Does your organization aspire to be not just innovative, but a high performing, continuously improving local government that garners national recognition?
About the Alliance

Convene and Engage Networks of Thought Leaders

Provide Training to help Organizations Build and Sustain a Culture of Innovation

Identify, Distribute Leading & Emerging Practices/Trends Important to Local Gov
How To: GoToWebinar

Clicking the rectangle will place you in full screen mode.

Clicking the arrow on your Go To Webinar Toolbox opens and closes your viewer.

All attendees are muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Today’s Presenter

Terri Runyan
Performance Excellence Program Manager
City of Fort Collins, CO
JOURNEY TO EXCELLENCE

Terri Runyan – Performance Excellence
Senior Program Manager
Fort Collins, Colorado – Our Story

OUR INHERITANCE

OUR JOURNEY

OUR RESULTS

OUR FUTURE

The Best Advice My Mentor Gave Me

What’s the one thing you believe that no one else believes? That is the opportunity.

Tristan Walker
Walker & Company
Mentor:
Ben Horowitz, cofounder, Andreessen Horowitz
Words to live by:
“He always asks me to consider, What’s the one thing you believe that no one else believes? That is the opportunity.

“Trust Us”

Data Driven
CAN ANY ORGANIZATION ACHIEVE EXCELLENCE?

WELCOME TO ROCKY MOUNTAIN PERFORMANCE EXCELLENCE
Baldrige – Creating Alignment

STEPS TOWARD MATURE PROCESSES

I. Reacting to Problems (0-25%)

II. Early Systematic Approaches (30-45%)

III. Aligned Approaches (50-65%)

IV. Integrated Approaches (70-100%)

WORLD CLASS SERVICES
What is Baldrige?

The Leadership triad (Leadership, Strategy, and Customers) emphasizes the importance of a leadership focus on strategy and customers.

The Organizational Profile sets the context for your organization. It serves as the background for all you do.

The results triad (Workforce, Operations, and Results) includes your workforce-focused processes, your key operational processes, and the performance results they yield.

The system foundation (Measurement, Analysis, and Knowledge Management) is critical to effective management and to a fact-based, knowledge-driven, agile system for improving performance and competitiveness.

All actions lead to Results—a composite of product and process, customer, workforce, leadership and governance, and financial and market results.

The basis of the Criteria is a set of Core Values and Concepts that are embedded in high-performing organizations (see pages 40–44).
## Our Journey Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>Submitted CPEx High Plains Level</td>
</tr>
<tr>
<td>2005</td>
<td>First BFO Cycle - Created Vision</td>
</tr>
<tr>
<td>2010</td>
<td>Worked on Key Processes</td>
</tr>
<tr>
<td>2011</td>
<td>Achieved RMPEx Foothills</td>
</tr>
<tr>
<td>2012</td>
<td>Achieved RMPEx Timberline Award</td>
</tr>
<tr>
<td>2013</td>
<td>Submitted 1st Baldrige Application</td>
</tr>
<tr>
<td>2014</td>
<td>Submit 3rd Baldrige Application</td>
</tr>
<tr>
<td>2015</td>
<td>Submitted 2nd Baldrige Application and 1st Site Visit</td>
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<tr>
<td>2016</td>
<td></td>
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<tr>
<td>2017</td>
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</tbody>
</table>

### Key Milestones:
- Developed Leadership System
- Developed and implemented Strategic Planning Process
- Developed and implemented Performance Measurement Processes
- Developed monitoring processes (MOR and QSAR)
What’s Fort Collins’ Secret Sauce?

GREAT CULTURE + GREAT STRATEGY = GREAT RESULTS
Culture – Building a Foundation

To Provide World-Class Municipal Services through Operational Excellence and a Culture of Innovation

Exceptional Service for an Exceptional Community

VISION

MISSION

VALUES

Collaboration - Excellence - Integrity - Outstanding Service

Safety & Well-being - Stewardship
Strategy:

VISION CLARITY

ALIGNMENT OF RESOURCES

CREATING SYSTEMS
Connecting the Dots – Our Leadership System
Connecting the Dots – Our Leadership System
Connecting the Dots – Our Leadership System

ALIGNMENT OF RESOURCES
Connecting the Dots – Our Leadership System

CREATING SYSTEMS

IMPROVE PROCESSES

MEASUREMENT, REVIEW & ANALYSIS

COMMUNITY & CITY COUNCIL

STRATEGIC PLANNING

VISION MISSION VALUES

INDIVIDUAL GOALS

SERVICE PLAN & DELIVERY

BUDGETING FOR OUTCOMES
Strategic Outcome Areas

- Neighborhood Livability & Social Health
- Culture & Recreation
- Economic Health
- Environmental Health
- Safe Community
- Transportation
- High Performing Government
Great Results

HIGH PERFORMING GOVERNMENT

9 in 10 say overall quality of City services GOOD or VERY GOOD

Overall Quality of City Services Compared by Year

Percent reporting good or very good
Our Future – City as a Platform
Q&A

Terri Runyan
Performance Excellence Program Manager
City of Fort Collins, CO

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(970) 396-8275 – cell
Webinar Resources

Questions? Need Handout Copies? Contact Ryan Spillers at rspillers@transformgov.org
Save the Date!
Upcoming learning events:
http://transformgov.org/virtual-events

- Civic Innovation Lab: Ideas with Love on 6/18/2018: https://transformgov.org/events/civic-innovation-lab-ideas-love
The Journey and Benefits to Organizational Excellence: The City of Fort Collins, Colorado and the National Baldrige Award

Thank you for joining us today!