Using the Baldrige Excellence Framework to Improve
Village of Pinehurst, NC
2011 - Present

Introduction & Overview

About Your Speaker:

Natalie Dean Hawkins, Pinehurst Assistant Village Manager

- Former Certified Public Accountant (CPA) and Finance Director
- Assistant Village Manager for 14 years
- Identified and responsible for implementing the Baldrige Performance Framework
- Have led our continuous improvement efforts since 2011
- Served as a state Baldrige examiner for three years and was a 2017 National Baldrige examiner

4 KEY Objectives:

1. Provide an overview of the Baldrige Excellence Framework
2. Share how we have used the framework to improve our performance
3. Share our lessons learned
4. Share how you can get started

"I see the Baldridge process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results."

- Jim Collins, author of ***Good to Great: Why Some Companies Make the Leap…and Others Don't***

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Baldrige Produces Results

99% of residents rate the quality of life as good or excellent

98% of employees like their job

99% of businesses rate the quality of life as good or excellent

100% of residents & businesses say overall safety is good or excellent

Increased fund balance from $4.9 to $10.6 million (114%) since FY07

99% of residents say Pinehurst is a good place to live

95% of residents satisfied with effectiveness of management

93% of residents satisfied with customer service

98% of volunteers satisfied with their volunteer role

Awards & Recognition

VILLAGE OF PINEHURST
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2nd place in 2017 and 3rd in 2018 in Cities Under 75,000

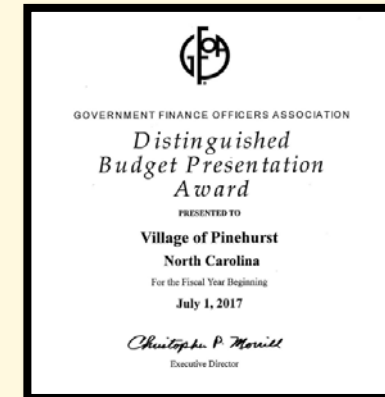ICMA Certificate of Excellence in Performance Management - 2018

Safest City in NC in 2016, 2017, & 2018

Life Safety Achievement Award 2002-2017

Only NC municipality to achieve NC Award for Excellence - 2014

2008-2017, Special Recognition in 2016 & 2018 for Performance Measures
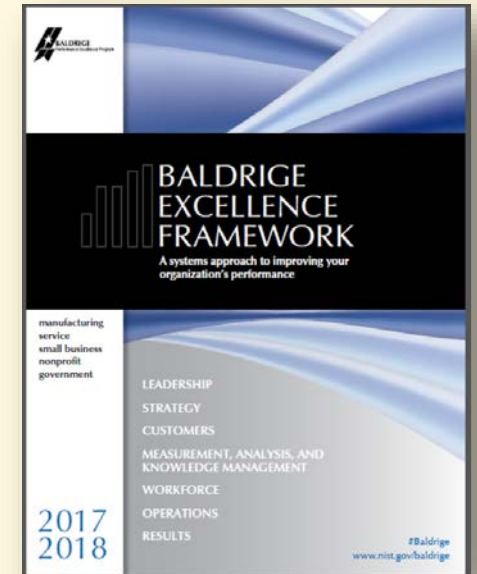
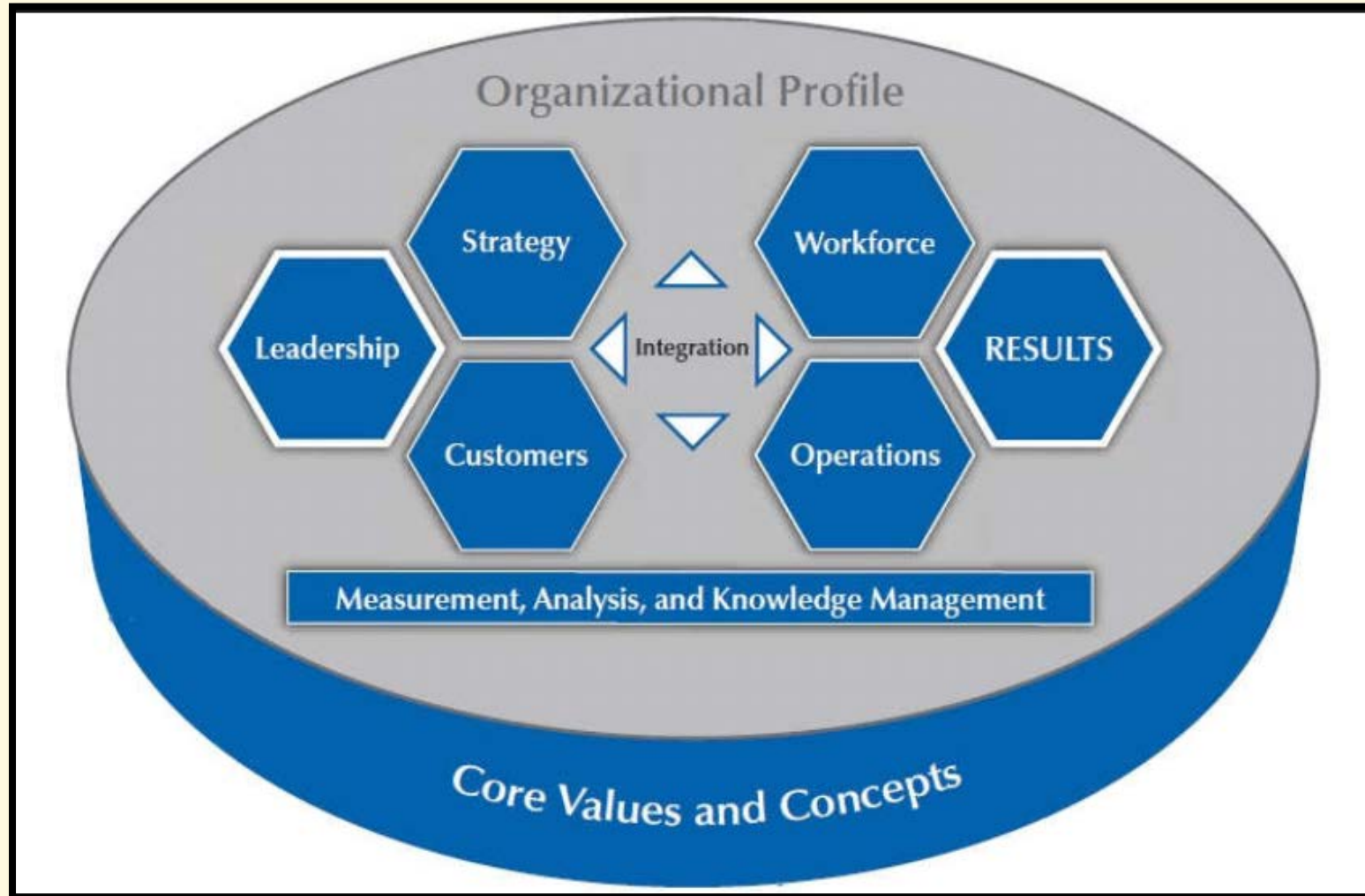# What is the Baldrige Excellence Framework?

Model

model noun
mod·el | \ˈmä-dᵊl \
: an example for imitation or emulation

The model helps us answer three questions:

1. *Are we doing as well as we could?*

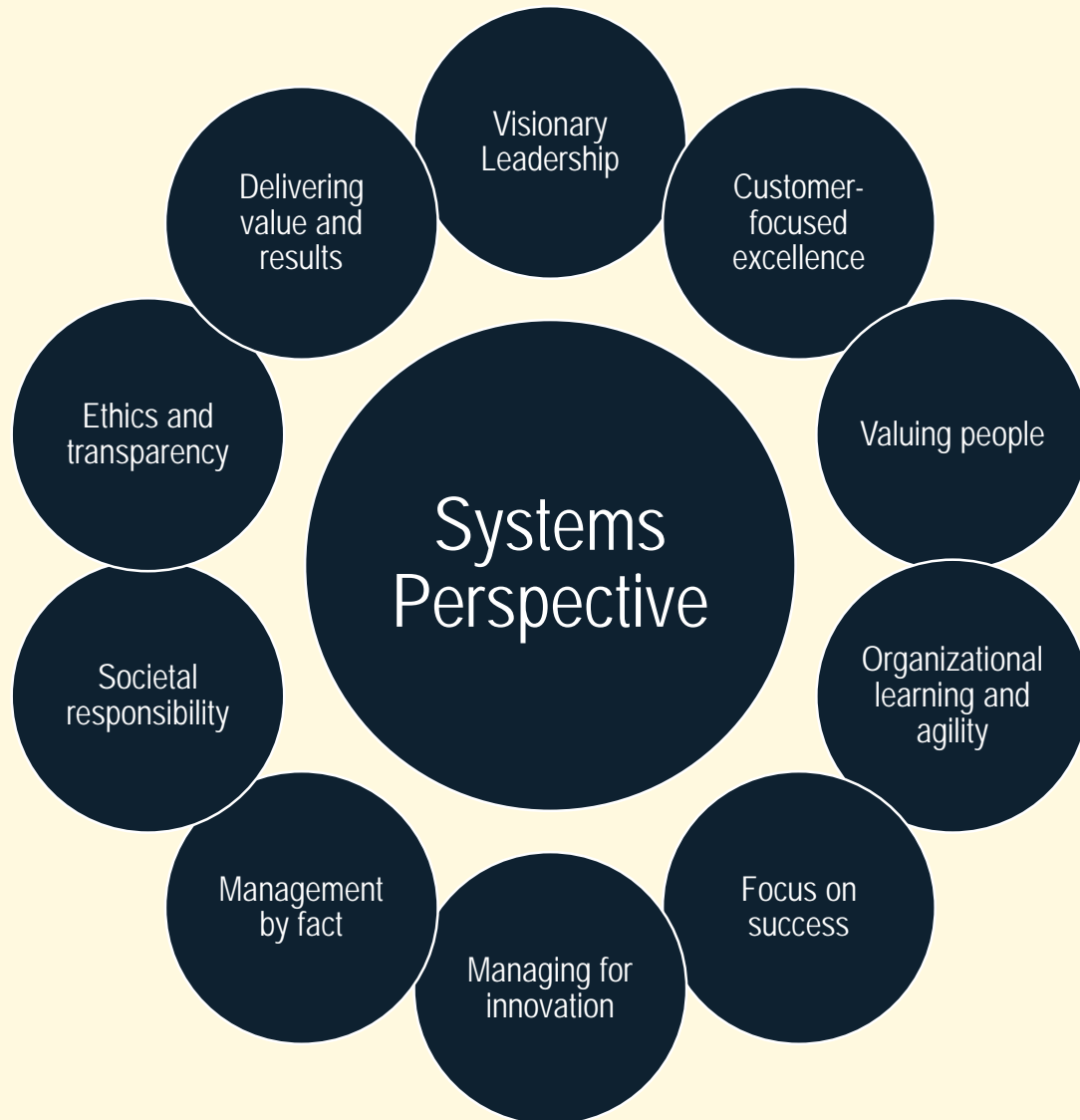2. *How do we know?*

3. *What and how should we improve or change?*

Baldrige Framework – Categories

| Category	Questions
1. Leadership	How do we lead and govern the organization and fulfill our societal responsibilities?
2. Strategy	How do we develop & implement our strategy?
3. Customers	How do we listen to and engage our customers?
4. Measurement, Analysis, & Knowledge Management	How de we measure, analyze, and improve organizational performance and manage knowledge assets?
5. Workforce	How do we build an effective & supportive workforce environment and engage the workforce?
6. Operations	How do we design, manage, and improve services and processes to ensure effective management of our operations?
7. Results	How do we know we are doing as well as we could?

Baldrige Framework – Core Values

Systems Perspective

- Visionary Leadership
- Customer-focused excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results

A systems perspective means managing all the components of your organization as a unified whole to achieve ongoing success.

Processes – What methods do we use and improve (ADLI)?

1. **(A)** Do we have effective, systematic approaches?
2. **(D)** Are our approaches well deployed?
3. **(L)** Is there systematic evaluation, improvement, and organizational learning?
4. **(I)** Are our approaches integrated with our organizational needs and other processes?
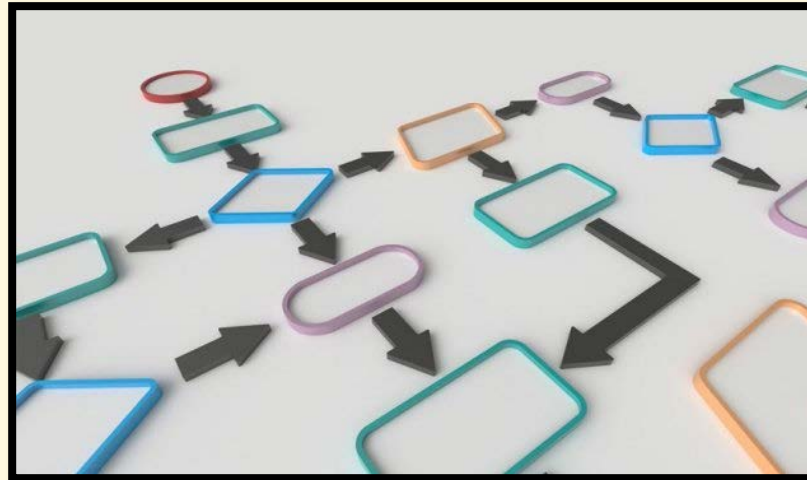
Results: What are the outputs and outcomes we achieve (LeTCI)?

1. **(Le)** Do we have good to excellent performance levels?

2. **(T)** Do we have beneficial, sustained trends over time?

3. **(C)** Do our benchmark comparisons show good relative performance?

4. **(I)** Do we report results for most key processes and requirements?

How Do We Use the Framework?

Organizational Profile

The Organizational Profile describes what is important to your organization - its operating environment, key relationships, competitive environment, and strategic context.

Improvement Methodologies

Plan
Act
Review

Bring an opportunity forward
Investigate the opportunity
Research alternative solutions
Develop the solution
Implement the solution
Evaluate the Solution

Analyze
Change
Evaluate

Leadership

How do we lead and govern the organization and fulfill our societal responsibilities?

- **How do Senior Leaders set mission, vision, and values?**

  - 2012 - Developed mission, vision, and values
  - 2013 - Refined values
  - 2015 - Refined mission and vision
  - 2017 - Refined values

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Accountable
Competent
Courteous
Professional
Resourceful
Responsible
Responsive
Trustworthy

2012

VALUES

Service
Initiative
Teamwork
Improvement

VISION

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

MISSION

Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

2018

How do we lead and govern the organization and fulfill our societal responsibilities?

- **How do Senior Leaders communicate with and engage the workforce and customers?**

  - 2013 - Began monthly resident and business eNews
  - 2014 - Created a monthly Caddie Report for employees; Created State of the Village (SOV) meeting for volunteers
  - 2015 - Launched Open Village Hall – online citizen engagement tool
  - 2017 - Combined SOV meetings for employees and volunteers; Consolidated social media accounts; Created Year in Review Video and enhanced SOV Report

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FY 2015 Village of Pinehurst Annual Performance Report
Safeguard the Community

Safeguard the Community Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Total UCR crime rate per 1,000 residents	10.24	7.86	12.00
% of residents whose overall feeling of safety in the Village is good or excellent	96%	97%	96%
% of residents satisfied with the frequency of patrols in neighborhoods	67%	68%	68%
% of businesses satisfied with the frequency of patrols in business districts	95%	90%	90%
% of index offenses cleared	n/a	47%	55%
% of fire code violations corrected upon 90 day re-inspection	96%	86%	91%
% of dispatched emergency calls with reaction time (dispatch to apparatus en-route) of 90 seconds or less	67%	76%	75%
% of emergency response calls with response time of 6 minutes and 30 seconds or less for the first due apparatus	66%	73%	75%
% of inspections that are compliant upon the initial inspection	95%	94%	97%

Safeguard the Community
Composite Score: 6.28

In FY 2015, the Fire Department made several process improvements to increase their emergency response times that were close to or exceeded their goals (moving these KPIs from "red"). The Village's crime rate declined and overall resident feeling of safety remained very strong. This year is the first year the Village began tracking the % of index offenses cleared on the BSC, with results near target levels. In the 2015 Community Survey, 93% of residents were satisfied with the Village's efforts to prevent crimes, setting a new *high national benchmark*.

2015

Safeguard the Community

Police Department
Pinehurst continues to be recognized as one of the safest communities in North Carolina. *100% of Pinehurst residents agree their overall feeling of safety is excellent or good* for the 3rd year in a row. In addition, the Village's *UCR Part 1 Crime Rate (e.g. violent crimes) of 9.3 per 1,000 residents* in FY 2018 is well below the national average of approximately 30 and state average of 33. Also, *88% of residents indicated they were satisfied with the enforcement of traffic laws.*

7.88
SCORE

The Police Department focused on patrolling, increasing traffic enforcement, improving crime clearance rates, and promoting strong community engagement through the Citizen's Police Academy and recruitment of volunteer Citizens on Patrol. This year, our volunteer Citizens on Patrol (COP) logged over 3,100 volunteer hours at a value of over $63,000.

Due to the diligent efforts of Pinehurst police officers, the Village set the national high satisfaction rating in our benchmark group in FY 2018 with 91% of residents satisfied with the Village's efforts to prevent crimes. This is the fifth time the Police Department has achieved the highest national resident satisfaction rating with crime prevention efforts in the past seven years.

Fire Department
In FY 2018, the Fire Department focused on response times to emergency calls. This resulted in 88% of calls with a reaction time of 90 seconds or less, up from 67% in FY 2014. For the second year in a row, *100% of residents indicated they were satisfied with fire department response times.*

With an objective to deliver effective public safety services, the Village worked with the NC Department of Transportation to request the installation of traffic pre-emption devices at all remaining signalized intersections by FY 2020. This device allows fire department personnel to control traffic lights, increasing motor safety and response times as fire emergency vehicles respond to calls. By FY 2020, the Village anticipates all 13 intersections will be configured with devices.

The department continued focusing efforts to prevent fires and injuries. This year, the Village had a fire incident rate per 1,000 population served of 0.02. Another outstanding accomplishment of the Fire Department was being recognized for the 15th consecutive year with the Life Safety Achievement Award for zero fire deaths in the Village.
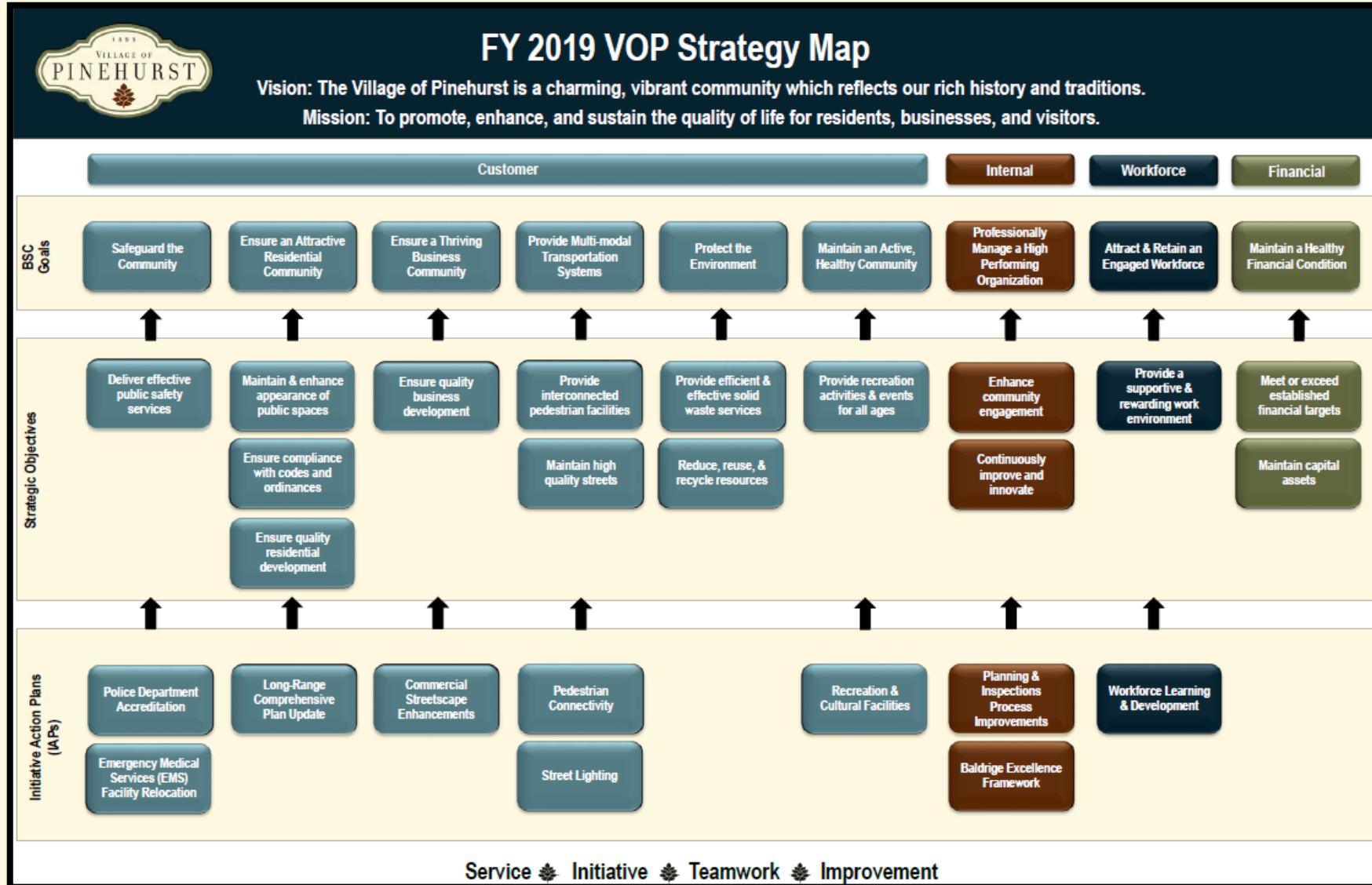
2018

Strategy

How do we develop & implement our strategy?

- ## How do you conduct your strategic planning?

  - ➤ 2013 - Began holding annual retreats
  - ➤ 2014 - Adopted a Balanced Scorecard
  - ➤ 2016 - Created a Strategic Operating Plan (SOP) Guide
  - ➤ 2017 - Asked all employees and volunteers for input into SOP
  - ➤ 2018 - Held pre-retreat meetings to review data and results in advance; Held department strategy meetings to deploy IAPs to the workforce; Implemented strategy maps

FY 2019 VOP Strategy Map

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

Mission: To promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

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Customers

How do we listen to and engage our customers?

- **How do you listen to, interact with, and observe customers to obtain actionable information? How do you enable customers to seek information and support? How do you manage customer complaints?**

  - 2012 – Began annual surveys of residents and businesses
  - 2014 – Installed a downtown visitor kiosk; Created a Guide to Doing Business
  - 2015 – Launched Open Village Hall
  - 2016 – Implemented individual service surveys
  - 2017 – Consolidated social media accounts; Launched MY VOP, an online citizen service request system (BIRDIE)
  - 2018 - Created learning guides

Customers

Measurement, Analysis, & Knowledge Management

How de we measure, analyze, and improve organizational performance and manage knowledge assets?

- **How do you track data and information on daily operations and overall organizational performance? How do you review your organization's performance and capabilities?**

    ➢ 2014 – Implemented Balanced Scorecard (BSC) with Key Performance Indicator (KPI) worksheets; Implemented Quickscore software
    ➢ 2015 – Added five year projections to KPI worksheets; Began segmenting data and benchmarking
    ➢ 2016 – Began holding Senior Leader Quarterly Strategy Sessions
    ➢ 2017 – Overhauled Department BSCs
    ➢ 2018 – Provided Quickscore input access to all departments

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Employee Mean Rating – Overall, I like my job
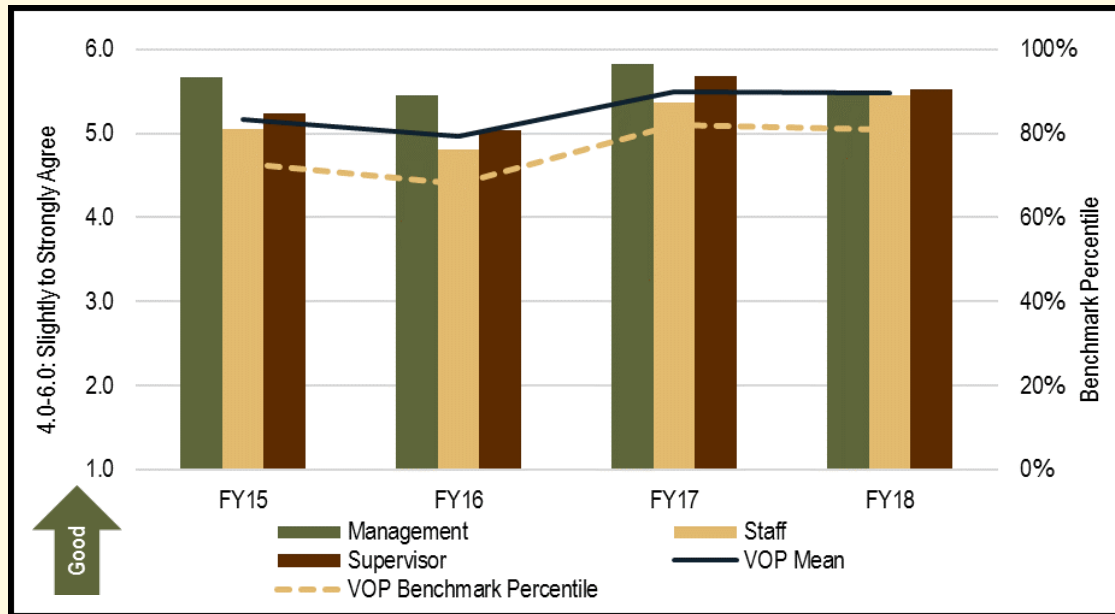
% of residents satisfied with Village communications
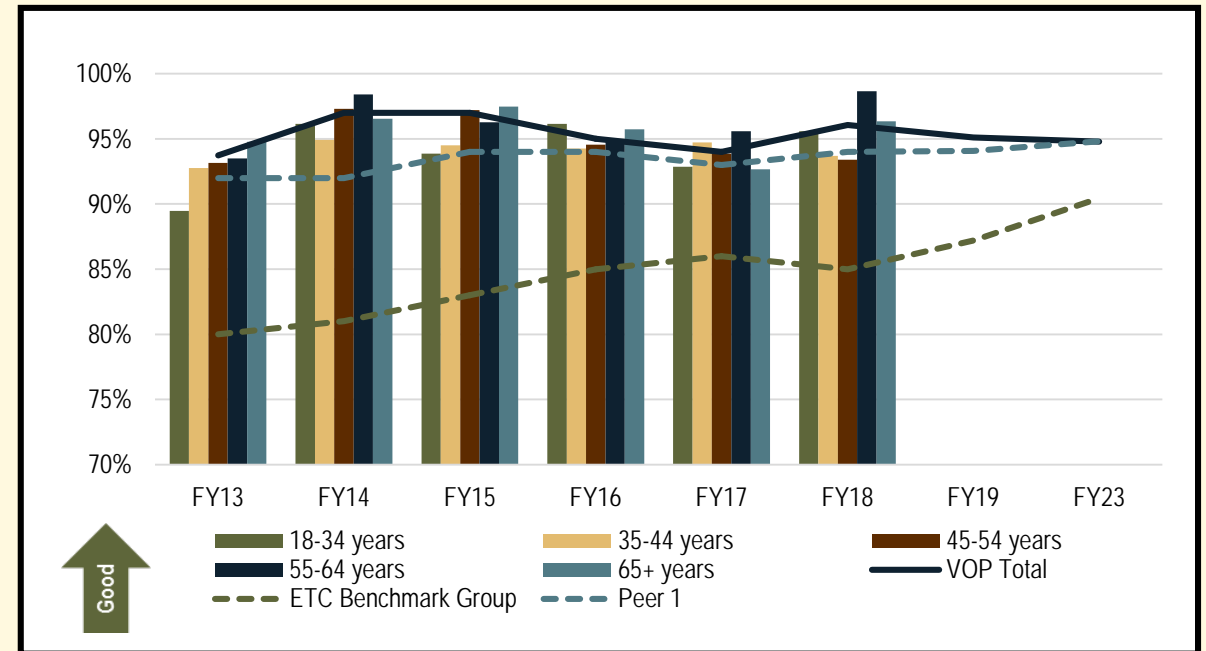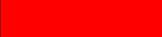
Workforce

How do we build an effective & supportive workforce environment and engage the workforce?

- **How does your workforce performance management system support high performance and workforce engagement?**
  - ➢ 2014 – Launched emPerform electronic employee performance reviews and integrated core values
  - ➢ 2016 – Implemented Village-wide reward and recognition programs (ACE)
  - ➢ 2017 – Integrated leadership attributes into emPerform
  - ➢ 2018 – Implemented succession planning

Succession Planning Template

Position:	Assistant Village Manager for Administration		
Incumbent:	Natalie Hawkins	Distinguished	Demonstrates at all times & teaches others
Criticality:	Fully functional in 6 months	Proficient	Demonstrates at all times
Responsibility:	Village Manager	Developing	Demonstrates on occasion

| Successor Name:	Employee 1	Employee 2			
Readiness:	+5 Years	Now			
Leadership Attributes					
Commitment	🟩	🟩			
Communication	🟩	🟩			
Confidence	🟨	🟩			
Creativity	🟨	🟩			
Delegation	🟥	🟨			
Develops Others	🟥	🟩			
Flexible Approach	🟩	🟨			
Honesty	🟩	🟩			
Inspiration	🟨	🟨			
Interpersonal Skills	🟩	🟩			
Intuition	🟩	🟩			
Knowledge, Skills, Abilities					
Considerable knowledge of the theory, principles, and practices of public, municipal, and budget administration.	🟨	🟩			
Considerable knowledge of the laws, rules, and regulations which apply to policies and practices in the municipal sector.	🟥	🟩			
Considerable knowledge of the principles and practices of leadership and supervision including communications, motivations, performance coaching, and conflict resolution.	🟥	🟩			

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Operations

How do we design, manage, and improve services and processes to ensure effective management of our operations?

- **How does your day-to-day operation of work processes ensure that they meet key process requirements?**
  - 2014 – Created process maps of key processes
  - 2015 – Code Enforcement BIRDIE; Contract Management ACE
  - 2016 – Yard Debris BIRDIE
  - 2017 – Complaint Management BIRDIE; Implemented SIPOCs (Suppliers, Inputs, Process, Outputs, Customers)
  - 2018 – Permit & Inspections BIRDIE; Supply Chain Management ACE

Key Work and Support Processes

BSC Goal	Key Work & Support Processes
Goal 1 – Safeguard the Community	Police services
	Fire/rescue services
Goal 2 – Ensure an Attractive Residential Community	Code enforcement
	Permit processing
	Building inspections
Goal 3 – Ensure a Thriving Business Community	N/A
Goal 4 – Provide Multi-Modal Transportation Systems	Street and ROW maintenance
Goal 5 – Protect the Environment	Refuse collection
Goal 6 – Maintain an Active, Healthy Community	Recreation programs and events
Goal 7 – Professionally Manage a High Performing Organization	Communications
	Board management
Goal 8 – Attract & Retain an Engaged Workforce	Human resources services
Goal 9 – Maintain a Healthy Financial Condition	Financial services
	Facility and grounds maintenance
	Fleet management
	Information technology services

Example SIPOC Diagram
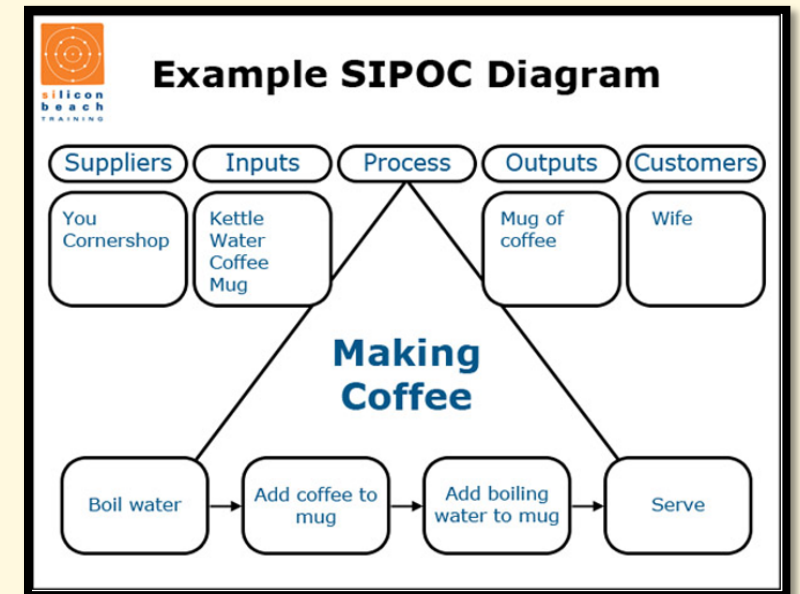
7 KEY Lessons Learned

1. **Get Council/Board and upper management support – involve them early and often**

2. **Take baby steps and pace yourselves**
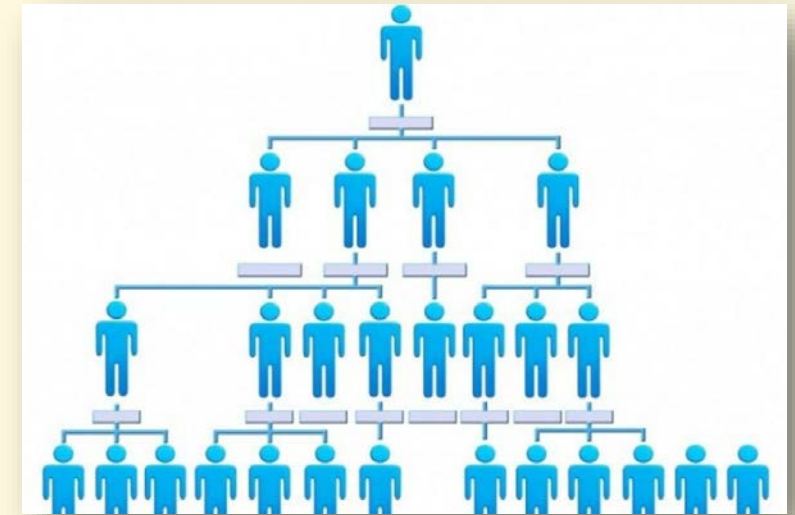
3. **Focus on what is KEY**

4. **Consistently engage in two-way communication with management, employees, and the public about continuous improvement**

5. **Allocate resources for learning and progression**

6. **Continually seek integration to reinforce concepts with the entire workforce**

7. DO NOT MAKE IT ABOUT AN AWARD!!!!

It's about moving from good to great. It's about continuously improving. It's about better serving your customers. It's about achieving excellent results.

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How You Can Get Started

- Download the Framework (68 pages) or Baldrige Excellence Builder (24 pages) at www.nist.gov/baldrige

- Expose management and other leaders to the framework

- Complete a self-assessment

- Become a state or national examiner

- Work with a performance improvement coach

Wrap Up/Evaluation

4 KEY Objectives – Did We Accomplish These?

1. **Provide an overview of the Baldrige Excellence Framework**
2. **Share how we have used the framework to improve our performance**
3. **Share our lessons learned**
4. **Share how you can get started**

Plus – What worked well?	Delta – What should we do differently next time to improve?

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