Mapping Your Journey –
Writing Your Communities of Excellence Application

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Today's Agenda

- Introductions
- Why Write an Application Anyway?!
- Building the Community Profile
- Responding to Process Categories
- Responding to the Results Category
- Additional Thoughts, Tips

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Introductions & Why the Application?

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Who Are We?!

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The Value of the Application

- Captures the “current state”
- Serves as a self-assessment (you “see” the OFI’s!)
- Facilitates consensus building
- Helps “tell your story” & documents systems
- Provides the basis for evaluation and improvement
- Provides learning/education for Community Excellence Group
- Will give your community recognition (which celebrates & further motivates!)

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Building the Community Profile

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What is the Profile?

- For the community
  - Identifies “who are we?” & “what’s important”?
  - Helps align leaders on key factors
  - Sets context for responding to process/results questions
- For COE examiners:
  - Helps examiners understand the community
  - Helps customize feedback report to the unique characteristics of the community

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Elements of the Community Profile

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Community Profile

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

a. Community Environment
   (1) Community Definition and Identity
   (2) Community Offerings
   (3) Residents, Other Customers, and Stakeholders
   (4) People Resources
   (5) Regulatory Environment

b. Community Excellence Group
   (1) Mission, Vision, and Values
   (2) Composition
   (3) Leadership System
   (4) Programs and Services
   (5) Suppliers, Partners, and Collaborators

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

a. Competitive Environment
   (1) Competitive Position
   (2) Competitiveness Changes
   (3) Comparative Data

b. Strategic Context
   (1) Core Competencies
   (2) Challenges and Advantages

c. Performance Improvement System

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Tips on Writing a Profile

- Involve the full Excellence Group – for diversity, perspective; consider "dividing & conquering"
- Get input from other community stakeholders
- Focus on *key* elements – keep responses short
- Use graphics, tables, lists as much as possible – they save space and a picture is a thousand words!
- Consider starting with bullets/outline, then craft narrative
- Focus on what's real (not what's envisioned)
- Write, review, iterate, revise!

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Example Profiles

Flourish Kings County

P.1a(2) - What are your community's stated mission, vision, and values?

MISSION, VISION, VALUES				
MISSION: To enhance the quality of life in Kings County by creating a collaborative community that focuses on health, family, education, and financial stability.			**VISION:** Building a healthy Kings County: w generations flourish!	
VALUES:	*Partnership*	Stakeholders work across sectors to better the County and achieve common goals	*Safety*	Safe Kids Day is held annually to first graders on bicycle safety, fir water safety, handwashing, CPR
	Growth	Since 2009, Kings County population has grown from 129,477 to 152,982	*Tradition*	Families have a strong connectio land and an appreciation for the of all generations
	Respect	Admiration comes in many forms: for elders, for service men/women, for family	*Excellence*	Kings County does not want t instead it looks to surpass its pot

Table P.1a(2).A – Mission, Vision

P.1a(2)- What are your community's core competencies and relation to the mis

CORE COMPETENCIES *(and how it relates to the mission)*	
Agricultural Based Economy	In 2017, Agriculture and Manufacturing made up 27% of employment in Kings Co only to Government at 32%.
Large Rural Healthcare System	Kings County has twenty rural health clinics providing primary care to elderly and populations in designated rural areas. In 2010, 72% of primary care visits for Medi were to RHC (rural health clinic) or FQHC (federally qualified health center) faciliti

3. Leadership System

The Thrive Excelsior leadership system includes these components.

Backbone Organization: City of Excelsior Springs, provides funding and administrative support for Thrive Excelsior efforts.

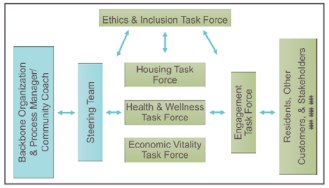
Process Manager/Community Coach: This position is provided backbone organization to provide process management and facilitation services and implement communication strategies.

Steering Team: Sets strategy and also provides governance and oversight for the overall effort. (P.1b[2]), (7.4[2])

Housing, Health & Wellness, and Economic Vitality Task Forces: Implement strategy related to increasing life-span and quality of life. (P.1b[2])

Engagement Task Force: Implement strategy related to resident and community engagement. (P.1b[2])

Ethics and Inclusion Task Force: Part of the governance structure, provide oversight and direction to ensure ethical, equitable, and inclusive practices. (P.1b[2])



Thrive Excelsior Leadership System

4. Programs and Services

Due to the nature of our community excellence leadership structure, most programs and services that are developed under the auspices of Thrive Excelsior will eventually rest with another organization. At this time the following programs and services are offered or being developed through Thrive Excelsior. (2.2a[1]), (7.2[1]&[2])

- Citizens Leadership Academy (Engagement Task Force): Launching in September 2021, this 6-month program will allow Excelsior Springs residents and other customers to learn about key community work systems and develop skills needed to serve in elected or appointed community leadership roles.
- Smoke-free Housing program (Health and Wellness Task Force): This initiative encourages owners of multi-unit rental properties to develop smoke-free policies and provides resources to support landlords in implementing new policies.
- Be Local. Buy Local. Thrive local. campaign (Economic Vitality Task Force): This campaign encourages residents and tourists to support local businesses.

Central Minnesota Region Community Profile

Communities of Excellence 2026

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?

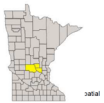
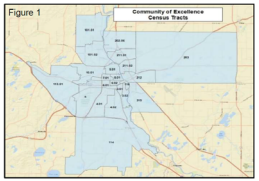


Figure 1



The Central Minnesota Community Of Excellence (CMCOE) Area is approximately 65 miles northwest of Minneapolis, Minnesota, at the confluence of the Mississippi River, Interstate 94, and State Highways 10, 23, and 15. It consists of the cities St. Augusta, St. Cloud, St. Joseph, Sartell, Sauk Rapids, and Waite Park and includes portions of Benton, Sherburne, and Stearns counties; 124,028 people are living in the CMCOE area. The neighboring area is primarily rural, with farms dominating the landscape and many lakes that attract tourists from across the Midwest. Granite mining was centered here, giving the City of St. Cloud the nickname "Granite City." Historically, German Catholic farmers settled the area, but the growth of jobs transformed the region into one of Minnesota's fastest-growing and rapidly changing communities. The cities that make up the community have many different characteristics but also have shared common interests. The area is generally conservative with traditional views and values. It is a young, vibrant community that brings the best of both worlds as an urban hub in a rural region.

Table1. Cities Population Change 2010-2019

	2010 Population	2019 Estimates	2010-2019 Change	
			Number	Percent
COE Cities	***106455***	***115,739***	***9284***	***8.7%***
St. Augusta	*3222*	*3720*	*498*	*15.5%*
St. Cloud	*65163*	*68001*	*2839*	*4.4%*
St. Joseph	*6246*	*7030*	*784*	*12.6%*

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Let's Practice!

- In dyads/triads, review the (partial) Community Profile and identify 2-3 ways that the Community Excellence Group might improve the document
- Share insights in larger group

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Responding to Process Categories

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Process Categories vs. Profile

- Captures ***how*** your community or community excellence group operates (not ***what*** is going on in the community)
- Should capture current state – what's really going on (not an envisioned future state)
- Aligns with "key factors" from Community Profile
- Should capture ADLI – approach, deployment, learning, alignment/integration

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Process Rubric: "ADLI"

Approach	• How does your community excellence group accomplish its work? How systematic are the key processes used?
Deployment	• How consistently are these key processes used throughout your community excellence group?
Learning	• Have you evaluated and improved your key processes? Have improvements been shared within your community excellence group?
Integration	• How do your community excellence group's processes address its current and future needs?

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Anatomy of Process Items

Basic Question
- Most central question

Overall Questions
- Most important features

Multiple Questions
- Individual questions on process details

2.1 Strategy Development: How does your community excellence group develop its strategy?

…

(1) KEY STRATEGIC OBJECTIVES What are your KEY STRATEGIC OBJECTIVES and timetable for achieving them? What are your most important GOALS for these STRATEGIC OBJECTIVES? What KEY changes, if any, are planned in your programs, resident and other CUSTOMER groups, services, PARTNERS, and operations?

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Tips on Writing a Process Categories

- Involve the full Excellence Group – for diversity, perspective; consider "dividing & conquering"
- Get input from other community stakeholders
- Focus on *key* elements – keep responses short; use Basic, Overall, Multiple hierarchy as a guide
- Use graphics, tables, lists as much as possible – they save space and a picture is a thousand words!
- Consider starting with bullets/outline (or an ADLI table), then craft narrative
- Focus on what's real (not what's envisioned)
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Example Process Narratives

3. Leadership System

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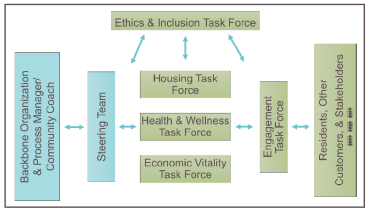

Thrive Excelsior Leadership System

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- Be Local. Buy Local. Thrive local. campaign (Economic Vitality Task Force): This campaign encourages residents and tourists to support local businesses.
- Curb Appeal Award (Housing Task Force): This program recognizes homeowners who go above and beyond to maintain

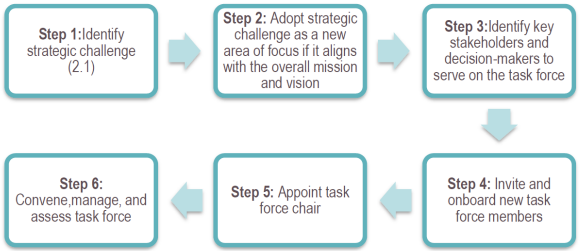
quantitative data to determine key requirements. This data is examined to determine answers to the following questions and derive the key requirements:

- ☐ Is the issue/concern validated through both qualitative and quantitative data? *Is it data-driven?*
- ☐ What segment of residents or other customers are most impacted by the issue? Least?
- ☐ Is there broad community support to address this issue? *Is it representative of the community?*
- ☐ Are funding and other resources (time, human resources, etc.) available to support a new program/service? *Will it be efficient?*
- ☐ Will a strategic approach to this issue align with the overall mission and vision? *Is it mission-driven?*

(2) What are your key work processes?

The community excellence group has two key work processes: task force creation and task force management. Together, these two processes are the channel through which all other action plans, programs, and services are carried out (2.2).

TASK FORCE CREATION



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Let's Practice!

- In dyads/triads, reflect on the following Criteria questions:
  - How do your (CEG) leaders communicate with & engage your community excellence group, key resident & other customer groups, and other key community groups? [1.1b]
  - How do you conduct your strategic planning? [2.1a(1)]
  - How do you listen to, interact with, and observe residents and other customers to obtain actionable information? [3.1a(1)]
- And think about these questions for each:
  - Do we have a process for the question?
  - How would I go about documenting it? Who do we need to talk with in the community to describe it?
  - Is it well deployed? Do we evaluate/improve it? Do we have metrics/results for it?
- Share insights in larger group

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Responding to the Results Category

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Category 7 Results

7.1 **Community and Process Results**: What are your community's and your community excellence group's results? What are your process effectiveness results?	• Community health, education, economy and quality of life • community excellence group's programs and services • Community excellence group's process effectiveness and efficiency • Safety and resilience
7.2 **Customer-Focused Results:** What are your resident and other customer-focused performance results?	• Resident and other Customer satisfaction and dissatisfaction with your community excellence group's programs and services • Engagement in programs and services
7.3 **People Resource Results:** What are your community excellence group's results for its people, organizations, and groups?	• Capability and capacity results for your people, organizations, and groups • Engagement in producing programs and services • Results for development of your community excellence group's people, organizations and groups
7.4 **Leadership and Governance Results:** What are your community excellence group's leadership and governance results?	• Community excellence group's leaders' communication and engagement with your community excellence group, key residents, other customer groups and key community groups • Governance accountability • Ethical behavior
7.5 **Financial and Strategy Results:** What are your community excellence group's results for financial viability and strategy implementation?	• Financial results • Achievement of strategy and action plans

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Evaluating Results "LeTCI"

Levels	• What is your current performance/results?
Trends	• Are the results improving, staying the same, or getting worse?
Comparisons	• How does your performance compare with that of other communities, competitors, or with benchmarks?
Integration	• Are you tracking results that are <u>important</u> to your community and to your community excellence group? • Are you using the results to make decisions?

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Steps Toward High Performance

	Results that are important to the community's ongoing success are missing, not used, or randomly reported.
	Results that are important to the community's ongoing success are reported, tracked over time, and improving.
	Results that are important to the community's ongoing success are trending in the right direction and doing well relative to competitors or other relevant communities.
	The full array of results that are important to the community's ongoing success are reported and trended over time, indicating top performance relative to other communities.

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Examples of Results Figures

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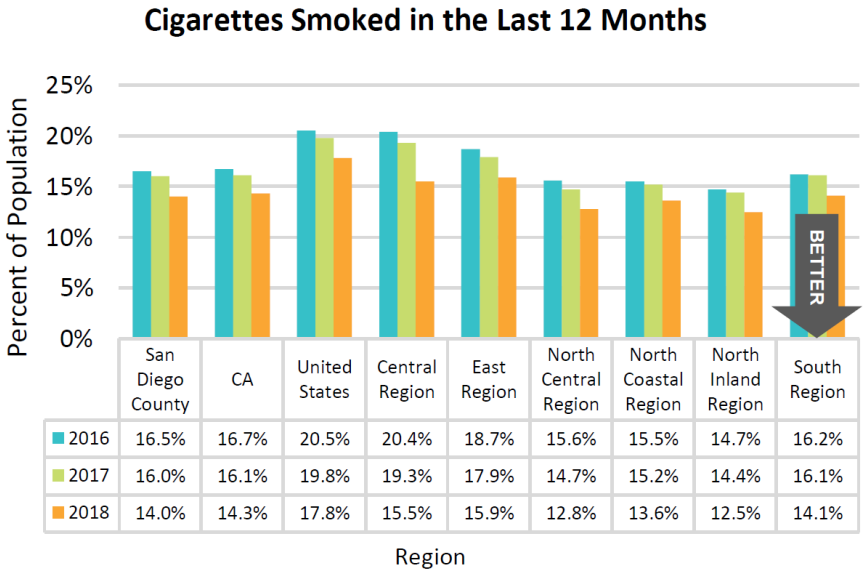
Category 7 Results – COE Communities

Figure 7.1(1)-1



	San Diego County	CA	United States	Central Region	East Region	North Central Region	North Coastal Region	North Inland Region	South Region
2016	16.5%	16.7%	20.5%	20.4%	18.7%	15.6%	15.5%	14.7%	16.2%
2017	16.0%	16.1%	19.8%	19.3%	17.9%	14.7%	15.2%	14.4%	16.1%
2018	14.0%	14.3%	17.8%	15.5%	15.9%	12.8%	13.6%	12.5%	14.1%

LeTCI

Level?

Trend?

Comparison?

Integration?

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Category 7 Results – COE Communities

Figure 7.1-1

Expert Opinions Collected			
Year	2013	2017	2020
Number of Expert Opinions	85	87	219

Figure 7.1-2

Resident Opinions Collected			
Year	2013	2017	2020
Number of Resident Opinions	302	291	1,521

LeTCI

Level?

Trend?

Comparison?

Integration?

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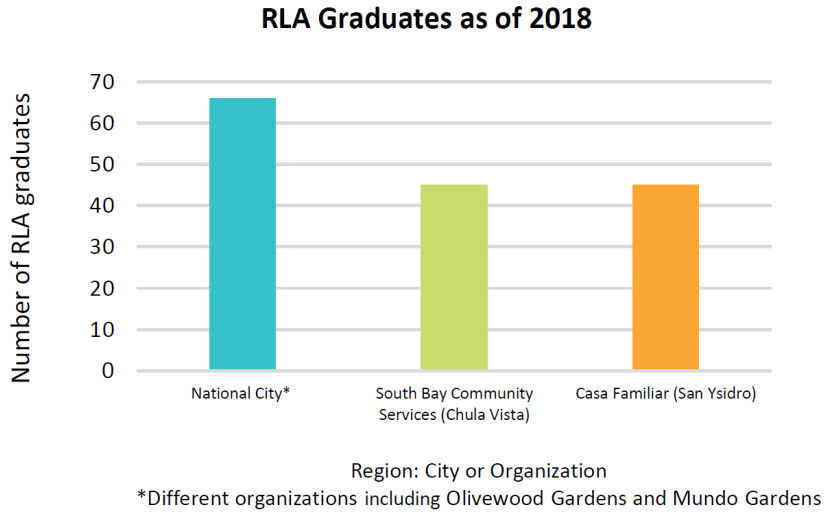
Category 7 Results – COE Communities

Figure 7.3(3)-1



LeTCI

Level?

Trend?

Comparison?

Integration?

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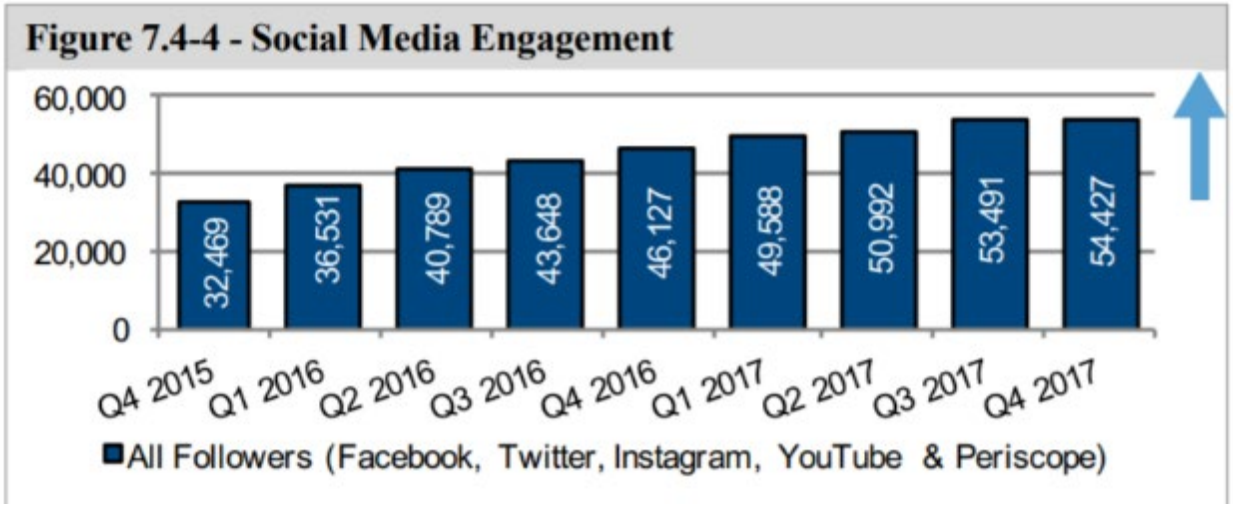
Category 7 Results – Fort Collins, CO



LeTCI

Level?

Trend?

Comparison?

Integration?

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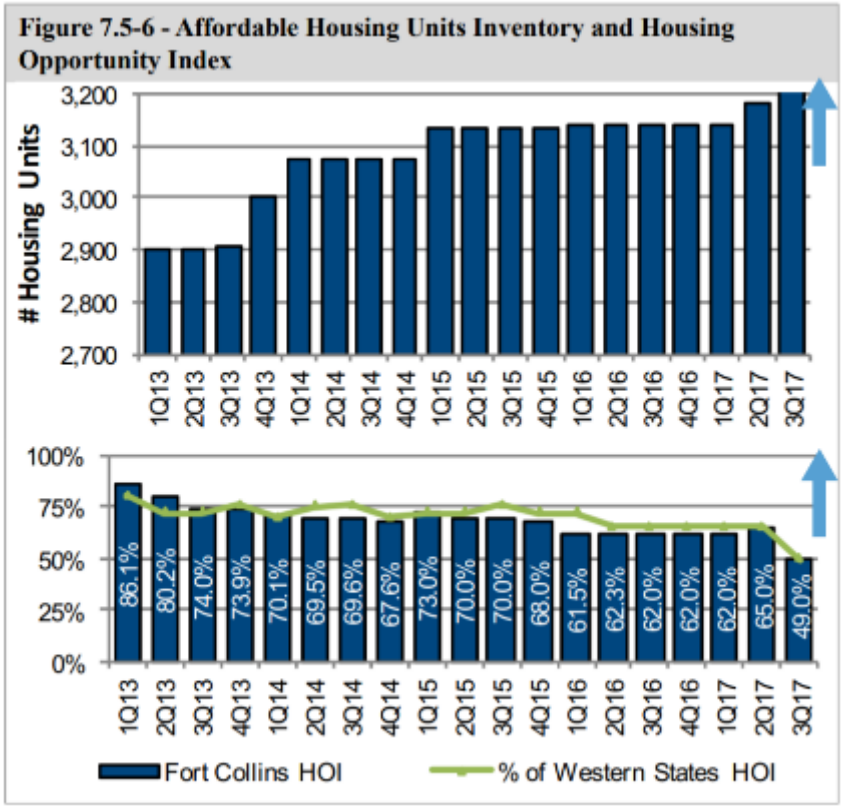
Category 7 Results – Fort Collins, CO



LeTCI

Level?

Trend?

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Category 7 Results – Fort Collins, CO

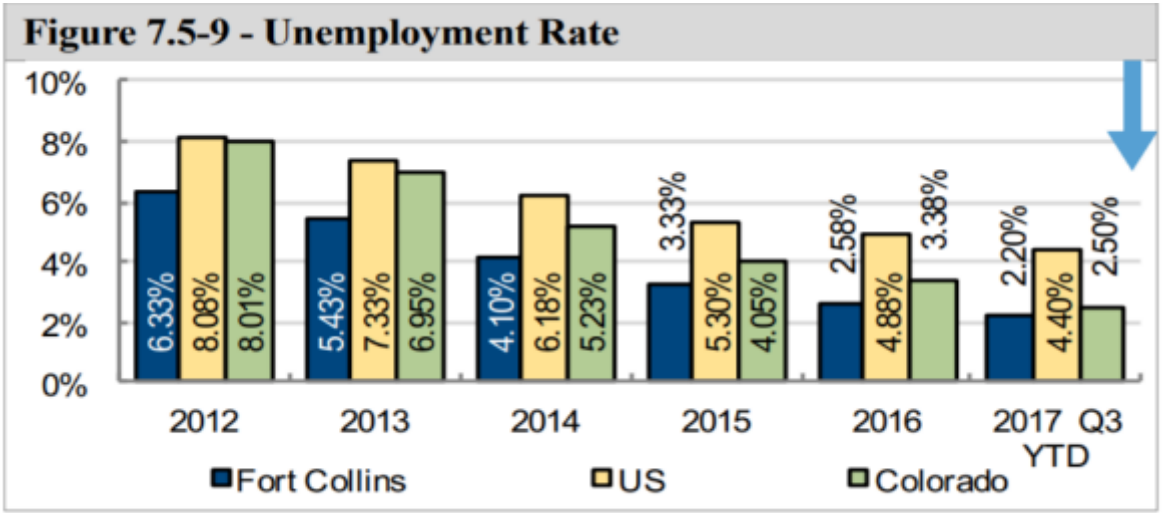

Figure 7.5-9 - Unemployment Rate - The unemployment rate is a top-line economic metric providing an overall understanding of economic activity in a community and is used as an indicator of economic success and community resiliency.

LeTCI

Level?

Trend?

Comparison?

Integration?

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Category 7 Results – COE Communities

(3) What are your community excellence group's process effectiveness and efficiency results?
Results in this category are measured on the annual survey of task force members.

Perception of Meeting Productivity Source: Thrive Excelsior Task Force Member Survey (8/20) ⬆	
The time I spend in Thrive Excelsior meetings or working on projects for Thrive Excelsior is productive and well spent.	**4.07** (5-point scale)

LeTCI

Level?

Trend?

Comparison?

Integration?

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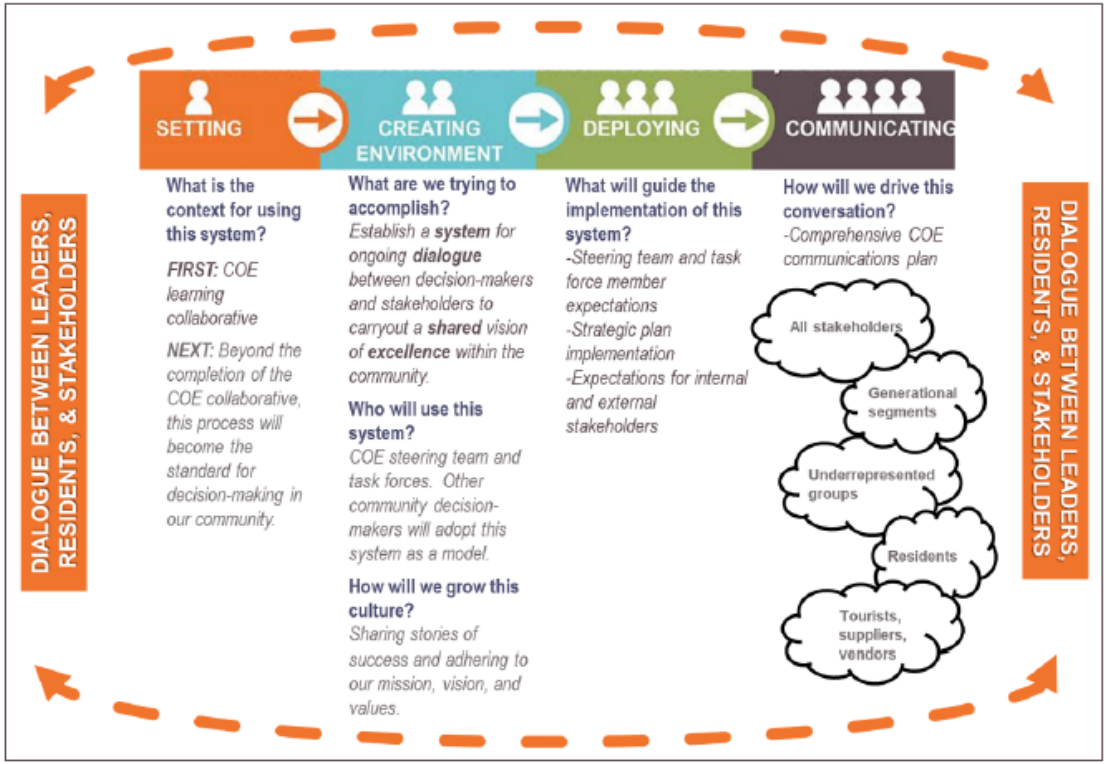
Excelsior Springs Leadership System

3. Leadership System



Excelsior Springs Leadership System

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Excelsior Springs Leadership and Governance Results

7.4 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 key community groups?

Results in this category are measured through internal process measures (1.1b[1]).

Total Annual Road Shows Source: Internal Data	2019	2020	2021
Number of road shows presented to community organizations by Thrive Excelsior representatives	8	0* *suspended because of COVID-19	TBD

(2) What are your results for governance accountability?

Results in this category are measured on the annual survey of task force members (P.1b[3] and 1.2a[2]).

Average Perception of Governance Accountability Source: Thrive Excelsior Task Force Member Survey	2020	2021
The other members of my task force are prepared and ready to contribute at each meeting.	**4.00** (5-point scale)	**3.76** (5-point scale)
The steering team is supportive and provides the resources my task force needs to be effective.	**4.27** (5-point scale)	**4.19** (5-point scale)

(3) What are your results for ethical behavior?

Results in this category are measured on the annual survey of task force members (1.2b[2]).

Ethical Behavior Source: Thrive Excelsior Task Force Member Survey	2020	2021
Steering team and task force members demonstrate high ethical standards.	**4.33** (5-point scale)	**4.43** (5-point scale)

LeTCI

Level?

Trend?

Comparison?

Integration?

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Writing to your Results Figures

Coral Springs provides services to meet the daily needs of residents like police, fire and EMS, street repairs, code enforcement and recreational activities. Businesses rely on us for building permits, inspections, occupational licenses, police and fire services. We have a good reputation based on quality schools, a low crime rate, quality parks programs and excellent customer service.

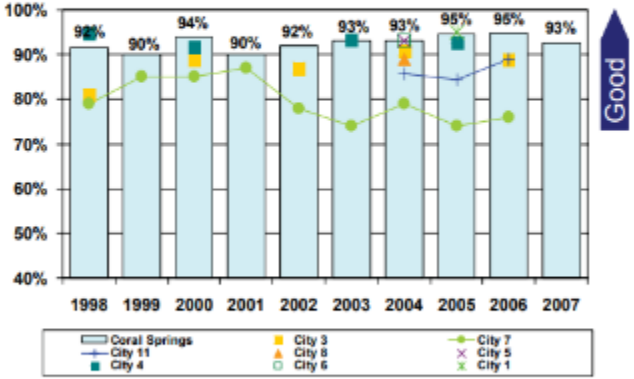

Figure 7.1-1 Residents' Overall Quality Rating (KIO)
Given that survey results are ±3%, the City has sustained its position as the benchmark for overall quality for a decade. The City compared favorably with ICMA benchmark cities.

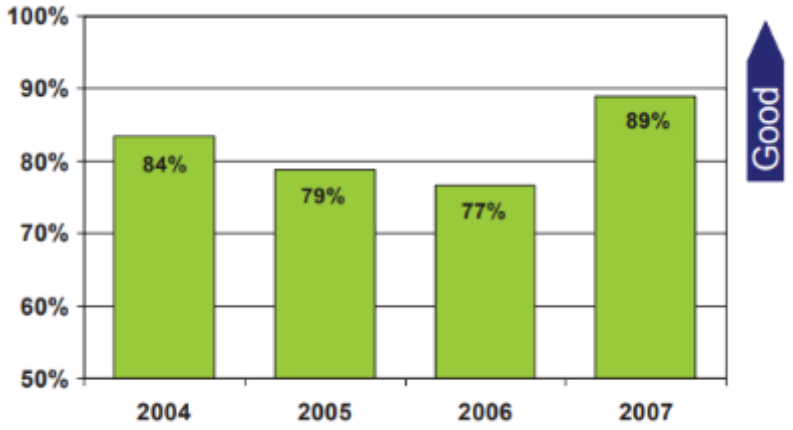

Figure 7.2-9 Businesses' Communication Rating
The business community's opinion is improving, which may be attributed to focusing on the preferred communication vehicles businesses have identified [**P.1b(4)** and **3.2a(1)**]. The City is improving the business community's rating by focusing on direct mail efforts rather than workshops, since survey results show direct mail to be the most effective means of communication. This measure is not collected by ICMA or local municipalities.

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Considerations

IN PROCESS AND OUTCOME MEASURES

In Process Measures – Specific steps in a process that lead to a particular outcome metric
Outcome Measures – Measure chosen to assess the impact of the intervention. Outcomes should describe what you want to happen after your activity is completed.

Community Excellence Group Goal Example: Decrease the number of COVID hospitalizations
In process measure – ??
Outcome measure – Number of COVID hospitalizations

DEVELOPING YOUR RESULTS FIGURES

Don't try to look bad
Adjust the scale to show the improvement
Show comparisons that make sense
Don't use charts that are hard to read or understand – such as stacked histograms

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Wrap Up – Questions, Final Tips

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