

# communities of excellence<sup>2026</sup><sup>TM</sup>

## Outline for Today

Highlight the history and success of the Baldrige Program

Discuss the need for a Community Baldrige-based Framework

Provide an overview of the Communities of Excellence Framework



# Hypothesis

That a **systems framework** proven to drive performance excellence in **companies and organizations** – the Baldrige Framework - can be modified to achieve performance excellence in **communities** to benefit the health and wellbeing of all residents.



# Baldrige Performance Excellence Framework

- **Founded in 1987** to improve quality, productivity, and competitiveness
- **Public-private partnership** managed by the National Institute of Standards of Technology, an agency of the U.S. Department of Commerce
- **Purpose:**
  - Improve US quality, productivity, and competitiveness
  - Establish a nationally recognized standard of organizational (*and soon community*) excellence and quality performance
  - Establish role models of that standard – Malcolm Baldrige National Quality Award

An official website of the United States government Here's how you know

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**BALDRIGE PERFORMANCE EXCELLENCE PROGRAM**

The Baldrige Program oversees the nation's only Presidential award for performance excellence while offering a wide array of award-winning products and services, including the world-renowned Baldrige Excellence Framework. We invite you to learn about the Baldrige community dedicated to helping organizations improve.

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CYBER

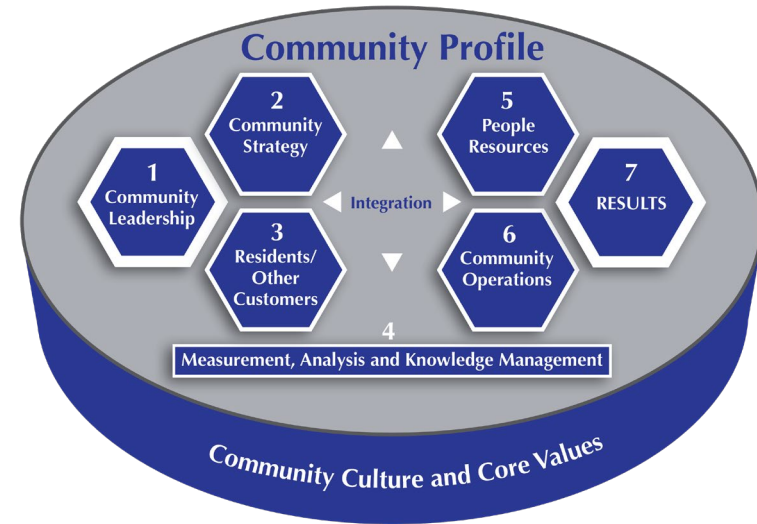
**BALDRIGE EXCELLENCE FRAMEWORK**  
Proven leadership and management practices for high performance

**EXAMINER**  
RESOURCES

# Communities of Excellence Framework

## How does it work in communities?

- Validated set of questions
- Helps to evaluate community performance and assess where improvements are needed
- Unites around common language, shared values and community understanding
- Leverages community assets, offerings, competencies and advantages and align resources, people, and plans
- Infusion of quality principles and process improvement
- Applicable to any community



**communities** of *excellence* 2026™

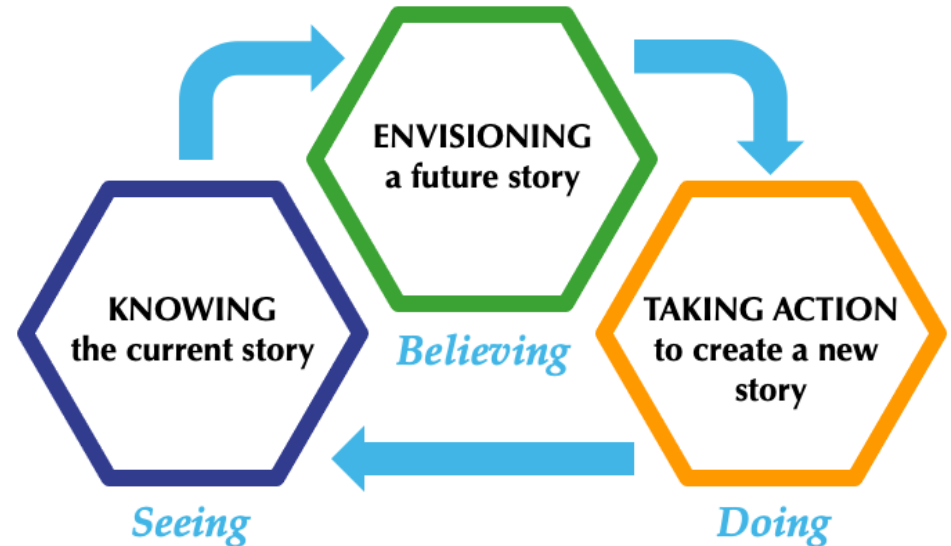
Adapted from the Baldrige Performance Excellence Program, 2015, 2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://nist.gov/baldrige>. - UPDATED 6, 2020

# Ask The Right Questions

## Seize Big Opportunities

- The framework is a set of key questions for improving the performance of communities and the people who lead and live in them.
- It allows you to understand the position and the systems important in your community and envision a future story.
- It helps you take action by establishing a strategy, plans, and processes to a create a new story.
- It facilitates community decision making with input from all key sectors and all voices.

## A Systems Approach in Communities



# Why Adopt a Systems Framework in a Community?

A system: A set of things working together as parts of a mechanism or an interconnecting network".

1. Everything happens inside the community. It's where we live, work, learn, and play.
2. A community is a set of systems that must work together to achieve the best results.



# Question

What systems in your community are you most familiar with?



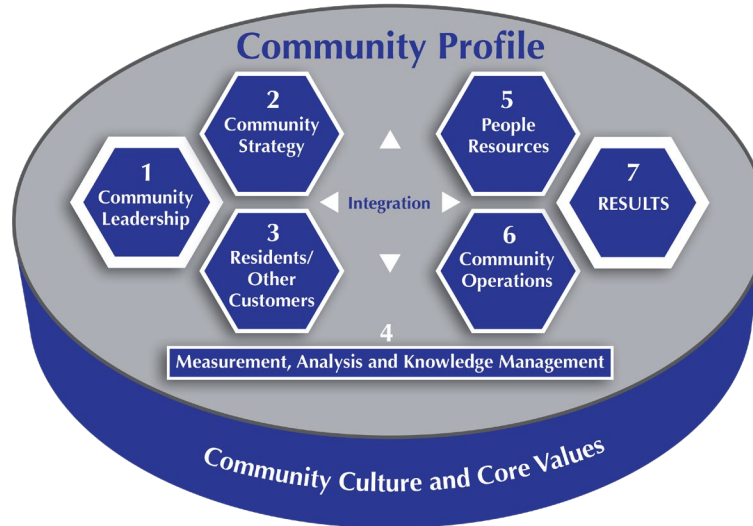
# The Communities of Excellence Framework

2020-2021

## Communities of Excellence Framework:

Key questions for improving the performance of communities and the people who lead and live in them

communities of excellence<sup>2026</sup>



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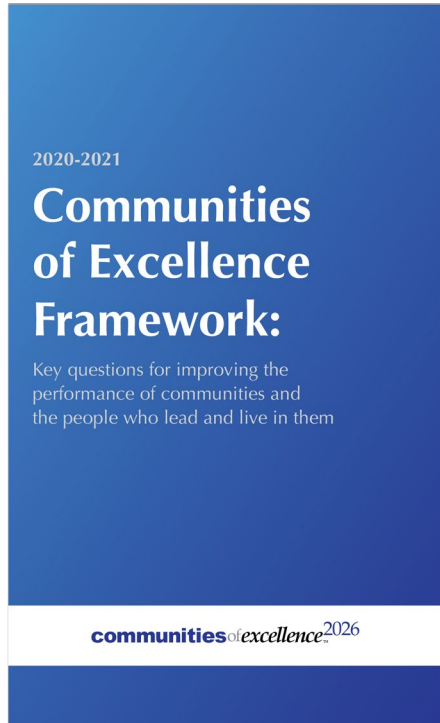
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COE Framework





# The Communities of Excellence Framework

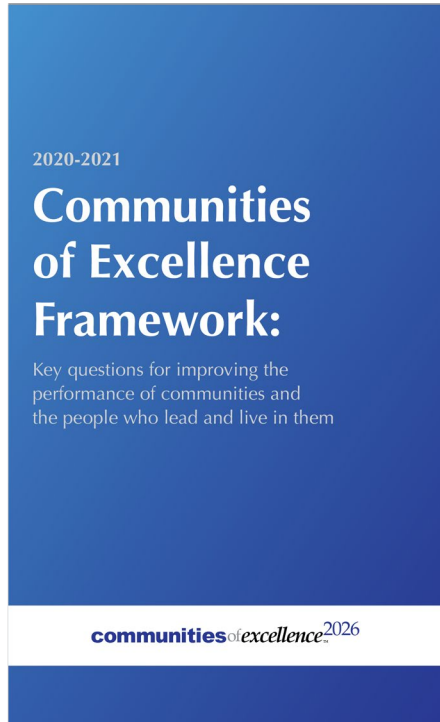


## Three Fundamental Questions

1. Is my Community doing as well as it could?
2. How do I know?
3. What and how should I (we) improve or change?

# The Communities of Excellence Framework

## Core Values and Concepts



- Community systems perspective
- Visionary community leadership
- Resident- and customer-focused excellence
- Valuing people
- Community learning
- Agility and resilience
- Focus on success and innovation
- Management by fact
- Mutual societal responsibility
- Ethics and transparency
- Delivering value and results

# Question

For the community systems you are most familiar with, what are their strengths and challenges?

Why?



# The Communities of Excellence Framework

## Community Criteria for Performance Excellence

### P Community Profile

*The Community Profile is where you start. It helps you identify gaps in key information and focus on key community requirements and results. It sets the context and allows you to address unique aspects of your community in your responses to questions in categories 1–7.*

#### P.1 Community Description: What are your community's key characteristics?

##### a. Community Environment

- (1) Community Definition and IDENTITY** What geographic area is included in your community? What are your community's population and growth compared with that of other communities locally, regionally, or nationally? What is your COMMUNITY IDENTITY?
- (2) Community Offerings** What are your community's KEY offerings to its resident and other CUSTOMER groups (see P.1a[3]) in the areas of health, education, the economy, and quality of life? What is the relative importance of these offerings to your community's well-being? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community's KEY offerings?
- (3) Residents, Other CUSTOMERS, and STAKEHOLDERS** What are your community's KEY resident groups, other CUSTOMER groups, and STAKEHOLDER groups? What are their KEY requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?
- (4) People Resources** What KEY community organizations, groups, and SEGMENTS are involved in delivering your community's KEY offerings? What recent changes has the community experienced in its needs for these organizations, groups, and SEGMENTS? Who are the formal and informal COMMUNITY LEADERS that represent KEY organizations, groups, and SEGMENTS?
- (5) Regulatory Environment** What are the KEY aspects of the regulatory environment under which your community operates?

##### b. Community Excellence Group

- (1) MISSION, VISION, and VALUES** Why have you formed a community excellence group? What are the group's stated MISSION, VISION, and VALUES?
- (2) Composition** What KEY people, organizations, and groups (see P.1a[4]) are involved in your community excellence group? What are the KEY drivers that engage them in achieving your group's MISSION and VISION? What is the BACKBONE ORGANIZATION, if your group includes one?
- (3) LEADERSHIP SYSTEM** What LEADERSHIP SYSTEM does your community excellence group use to lead its community excellence efforts?
- (4) Programs and Services** What programs and services are offered through the efforts of your community excellence group?
- (5) Suppliers, PARTNERS, and COLLABORATORS** What KEY suppliers, PARTNERS, and COLLABORATORS support your community excellence group? What role do they play in its WORK SYSTEMS, especially in producing and delivering its programs and services?

# The Communities of Excellence Framework

## P.2 Community Situation: What is your community's strategic situation?

### a. Competitive Environment

- (1) Competitive Position** With regard to its KEY offerings, what is your community's competitive position relative to similar or nearby communities? What other communities are your community's KEY competitors?
- (2) Competitiveness Changes** What KEY changes, if any, are affecting your community's competitive situation, including changes that create opportunities for INNOVATION and collaboration for your community excellence group, as appropriate?
- (3) Comparative Data** What KEY sources of comparative and competitive data about your community are available to your community excellence group? What limitations, if any, affect the ability to obtain or use these data?

### b. Strategic Context

- (1) CORE COMPETENCIES** What are your community's CORE COMPETENCIES? What are your community excellence group's CORE COMPETENCIES, and what is their relationship to its MISSION?
- (2) Challenges and Advantages** What are your community's key STRATEGIC CHALLENGES and ADVANTAGES? HOW do these challenges and advantages relate to your community excellence group's MISSION and VISION?

### c. Performance Improvement System

What are the KEY elements of the performance improvement system used by your community excellence group, including its PROCESSES for evaluating and improving key projects and PROCESSES?

# Questions

- How does the Community Profile set the context for your community work?



# The Communities of Excellence Framework

## Doing The Right Thing

Basic Questions	
<b>1 Lead</b>	<b>1.1 Community Excellence Group Leadership:</b> How do your leaders lead the community excellence group? <b>1.2 Governance and Societal Responsibilities:</b> How does your community excellence group govern itself and fulfill its societal responsibilities?
<b>2 Plan</b>	<b>2.1 Strategy Development:</b> How does your community excellence group develop its strategy? <b>2.2 Strategy Implementation:</b> How does your community excellence group implement its strategy?
<b>3 Listen</b>	<b>3.1 Customer Expectations:</b> How does your community excellence group listen to residents and other customers and determine programs and services to meet their needs? <b>3.2 Customer Engagement:</b> How does your community excellence group build relationships with residents and other customers and determine their satisfaction and engagement?

# The Communities of Excellence Framework

## Doing The Right Thing

<b>Discussion</b>	
<b>1 Lead</b>	<ul style="list-style-type: none"><li>• Often communities have many competing challenges:<ul style="list-style-type: none"><li>• How would these questions help a community excellence group prioritize and decide what they should work on together?</li></ul></li></ul>
<b>2 Plan</b>	<ul style="list-style-type: none"><li>• Focusing on category 1 Community Leadership:<ul style="list-style-type: none"><li>• How do the question in category 1 help us understand what is the role of a community leader?</li></ul></li></ul>
<b>3 Listen</b>	<p><b>Brief Exercise</b></p> <ul style="list-style-type: none"><li>• Understanding the interconnectedness of the framework:<ul style="list-style-type: none"><li>• How do each of these categories help us understand the importance of knowing and understanding the needs of the residents in your community?</li></ul></li></ul>



# The Communities of Excellence Framework

Doing Things Right

Basic Questions	
<b>4 Measurement and Evaluation</b>	<b>4.1 Measurement, Analysis, and Improvement of Community Performance:</b> How does your community excellence group measure, analyze, and then improve community performance? <b>4.2 Information and Knowledge Management:</b> How does your community excellence group manage its knowledge assets?
<b>5 Staffing and Training</b>	<b>5.1 People Environment:</b> How does your community excellence group build an effective and supportive environment for the people that do its work? <b>5.2 Community Engagement:</b> How does your community excellence group engage people, organizations, and groups to achieve its strategic objectives?
<b>6 Doing Our Work</b>	<b>6.1 Community Excellence Group Work Processes:</b> How does your community excellence group design, manage, and improve key programs, services, and work processes? <b>6.2 Community Safety and Resilience:</b> How does your community ensure a safe community environment and community resilience?

# The Communities of Excellence Framework

Doing Things Right

Discussion	
<b>4 Measurement and Evaluation</b>	<ul style="list-style-type: none"><li>• A community excellence group is made up largely of individuals who volunteer their time:<ul style="list-style-type: none"><li>• How can the questions in these categories help ensure continuous progress?</li></ul></li></ul>
<b>5 Staffing and Training</b>	<ul style="list-style-type: none"><li>• Focusing on category 4 MAKM:<ul style="list-style-type: none"><li>• How do the questions in category 4 help us understand what are important things we should measure as a community excellence group?</li></ul></li></ul>
<b>6 Doing Our Work</b>	<p><b>Brief Exercise</b></p> <ul style="list-style-type: none"><li>• Understanding the interconnectedness of the framework:<ul style="list-style-type: none"><li>• How do each of these categories help us build continuous improvement into our community work?</li></ul></li></ul>

## 7 Results

### 7.1 Community and Process Results: What are your community and process effectiveness results?

- (1) What are the RESULTS for your community excellence group's contributions to the community's health, education, economy, and quality of life?
- (2) What are the RESULTS for your community excellence group's programs and services?
- (3) What are your community excellence group's PROCESS EFFECTIVENESS and efficiency RESULTS?
- (4) What are the RESULTS for your community excellence group's contributions to the community's safety and RESILIENCE?

#### Notes

7.1(1). Include results for performance of programs and services that are important to your residents and other customers.

### 7.2 Customer-Focused Results: What are your resident and other customer-focused performance results?

- (1) What are your RESULTS for resident and other CUSTOMER satisfaction and dissatisfaction with your community excellence group's programs and services?
- (2) What are your RESULTS for RESIDENT AND OTHER CUSTOMER ENGAGEMENT regarding your community excellence group's programs and services?

#### Notes

7.2. Results for resident and other customer satisfaction, dissatisfaction, and engagement should relate to the groups you identify in P.1a(3) and to the listening and determination methods you describe in item 3.1.

### 7.3 People Resource Results: What are your community excellence group's results for its people, organizations, and groups?

- (1) What are your CAPABILITY and CAPACITY RESULTS for your people, organizations, and groups?
- (2) What are your RESULTS for your people's, organizations', and groups' ENGAGEMENT in producing and delivering your community excellence group's programs and services?
- (3) What are your RESULTS for the development of your community excellence group's people, organizations, and groups?

# The Communities of Excellence Framework

## Category 7

### 7.4 Leadership and Governance Results: What are your community excellence group's leadership and governance results?

- (1) What are your RESULTS for your community excellence group leaders' communication and engagement with the community excellence group, KEY resident and other CUSTOMER groups, and other KEY community groups?
- (2) What are your RESULTS for GOVERNANCE accountability?
- (3) What are your RESULTS for ETHICAL BEHAVIOR?

### 7.5 Financial and Strategy Results: What are your community excellence group's results for financial viability and strategy implementation?

- (1) What are your community excellence group's financial RESULTS?
- (2) What are your RESULTS for the achievement of your strategy and ACTION PLANS?

# Our Foundation Statement

“For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”



Questions or  
Comments?

