



The Light at the End of the Tunnel

communities of *excellence* 2026[®]

Welcome

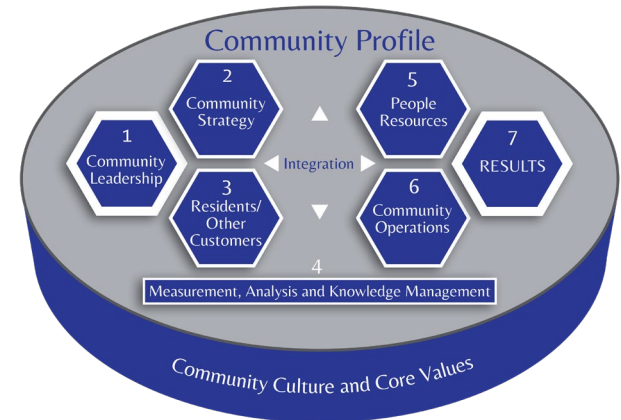
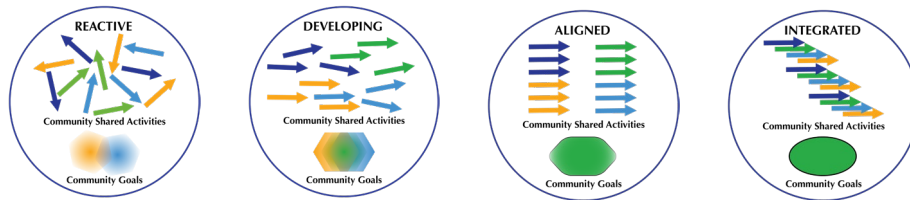
Session Overview

- Welcome & Introductions
- Defining Community Performance Excellence
- Cross-Cohort Discussion Time
- Community Discussion Time
- Wrap-Up

Community Performance Excellence

What is community performance excellence?

The pursuit of excellence is a continuous journey, not a destination.



communities of excellence²⁰²⁶

Adapted from the Baldrige Performance Excellence Program, 2015-2018 Baldrige Excellence Framework: A Systemic Approach to Improving Your Organization's Performance. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://nist.gov/baldrige>. - UPDATED 7.2022

Community Performance Excellence

What is community performance excellence?

An integrated approach to community performance management that **RESULTS** in (1) **delivery** of ever-improving **value** to residents, other customers, and stakeholders, contributing to ongoing community success; (2) **improvement** of your community's overall effectiveness and capabilities; and (3) **LEARNING** for the community and for people resources.

Assessing **Community** Performance Excellence

Assessment Rubric- Categories 1-6

Score	Description
Reactive	No systematic processes; Reactionary; No coordination across CEG
Early	Early stage repeatable approaches; Alignment across CEG
Developing	Some effective, systematic approaches deployed; Early stages of evaluation & alignment
Mature	Many effective, systematic approaches; Systematic evaluation & improvement; Approaches are aligned with CEG & community needs
Leading	Most approaches are effective & systematic; Approaches become efficient through analysis & sharing of best practices; CEG works in harmony
Exemplary	All elements of work are effective & systematic; Fact-based systematic improvement and innovation; CEG works in harmony towards defined current & future CEG needs

Assessing **Community** Performance Excellence

Assessment Rubric- Category 7

Score	Description
Reactive	Poor or missing results
Early	Some results & trend data; Little or no comparative data
Developing	Good performance levels; Some trend & comparative data
Mature	Good performance levels & trends; Some results show good performance with comparisons
Leading	Good to excellent performance levels & trends; Many results show good performance with comparisons
Exemplary	Excellent performance levels & trends; Benchmark leadership demonstrated

Assessing Performance Excellence

Process Scoring Guidelines – Categories 1-6

Score	Description
0 – 5%	No systematic processes; Reactionary
10 – 25%	Early stage systematic approaches and alignment; Basic level questions
30 – 45%	Some effective, systematic approaches deployed and aligned; Early stages of evaluation & alignment
50 – 65%	Effective, systematic approaches; Systematic evaluation & improvement; Overall level questions
70 – 85%	Effective, systematic approaches are integrated; Systematic evaluation & improvement leads to efficiency & effectiveness; Multiple level questions
90 – 100%	Effective, systematic approaches deployed & integrated without gaps; Fact-based evaluation & deployment of best practices; Multiple level questions

Assessing Performance Excellence

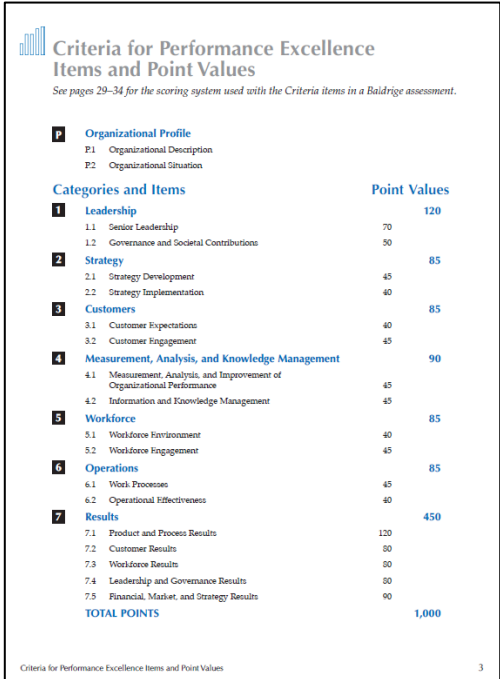
Results Scoring Guidelines - Category 7

Score	Description
0 – 5%	Poor or missing results, trends, & comparisons
10 – 25%	Some results & trend data; Basic level questions
30 – 45%	Good performance levels; Some comparative data; Basic level questions
50 – 65%	Good performance levels & trends; Some comparative data; Overall level questions
70 – 85%	Good to excellent performance levels & trends; Most comparative data; Multiple level questions
90 – 100%	Excellent performance levels & trends; Benchmark leadership demonstrated; Multiple level questions

Assessing Performance Excellence

Baldrige Criteria Items & Point Values

Leadership	120 points
Strategy	85 points
Customers	85 points
Measurement, Analysis, & Knowledge Management	90 points
Workforce	85 points
Operations	85 points
Results	450 points
Total Points	1000



Criteria for Performance Excellence
Items and Point Values

See pages 29–34 for the scoring system used with the Criteria items in a Baldrige assessment.

	Point Values
1 Organizational Profile	
P1 Organizational Description	
P2 Organizational Situation	
Categories and Items	Point Values
1 Leadership	120
1.1 Senior Leadership	70
1.2 Governance and Societal Contributions	50
2 Strategy	85
2.1 Strategy Development	45
2.2 Strategy Implementation	40
3 Customers	85
3.1 Customer Expectations	40
3.2 Customer Engagement	45
4 Measurement, Analysis, and Knowledge Management	90
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45
4.2 Information and Knowledge Management	45
5 Workforce	85
5.1 Workforce Environment	40
5.2 Workforce Engagement	45
6 Operations	85
6.1 Work Processes	45
6.2 Operational Effectiveness	40
7 Results	450
7.1 Product and Process Results	120
7.2 Customer Results	50
7.3 Workforce Results	50
7.4 Leadership and Governance Results	50
7.5 Financial, Market, and Strategy Results	90
TOTAL POINTS	1,000

Criteria for Performance Excellence Items and Point Values 3

Community Performance Excellence

What does performance excellence mean in a community setting?

- (1) delivery** of ever-improving **value** to residents, other customers, and stakeholders, contributing to ongoing community success;
- (2) improvement** of your community's overall effectiveness and capabilities;
- (3) learning** for the community and for people resources

Community Performance Excellence

What does performance excellence mean
in **YOUR** community setting?

- (1) delivery** of ever-improving **value** to residents, other customers, and stakeholders, contributing to ongoing community success;
- (2) improvement** of your community's overall effectiveness and capabilities;
- (3) learning** for the community and for people resources

Next Steps

The Buoys and Beacons of Understanding Your Why

Friday at 9:45 am

Defining Excellence  Measuring Excellence



Coming Up

Today at 3:10 pm | Legends 1-4, 2nd Floor

Baldrige Fall Conference Senior Leader Panel Discussion

Today at 4:30 pm | Woodstock, 4th Floor

Reception & Celebration of Communities

Friday at 7:30 am | Abbey Road, 2nd Floor

Registration & Breakfast

Friday at 8:00 am | Legends 1-4, 2nd Floor

Welcome & Introductions

