort Collins assesses organizational performance and capabilities through a series of scheduled reviews and analysis of its key performance measures to track progress toward its outcome area goals, such as those related to community and neighborhood livability and high-performing government. The CM, the deputy CM, the CFO, and leaders from each service area use QSARs to review financial and safety data, as well as progress toward achieving strategic objectives and action plans. Reports are also submitted to the city council, which reviews the City's performance in its governance role. The Council Priorities Dashboard presents progress on action plans in narrative form and indicates the percentage completed. Use of these periodic reviews reflects the City's value of stewardship and accountability.

- a(2)   Mitigating limitations in the availability of comparative data from similar communities, City of Fort Collins selects and uses comparative data and information from a variety of sources. When selecting benchmark data, the City's data owners look for reputable sources, state-wide or national evidence-based data, peer cities, best-practice performers similar in size and scope to the City with a valid sample size, and Baldrige Award recipients that excel in a particular area. This approach to selecting comparative data may advance the City's vision to provide world-class municipal services through operational excellence.

OPPORTUNITIES FOR IMPROVEMENT

- c(3)   City of Fort Collins does not have a systematic approach to use findings from performance reviews to develop priorities for opportunities for innovation. Despite City of Fort Collins' senior leaders' reviews of the MOR, QSARs, and Community Dashboard regularly, there is no evidence that performance review findings are used to develop opportunities for innovation. For example, as City of Fort Collins relies on the BFO "offer" process and grassroots proposals from employees to bring forward innovative ideas, these are not results from performance reviews. Using a systematic approach for linking findings from performance reviews to opportunities for innovation may support City of Fort Collins' vision of operational excellence and its culture of innovation.

4.2 Knowledge Management, Information, and Information Technology

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1)   City of Fort Collins transfers relevant knowledge from and to its customers, suppliers, partners, and collaborators through various mechanisms, particularly its public website. Among the wide variety of information and interactions provided by the website, citizens can pay tickets and utility bills and retrieve documents from public records. Upcoming events, council agendas, and minutes are online, and Open Book provides citizens with detailed information about the City's expenditures. The website was redesigned to adapt to multiple platforms (e.g., tablets and smart phones). As other examples, the City uses an e-document system "DocuSign" for contracts, emails purchase orders, holds a "telephone town hall" to get input from citizens on specific issues, and makes extensive use of social media. These approaches reflect City of Fort Collins' strategic objective of optimizing the use of information technology.

OPPORTUNITIES FOR IMPROVEMENT

- a(1), b   City of Fort Collins does not have a systematic process to evaluate and improve its knowledge management system, including organizational knowledge assets, information, and information technology infrastructure. Cycles of learning are not evident for the knowledge management system, including methods for transferring knowledge assets. Furthermore, a process for evaluating and improving the City's data, information, and technology system is not evident. Evaluating and improving its approaches to knowledge management may help City of Fort Collins ensure that employees have the knowledge they need to do their work; improve processes, products, and services; and innovate in ways that add value for the customer and support the City's key outcome area related to high-performing government.

- a(1)   There is no evidence that the organization has an effective, systematic approach to blend and correlate data from different sources to build new knowledge or to use that knowledge to support process improvements and innovation. Despite Traffic Ops employees' analysis of traffic data and police reports to determine places where crashes frequently occur and the causes, there is no evidence that other areas are blending data in a similar manner for building new knowledge and improving their work processes and services. Having an effective, systematic approach across the organization may assist City of Fort Collins in capitalizing on its value of innovation and creativity.

Category 5 Workforce

5.1 Workforce Environment

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(1)   City of Fort Collins has deployed and integrated its approach to assessing its workforce capability and capacity into the BFO and the SPP to address workforce needs across the organization. Departments evaluate staffing and resource plans and complete BFO offers to define the human resources that support their staffing levels. This integrated process helps address City of Fort Collins' strategic challenge of attracting, retaining, and developing high-quality employees.

- a(4)   City of Fort Collins supports its strategic advantage of engaged and committed employees by preparing its workforce for changing capabilities and capacity needs through systematic communications and processes to ensure the continuity of services and minimize reductions in force (RIFs). As part of the SPP, ELT members address new workforce needs, including learning and development opportunities to help employees gain needed skills and competencies. When staffing needs expand, the City identifies new positions through its BFO process and fills them through its hiring process. Temporary or fluctuating needs are addressed through cross-training permanent employees as well as using contract and seasonal workers.

- a(3)   City of Fort Collins organizes and manages its workforce to accomplish work through the City Charter and City Code, which specify roles and functions for the employee workforce, boards, and commissions. The workforce is organized by the City's seven key outcome areas. Cross-functional teams involve collaboration of employees between departments on projects such as those defined during the SPP. City of Fort Collins supports employees to exceed performance expectations through incentives and evaluation. This structure and the alignment of employees' goals with the organization's goals help City of Fort Collins reinforce its key outcome area related to high-performing government and its employee engagement factor of accountability.

- b(2)   City of Fort Collins offers a wide variety of services and benefits to support its workforce (Figure 5.1-4). These benefits are tailored to the needs of the diverse workforce by allowing workers to choose between packages that suit their personal needs. A nationally recognized employee wellness program motivates employees toward healthy lifestyle choices and ultimately increases productivity and cost savings for the organization. These services and benefits, which are evaluated and re-bid to keep the City competitive as an employer and to meet changing employee expectations, support the City's strategic challenge of attracting and retaining high-quality employees.

OPPORTUNITIES FOR IMPROVEMENT

- **a(3)   City of Fort Collins has not fully deployed its processes for reinforcing a customer focus and exceeding performance expectations to its board/commission and community volunteers, as appropriate, despite the fact that they can make up approximately 43% of its workforce at any given time. Volunteers who routinely interact with City of Fort Collins' customers are not required to participate in customer service training through the Volunteer Services or LOD systems. Several volunteers whose work involves frequent contact with the public indicated that they had not received or been offered any customer service training. Ensuring that volunteers, as appropriate to their work assignment, receive guidance in fostering an exceptional customer experience may help City of Fort Collins fulfill its mission of providing excellent service for an excellent community.**

- b   There is no evidence that City of Fort Collins has differing measures in relation to health, safety, and accessibility factors for its different workplace environments. For example, despite the fact that Natural Areas employees are routinely exposed to toxic chemicals as part of their work, frequencies and outcomes of accidental exposures are not routinely tracked or monitored. Enhanced use of health, safety, and accessibility metrics based on different workplace environments may help City of Fort Collins address its strategic objective of achieving its safety goals.

5.2 Workforce Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- a(4)   Supporting its strategic advantage of a culture of excellence and continuous improvement, City of Fort Collins' performance management system facilitates achievement of its action plans. The Talent/Reward system allows for the creation and alignment of individual employee action plans and goals with departmental and organizational goals, with progress on these plans reviewed quarterly during the QPA process. Results for goal achievement are then aggregated and reported up to the senior leadership through the Community Dashboard.

- a(3)   City of Fort Collins assesses workforce engagement formally and informally to sustain its competitive advantage of engaged and committed employees. After conducting the semiannual Q14 survey, the City segments results by department, job classification, and tenure and shares these data with all employees and managers to discuss and develop action plans with their teams. Ongoing, informal methods include staff meetings, employee committees, and two-way communication approaches. Other engagement measures, such as turnover, organizational safety indicators, and formal grievances, are compared by service area and department; the City has provided evidence of cycles of learning to improve workforce engagement.

- b(1)   City of Fort Collins' learning and development system (Figure 5.2-2) benefits from cycles of learning as it supports the personal development of the employee workforce, including leaders. Training is aligned to organizational values, core competencies, short- and long-term action plans, and strategic challenges, including the challenge of attracting, retaining, and developing high-quality employees. The system is enhanced by integration with the performance management system and multiple communications processes, and it has been adapted to increase training capacity.

- a(1)   City of Fort Collins fosters an organizational culture that is characterized by open communication, high performance, and an engaged workforce through use of an employee performance management process, reward and recognition program, and employee goal cards. The performance management system, Talent/Reward, sets individual goals in alignment with organizational goals. Open communication is fostered through Talk It Up sessions with the CM and the Employee Committee (Figure 5.2-1), and an annual Employee Recognition Week and various incentives promote an engaged workforce. These approaches may assist City of Fort Collins in addressing key engagement factors such as meaningful work and appreciation.

- b(3)   City of Fort Collins manages employees' career development through its approaches to succession planning and leadership training. Leadership succession planning occurs on three levels: (1) accessibility and transparency in providing for open and promotional recruitment of candidates for senior leadership positions, (2) opportunities for leadership internships and training, and (3) a structure that allows for interim ("acting") appointments to leadership positions for individuals to gain experience. ELT members identify potential successors and develop them for promotional opportunities. All employees can apply to attend Lead training, which provides four levels for comprehensive development of future leaders. Each class consists of representatives from various departments to ensure that all potential leaders can be identified and developed to address the workforce's key engagement factors.

OPPORTUNITIES FOR IMPROVEMENT

- a(1, 3)   City of Fort Collins has not deployed its method of assessing employee satisfaction and engagement to its community and board/commission volunteers, as appropriate, despite the fact that these volunteers can constitute up to 43% of its workforce at any one time. Beyond impromptu individual conversations with volunteers, the City has no established process to gauge volunteers' satisfaction or engagement. Systematically determining levels of satisfaction and engagement for its volunteer workforce may help City of Fort Collins ensure that it is fully meeting the key engagement drivers of meaningful work and appreciation.

Category 6 Operations

6.1 Work Processes

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- c   The approach City of Fort Collins has deployed for pursuing strategic opportunities as intelligent risks shows some evidence of cycles of learning. During its eight-step process, City of Fort Collins assesses intelligent risks in relation to meeting its strategic objectives. Needs are prioritized, and those intelligent risks that are not funded during this process may still have access to the City's fund for innovation. Through a cycle of learning in the process, intelligent risks were extended to include policy development. This approach supports the City's core values of outstanding service, innovation, and creativity.

- b(1)   City of Fort Collins' organizational structure and process of establishing departmental and individual employee goals help ensure that daily operations of work processes meet key process requirements. For example, key performance measures for tracking the achievement of strategic goals and objectives are established through the BFO process. Additionally, various electronic tracking mechanisms help managers track daily operations. Results of the measures are monitored, and corrective actions are taken when needed. These approaches help City of Fort Collins advance its vision of providing world-class municipal services through operational excellence.

- a(1)   City of Fort Collins has an effective, systematic process for determining key product and work process requirements. For example, inputs on service needs and expectations are collected in the BFO phase of the SPP, and other sources of input include annual surveys, council meetings, boards and commissions, the Access Fort Collins/SARs process, employee input, focus groups, and benchmarks, all of which are aligned and integrated to support the City's seven key outcome areas. In addition, City of Fort Collins analyzes these inputs using teams. This approach supports the City's mission of providing exceptional service for an exceptional community.

OPPORTUNITIES FOR IMPROVEMENT

- a(2)   City of Fort Collins has not fully deployed its BFO work process to systematically incorporate new technology, organizational knowledge, and the potential need for agility. While all work units use the BFO process to propose funding for current and new processes and services, few work units use the BFO process to actively seek out and incorporate new technology and organizational knowledge into their products and services. Full deployment of this design process may generate technological

advancements in the City's community services to exceed customer expectations and drive creativity and innovation.

- b(1)   City of Fort Collins has not identified or deployed use of in-process measures for controlling and improving its key work processes. While staff members in the Utilities and Police departments demonstrate use of in-process measures in daily operations to identify potential process variations, there is no evidence of use of such measures in other areas. Using in-process measures across the organization may assist City of Fort Collins in identifying potential issues and resolving them before they occur in order to achieve the mission of providing exceptional service for an exceptional community.

- b(3)   City of Fort Collins has not fully deployed its strategies for improving its work processes to ensure that key customer requirements are met. Utilities, Police, Community Services, and others rely on improvement approaches such as Plan, Do, Check, Act (PDCA) and International Organization for Standardization (ISO) standards; yet other units (i.e., Economic Health, Legal, Payroll, and Purchasing) did not make evident the use of these or other improvement strategies. Full deployment of its continuous improvement approaches may help the City demonstrate its commitment to providing world-class municipal service through operational excellence.

6.2 Operational Effectiveness

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

- **a   City of Fort Collins' BFO process helps it balance the need for cost control with the needs of customers. This approach includes a cost analysis of budget offers to ensure thoughtful stewardship of tax dollars. Departments monitor actual performance to budget to control costs. The ELT reviews financial measures as part of the MOR. Using the MOR, the ELT reviews financial measures; if necessary, managers implement cost-containment measures. This approach reflects the City's value of stewardship.**

- b   City of Fort Collins' systematic approach to selecting quality vendors/suppliers optimizes price and potential performance based on proposals. Cross-functional teams consisting of a buyer, a project manager, and subject-matter experts evaluate and score proposals. The selection process was improved by requiring vendors to submit references, which are checked by project managers. The project manager then selects the lowest "responsible and responsive" supplier. This process is enhanced by the City's participation in buying consortia in order to benefit from economies-of-scale purchasing. This approach helps City of Fort Collins deliver an efficient, transparent, effective, and collaborative city government and reflects its commitment to good stewardship of public funds.

- c(2)   City of Fort Collins has developed a system to ensure that it is prepared to respond to disasters and emergencies. The Emergency Operation Plan (EOP) ensures continuity of essential services and includes a recovery plan. The EOP is drilled, reviewed, and updated annually. The City works cooperatively with other critical response and recovery organizations, such as those that maintain and operate infrastructure and utilities, governmental agencies, and communication organizations. The City's systematic approaches in this area ensure its preparedness and responsiveness for disasters and emergencies, building on its core competency of commitment to the community.

- c(1)   City of Fort Collins began a program to provide a safe environment through workforce education, inspections and audits, and analysis for improvements. The ELT reviews safety indicators monthly, promotes reporting of all near misses and incidents, incorporates safety in organizational performance reviews, and has the Safety, Security, and Risk Management (SSRM) team inspect one service area quarterly. In addition, the Citywide Safety and Wellness Team (CSWT) meets monthly to identify safety and wellness needs across the organization and to identify best practices. These approaches

are part of the City's effort to create a culture of safety and become the safest workplace in America.

OPPORTUNITIES FOR IMPROVEMENT

- a   The City of Fort Collins has not fully deployed a process for controlling the overall costs of operations by incorporating cycle time, productivity, and other efficiency and effectiveness factors into all of its work processes. Deployment of the approach in which managers implement cost-containment measures when costs are close to exceeding the budget varies widely, and not all work processes use cycle time, productivity, or other efficiency/effectiveness factors. Utilities monitors its operational performance very closely; full deployment of such approaches across work processes may help City of Fort Collins address customers' key requirements and sustain its competitive position.

- b   There is no evidence that City of Fort Collins systematically measures and evaluates the ongoing performance of its suppliers or that the City has a systematic approach to providing feedback to suppliers to help them improve. Despite the fact that City of Fort Collins cancelled two contracts for lack of performance, there is no process to evaluate contracts on a continuous basis to ensure the expected performance prior to problems occurring. Systematic evaluation and improvement of suppliers' performance may enhance City of Fort Collins' ability to provide exceptional service to the community.

Category 7 Results

7.1 Product and Process Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- b(1)   Some of City of Fort Collins' results for operational performance of key work and support processes demonstrate beneficial trends and favorable comparisons, supporting the mission of exceptional service. For example, Part I Crimes Cleared (Figure 7.1-10) improved from 18% to 30% over six years; in addition, Water Quality (Figure 7.1-7), measured by turbidity, decreased to 0.024 over the four quarters of 2015. In addition, traffic Fatalities (Figure 7.1-11) in the City of Fort Collins compare favorably to results for state and peer cities, and the City's results for internal services (Figure 7.1-19) show the City outperforming national benchmarks in 2015 for the quality and timeliness of Human Resources, Financial Services, and IT Services.

- a   Demonstrating high performance in City of Fort Collins' key outcome areas of Community and Neighborhood Livability, Safe Community, and Transportation, results for some measures of service performance show favorable comparisons and beneficial trends. For example, code compliance cases resolved voluntarily increased from 90% in 2012 to 95% in 2015 (Figure 7.1-2), and the City's results for three out of the four years presented are the same or better than the levels of comparison cities. In addition, public transportation ridership has increased steadily from about 2.16 million riders in 2011 to nearly 3.27 million in 2015, representing an approximately 50% increase in four years.

- b(2)   Results for emergency preparedness support City of Fort Collins' key outcome area of Safe Community. For example, Flood Mitigation (7.1-21) shows consistent floodplain management results that surpass the Federal Emergency Management Agency's floodplain standards, and City of Fort Collins' results for the Community Rating System for flood mitigation efforts have been Class 4 since 2013 (top 5.57% of 1,211 reporting communities) and Class 2 since May 2016 (top five city). In addition, City of Fort Collins has received an average of more than $33,000 annually in Emergency Management Performance Grants (Figure 7.1-23).

OPPORTUNITIES FOR IMPROVEMENT

- c   Beyond data on nonperforming vendors/terminations and competitive solicitation compliance, City of Fort Collins lacks results for supply-chain management, including suppliers' contribution to enhancing organizational performance. For example, results are missing in relation to City of Fort Collins' supply-chain requirements (Figure P.1-7) of on-time delivery, fair and competitive pricing, quality products, and accuracy. Results in

these key areas may enable City of Fort Collins to better demonstrate operational excellence and its value of stewardship.

- a   Results for some measures of customer-focused product and services and work process effectiveness demonstrate adverse trends or levels. For example, the number of motor vehicle crashes increased from 3,566 in 2012 to 4,414 in 2015, representing a 23.8% increase in accidents. Additionally, results for duration and frequency of electrical outages show unfavorable increases from 2013 to 2015 (Figure 7.1-5). Improvement in these areas may enable City of Fort Collins to achieve its goals in its key outcome areas of Economic Health and Safe Community.

- a, b(1)   Some measures of customer-focused products and services and work process effectiveness lack comparative data. For example, comparison data are missing for Noise Complaints (Figure 7.1-1), Passengers per Revenue Hour (Figure 7.1-4), and Pot Hole and Snow Removal Response (Figure 7.1-13). Additional comparative data may help City of Fort Collins identify opportunities for improvement in product and process results and retain its national status as a highly desirable community.

7.2 Customer-Focused Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(1)   City of Fort Collins demonstrates excellent performance levels on measures of customer satisfaction. Examples include satisfaction with safety (Figure 7.1-8), Crime Prevention (Figure 7.2-13), Overall Quality of Life (Figure 7.2-2), Quality of Culture and Recreation (Figure 7.2-5), and the community's visual attractiveness (Figures 7.1-12 and 7.2-6), with City of Fort Collins outperforming Front Range cities and national benchmarks. Additionally, high scores as a place to work (Figure 7.2-3) and for the availability of job opportunities (Figure 7.2-4) reflect City of Fort Collins' mission to provide exceptional services to an exceptional community in a city nationally recognized for its quality of life.

- a(1)   City of Fort Collins has achieved excellent results relative to regional and national comparisons in areas that demonstrate its strategic advantage of quality of life, as indicated by Citizen Survey results that reflect satisfaction with city services. For example, Quality of Drinking Water (Figure 7.2-9), Code Enforcement (Figure 7.2-10), and Emergency Preparedness (Figure 7.2-11) show the City's results either first or in the top decile nationally.

- a(2)   City of Fort Collins demonstrates beneficial trends for measures of its residential customers' engagement. Favorably increasing or steady trends are shown in Recreation Participation (Figure 7.2-22), Ease of Traveling by Bicycle (Figure 7.2-24), Opening Day Revenue (Figure 7.2-21), and Rebate Program Participation (Figure 7.2-20). These results support the City's vision of providing exceptional service for an exceptional community.

OPPORTUNITIES FOR IMPROVEMENT

- **a   Most of City of Fort Collins' customer satisfaction results are not segmented by customer groups or market segments. Despite indicating that it segments its customers into the two groups of residents and businesses (Figure P.1-6), the City only provides accordingly segmented results for the measure Utilities Customer Satisfaction (Figures 7.2-15 and 7.2-16). In addition, in relation to residents' satisfaction data from the Citizen Survey, the City provides no similar or alternative results for business customers' satisfaction. Additional information about the perception of businesses regarding the City's services and amenities may help City of Fort Collins compete for business development, primary employers and jobs, expansion opportunities, and highly qualified workers.**

7.3 Workforce-Focused Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(3)   Supporting City of Fort Collins' strategic advantage of engaged and committed employees, some results for workforce engagement and satisfaction demonstrate beneficial trends and outperform national benchmarks (Figure 7.3-8). Favorable responses to the Q14 survey question "I know what my supervisor needs from me" increased from 84% in 2011 to 90% in 2016 and outperform the current benchmark of 79%. Favorable responses to the survey question "My work team is recognized for their efforts" improved from 60% in 2011 to 63% in 2016 and outperform the benchmark at 45%.

- a(2, 3)   Some workforce climate and engagement results demonstrate beneficial trends that support the City's strategic advantage of engaged and committed employees. Results for Wellness Participation (Figure 7.3-9), CSU Student/Fall Clean-Up (Figures 7.3-10 and 7.3-11), and Volunteers (Figure 7.3-12) show improving trends. Wellness Participation shows around 500 participants in 2006, increasing to almost 1,000 in 2015. Performance of Benefits (Figure 7.3-7) indicates approximately 80% of the City's employees are satisfied with the quality and timeliness of their benefits, and this trend has been sustained for five years.

- a(4)   Some results for workforce development are beneficial. Workforce training hours (Figure 7.3-15) have increased over the five-year period from 2011 to 2015. Workforce satisfaction with learning and development opportunities (Figure 7.3-13) has also increased over the same time span, a five-year improving trend. City talent mobility and career progression (a measure reviewed on-site) shows a favorably increasing trend in promotions from 48 in 2013 to 120 in 2015. Similar increases have occurred for the City's pay differential and acting positions that provide work experience opportunities for individuals pursuing career progression. These results (1) help the City demonstrate that it is meeting the workforce requirement for development and growth opportunities and (2) reflect efforts to address the strategic challenge of attracting, retaining, and developing a high-quality workforce.

OPPORTUNITIES FOR IMPROVEMENT

- a   City of Fort Collins' results relative to some key workforce engagement factors are not available to demonstrate that these factors are being met for all workforce segments. In particular, results are not demonstrated for volunteers' engagement and development, as appropriate, for those volunteers who work consistent hours in key positions. Results are also missing to demonstrate that the City is meeting needs for

workforce health, safety, and accessibility; reward/recognition; and complaints and grievances for all segments. Results to demonstrate City of Fort Collins' effectiveness in these key areas may help address its strategic challenge of attracting and retaining high-quality employees and meeting the requirements of its volunteers.

- a(1, 3)   The City's workforce engagement survey results (Figure 7.3-8) show varying performance levels across the organization, with results for some units performing unfavorably relative to national comparisons. From 2015 to 2016, favorable responses to the survey question "I believe my opinions are valued" decreased for 15 of 35 units, and the overall score of 70% is below the national benchmark of 76%. Work units whose percentages of employees indicated they "totally disagree" or "mostly disagree" with this statement are at or above 30% include Parking (50%), Patrol (37%), Waterfield Engineering (30%), and Recreation (33%). Further, some results for capacity and capability display adverse trends; for example, turnover is increasing for general employees and police officers (Figures 7.3-1 and 7.3-2). Addressing departmental variances in employee engagement levels as well as capability and capacity may help City of Fort Collins enhance its value of collaboration and teamwork.

- a(2)   Measures for the City of Fort Collins' workforce climate show adverse performance trends and levels below the national comparison benchmark. From 2012 to 2015, the City's Days Away/Restricted or Transferred (DART) rate (Figure 7.3-5) increased adversely from 3.2 to 5.1, compared to a national rate of 2.3. Over the same period, the City's Total Reportable Injury Rate (TRIR) results increased adversely from 6.2 to 7.6, relative to a national rate (last reported in 2014) of 5.4. Identifying and addressing the contributing factors to these increases in on-the-job employee injuries may help the City of Fort Collins meet its strategic objective to achieve its safety goals through the implementation of safety initiatives.

7.4 Leadership and Governance Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- **b   City of Fort Collins demonstrates beneficial results in achievement of its strategy. This is evidenced by numerous national awards, including being in the top 10th percentile in multiple national rankings since 2013 (Figure 7.4-19) and being ranked #13 on the 2015 list of "Best Places to Live" by Livability.com. In addition, the City has accomplished 79% of its Community Dashboard Action targets (Figure 7.4-20), demonstrating its commitment to accountability and open communication with its community.**

- a(2)   City of Fort Collins demonstrates good to excellent levels of performance for key measures of governance, supporting its mission of exceptional service and ultimately reflecting on senior leaders' commitment to the community. Examples include results for Voter Tax Initiatives (Figure 7.4-4) and External Financial Audits (Figure 7.4-5). External financial audit results show beneficial performance trends since 2012, with the City having zero compliance violations in all areas from 2013 to 2015. Results for the City's Overall Performance (Figure 7.4-6), as rated by the citizens of the community, also show excellent performance, with the City being ranked in the national top 10th percentile for performance in 2015 and demonstrating beneficial comparisons from 2010 to 2015 relative to national and Front Range cities' results.

- a(3)   City of Fort Collins meets or exceeds all regulatory requirements, resulting in its performing first among five communities in the state of Colorado for exceeding certification requirements. Specifically, the City has had no infractions; in other words, it has been 100% compliant in relation to 18 key regulatory requirements since 2012 (Figure 7.4-8). City of Fort Collins also reports being 100% laboratory-certified for two measures of pollution control since 2005 (Figure 7.4-9). In addition, the City has been awarded a certificate for achieving excellence in financial reporting for the past 26 years (7.4a[2]). These results demonstrate the senior leadership's commitment to the City's values of integrity and stewardship.

OPPORTUNITIES FOR IMPROVEMENT

- a(1)   Results are not reported for approaches used by senior leaders to communicate with City employees, volunteers, or customers, such as methods for encouraging two-way communication and creating a focus on action. Monitoring these results may help the ELT evaluate the effectiveness of leadership approaches and ultimately support the City's strategic advantage of engaged and committed employees.

- a   Sixteen of the 19 results measures for leadership, governance, and societal responsibility do not include comparative data. Using comparative data available within or outside its sector may help the City foster its values of innovation and creativity.

- a(5)   City of Fort Collins does not show improvement in results trends for five of the eight key measures reported for societal responsibilities, with some results demonstrating declining performance in 2015 relative to prior years (even when not considering unusually high diversion and recycling rates due to the mall and other construction projects). These measures are Community Energy Use (Figure 7.4-11, though results are still achieving the target); Solid Waste Diversion (Figure 7.4-14); Pollution Prevention (Figure 7.4-15); Percent Decrease in Municipal Greenhouse Gas (GHG) Emissions (Figure 7.4-17); and Tons Community Recycled or Composted Materials, including Tons Recycled Cardboard (Figure 7.4-18). A lack of improving results for such measures may impact City of Fort Collins' ability to deliver on its 2020 Plan goals.

7.5 Financial and Market Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

- a(1)   Trends for both the City of Fort Collins' Government Fund and Enterprise Fund revenue and expenses have been beneficial from 2012 to 2015, with revenue levels exceeding or meeting the budget (Figure 7.5-1) and budgeted expense levels falling below the level of expenditures during the same time frame (Figure 7.5-2). These results support the effectiveness of the BFO process for developing realistic budgets for achieving the City's mission, vision, and delivery of services.

- a(2)   The beneficial results reported by the City for building, housing, occupancy, and unemployment measures support the City's key outcomes areas of Community and Neighborhood Livability and Economic Health. For example, the number of affordable housing units increased from 2013 through second-quarter (Q2) 2016 (Figure 7.5-5), commercial vacancy rates decreased for office and retail space from 2012 through Q2 2016 (Figure 7.5-8), and residential building permits issued by the City exceeded those of its nearby competitors from 2012 to 2015 (Figure 7.5-6). These results support the City of Fort Collins' core competency of commitment to the community.

- a(1)   City of Fort Collins demonstrates its strong financial position, good stewardship, and commitment to transparency by regularly reporting segmented financial performance results. For example, the MOR includes revenue segmented by revenue type and service area, as well as expenses segmented by fund type (11 different categories) and by service area and department.

- a(1)   City of Fort Collins compares its financial performance with that of comparable Front Range communities. The comparisons include 18 ratios related to general fiscal position, liquidity, debt, revenue, government-wide expense, expenditure, financial, and revenue. City of Fort Collins ranks in the first quartile for four ratios, the second quartile for five ratios, and the third quartile for seven ratios. This use of comparative results data demonstrating the City's performance relative to other communities supports its vision of world-class performance.

- a(1)   City of Fort Collins demonstrates good financial levels and trends in its reported financial results. For example, good performance levels and beneficial trends are evident for measures of debt ratio, reserves, property tax revenue, and revenue and expense. These financial results support City of Fort Collins' competitive position.

OPPORTUNITIES FOR IMPROVEMENT

- a(2)   City of Fort Collins does not demonstrate improvement trends in key marketplace performance results. For example, Housing Opportunity Index (Figure 7.5-5) shows an adverse trend from 0.861 in Q1 2013 to 0.615 in Q1 2016; New Residential Permits (Figure 7.5-6) shows an adverse dip in construction activity in 2015; and for Commercial Vacancy Rates (Figure 7.5-8), the Industrial, Office, and Retail segments all increased unfavorably in 2015, with no meaningful change in the first two quarters of 2016. Improving these key results may help the City strengthen its competitive advantage in relation to challenges from neighboring communities.

APPENDIX A

The spider (or radar) chart that follows depicts your organization's performance as represented by scores for each item. This performance is presented in contrast to the median scores for all 2016 applicants at Consensus Review. In addition, your performance is contrasted to the median scores of all applicants that received site visits in 2016. Each ring in the chart corresponds to a scoring range.

Each point in red represents the scoring range your organization achieved for the corresponding item following your site visit. The points in blue represent the median scoring ranges for all 2016 applicants at Consensus Review. The points in green represent the median scoring ranges at Site Visit Review for those 2016 applicants that received site visits. Seeing where your performance is similar or dissimilar to the median of all applicants may help you initially determine or prioritize areas for improvement efforts and strengths to leverage.
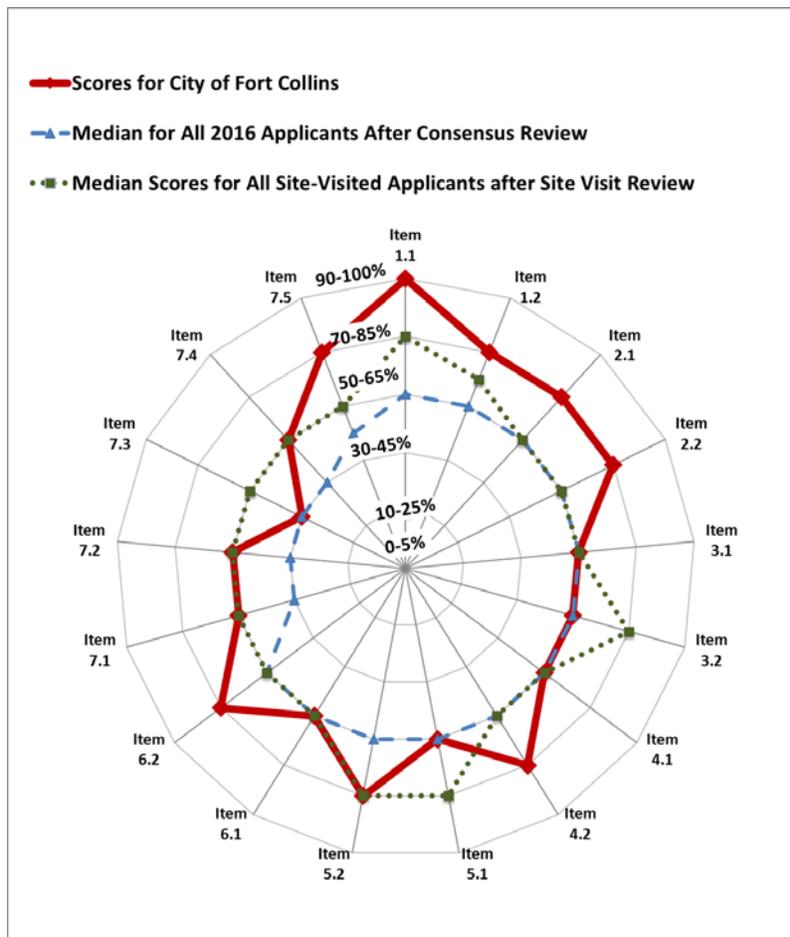
APPENDIX B

By submitting a Baldrige Award application, you have differentiated yourself from most U.S. organizations. The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

This feedback report contains the examiners' findings, including a summary of the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

APPLICATION REVIEW

Independent Review

Following receipt of the award applications, the award process review cycle (shown in Figure 1) begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described beginning on page 30 of the *2015–2016 Baldrige Excellence Framework*.

Award Process Review Cycle

Applications Due
CD: Early May
Paper: Mid-May

↓

Independent Review &
Consensus Review
June–August

↓

Judges Meet
Late August → Not Selected → Feedback Report to Applicant

↓ Selected

Site Visit Review
October

↓

Judges Meet
Early November → Not Selected → Feedback Report to Applicant

↓

Judges Recommend Award
Recipients to NIST Director/
Secretary of Commerce
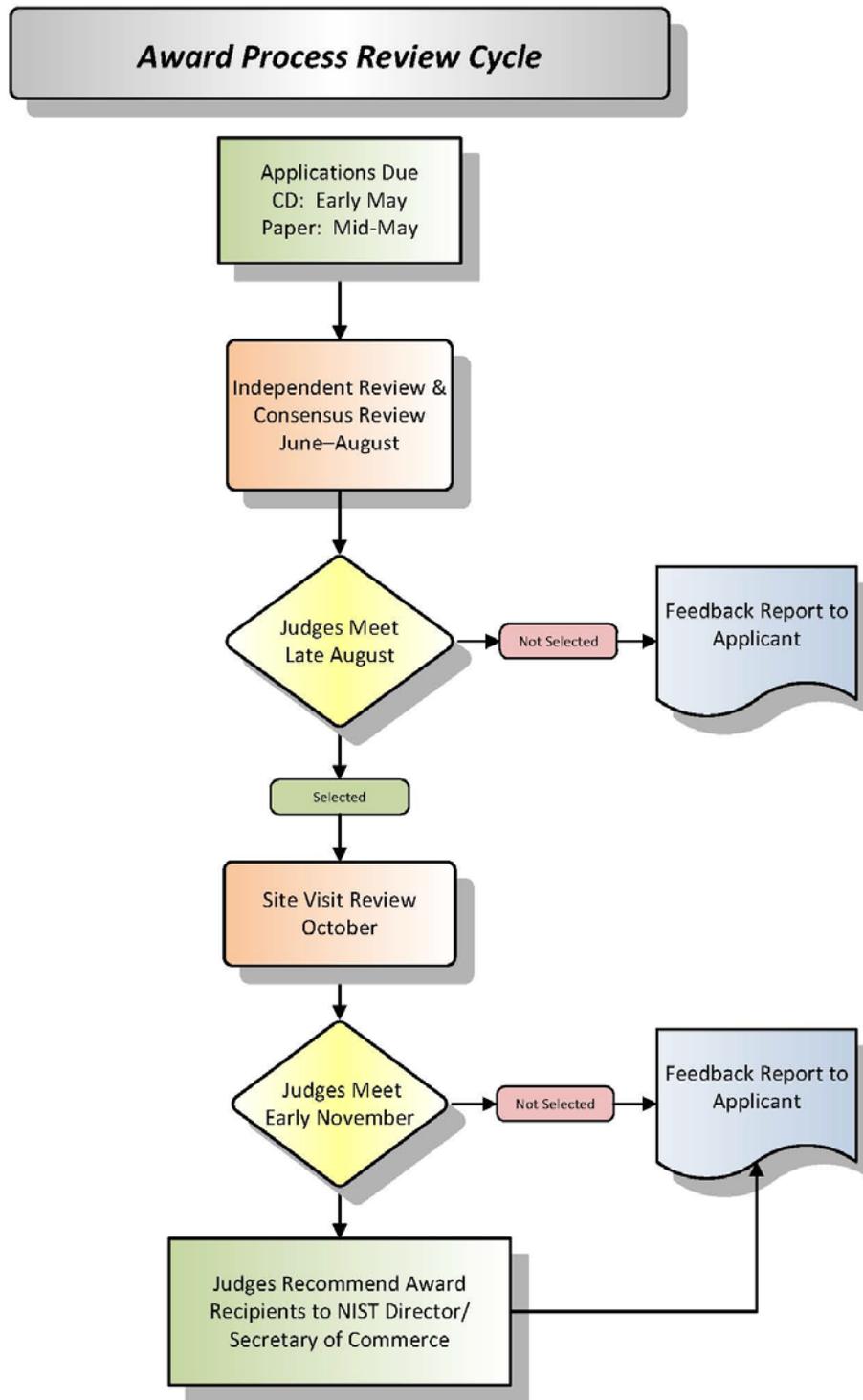
Figure 1—Award Process Review Cycle

Consensus Review

In Consensus Review (see Figure 2), a team of examiners, led by a senior examiner or alumnus, conducts a series of reviews, first managed virtually through a secure database called BOSS and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team's collective view of the applicant's strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

Step 1 Consensus Planning	Step 2 Consensus Review in BOSS	Step 3 Consensus Call	Step 4 Post–Consensus–Call Activities
• Clarify the timeline for the team to complete its work. • Assign category/item discussion leaders. • Discuss key business/ organization factors.	• Review all Independent Review evaluations— draft consensus comments and propose scores. • Develop comments and scores for the team to review. • Address feedback, incorporate inputs, and propose a resolution of differences on each worksheet. • Review updated comments and scores.	• Discuss comments, scores, and all key themes. • Achieve consensus on comments and scores.	• Revise comments and scores to reflect consensus decisions. • Prepare final Consensus Scorebook. • Prepare feedback report.

Figure 2—Consensus Review

Site Visit Review

After Consensus Review, the Judges Panel of the Malcolm Baldrige National Quality Award selects applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives a technical review by a highly experienced examiner and becomes the feedback report.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

Step 1 Team Preparation	Step 2 Site Visit	Step 3 Post–Site–Visit Activities
• Review consensus findings. • Develop site visit issues. • Plan site visit.	• Make/receive presentations. • Conduct interviews. • Record observations. • Review documents.	• Resolve issues. • Summarize findings. • Finalize comments. • Prepare final Site Visit Scorebook. • Prepare feedback report.

Figure 3—Site Visit Review

Applications, Consensus Scorebooks, and Site Visit Scorebooks for all applicants receiving site visits are forwarded to the Judges Panel for review (see Figure 4). The judges recommend which applicants should receive the Baldrige Award and identify any non-award recipient organizations demonstrating one or more Category Best Practices. The judges discuss applications in each of the six award sectors separately, and then they vote to keep or eliminate each applicant. Next, the judges decide whether each of the top applicants should be recommended as an award recipient based on an "absolute" standard: the overall excellence of the applicant and the appropriateness of the applicant as a national role model. For each organization not recommended to receive the Baldrige Award, the judges have further discussion to determine if the organization demonstrates any Category Best Practices. The process is repeated for each award sector.

Step 1 Judges Panel Review	Step 2 Evaluation by Category	Step 3 Assessment of Top Organizations
• Applications • Consensus Scorebooks • Site Visit Scorebooks	• Manufacturing • Service • Small business • Education • Health care • Nonprofit	• Overall strengths/ opportunities for improvement • Appropriateness as national model of performance excellence

Figure 4—Judges' Review

Judges do not participate in discussions or vote on applications from organizations in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that judges are aware of their own and others' limitations on access to information and participation in discussions and voting.

Following the judges' review and recommendation of award recipients, the Site Visit Review team leader edits the final Site Visit Scorebook, which becomes the feedback report.

SCORING

The scoring system used to score each item is designed to differentiate the applicants in the various stages of review and to facilitate feedback. As seen in the Process Scoring Guidelines and Results Scoring Guidelines (Figures 5a and 5b, respectively), the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

In the feedback report, the applicant receives a percentage range score for each item. The range is based on the scoring guidelines, which describe the characteristics typically associated with specific percentage ranges.

As shown in Figures 6a and 6b, the applicant's overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band. Figures 6a and 6b show the percentage of applicants scoring in each band at Consensus Review in 2016.

SCORE	DESCRIPTION
0% or 5%	• No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A) • Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) • An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) • No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	• The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A) • The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D) • Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) • The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A) • The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) • The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) • The APPROACH is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A) • The APPROACH is WELL DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) • A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and effectiveness of KEY PROCESSES. (L) • The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) • The APPROACH is well DEPLOYED, with no significant gaps. (D) • Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) • The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
90%, 95%, or 100%	• An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) • The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) • Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) • The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)

Figure 5a—Process Scoring Guidelines (For Use with Categories 1–6)

SCORE	DESCRIPTION
0% or 5%	• There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le) • TREND data either are not reported or show mainly adverse TRENDS. (T) • Comparative information is not reported. (C) • RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I)
10%, 15%, 20%, or 25%	• A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le) • Some TREND data are reported, with some adverse TRENDS evident. (T) • Little or no comparative information is reported. (C) • RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I)
30%, 35%, 40%, or 45%	• Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le) • Some TREND data are reported, and most of the TRENDS presented are beneficial. (T) • Early stages of obtaining comparative information are evident. (C) • RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I)
50%, 55%, 60%, or 65%	• Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le) • Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T) • Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)
70%, 75%, 80%, or 85%	• Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to the MULTIPLE REQUIREMENTS of the item. (Le) • Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T) • Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)
90%, 95%, or 100%	• Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le) • Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T) • Industry and BENCHMARK leadership is demonstrated in many areas. (C) • Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)

Figure 5b—Results Scoring Guidelines (For Use with Category 7)

Band Score	Band Number	% Applicants in Band[1]	PROCESS Scoring Band Descriptors
0–150	1	0	The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.
151–200	2	6	The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.
201–260	3	15	The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.
261–320	4	38	The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.
321–370	5	29	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including innovation, that result in improving the effectiveness and efficiency of key processes.
371–430	6	12	The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident.
431–480	7	0	The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.
481–550	8	0	The organization demonstrates outstanding approaches focused on innovation. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.

[1] Percentages are based on scores from the Consensus Review.

Figure 6a—Process Scoring Band Descriptors

Band Score	Band Number	% Applicants in Band[1]	RESULTS Scoring Band Descriptors
0–125	1	12	A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data.
126–170	2	21	Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization's mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.
171–210	3	26	Results address areas of importance to the basic Criteria requirements and accomplishment of the organization's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.
211–255	4	23	Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission.
256–300	5	15	Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission.
301–345	6	3	Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization's mission, and the organization is an industry[2] leader in some results areas.
346–390	7	0	Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry[2] leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission.
391–450	8	0	Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission.

[1] Percentages are based on scores from the Consensus Review.

[2] "Industry" refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

Figure 6b—Results Scoring Band Descriptors

2016 BALDRIGE AWARD APPLICANTS

Sector	Total Number of Award Applications	Number of Award Applicants Recommended for Site Visit
Health Care	21	8
Nonprofit	4	2
Education	4	1
Business–Small Business	3	2
Business–Service	2	2
Business–Manufacturing	0	0
Total	**34**	**15**

BALDRIGE AWARD RECIPIENT CONTACT INFORMATION 1988–2015

Baldrige Award winners generously share information with numerous organizations from all sectors. To contact an award winner, please see http://patapsco.nist.gov/Award_Recipients/index.cfm, which includes links to contact information as well as profiles of the winners.