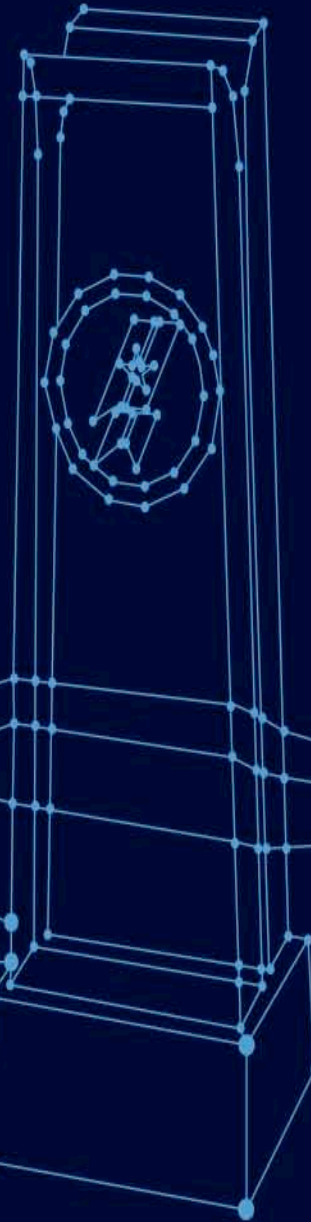




# JOURNEY TO EXCELLENCE



Kevin Gertig, Utilities Executive Director



Malcolm Baldrige  
National Quality Award

2017 Award Recipient

# Fort Collins, Colorado – Our Story

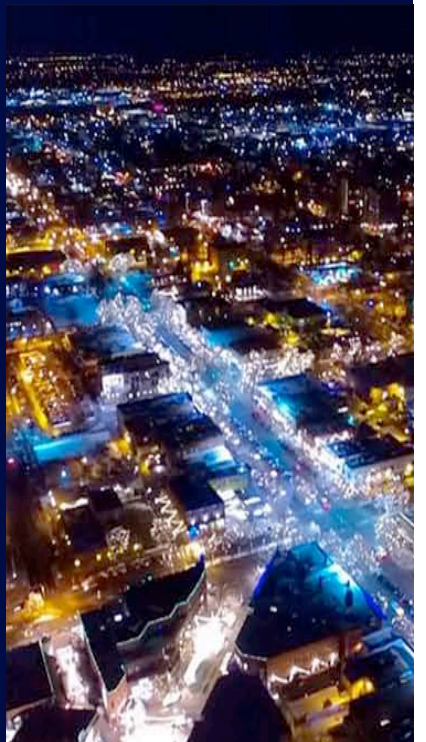


## OUR INHERITANCE

## OUR JOURNEY

## OUR RESULTS

## OUR FUTURE



City of  
Fort Collins



# Fort Collins, Colorado



# Our Journey

# ICMA



"FORT COLLINS'  
SECRET SAUCE?"

## THE BEST ADVICE MY MENTOR GAVE ME



**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."

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

# FAST COMPANY



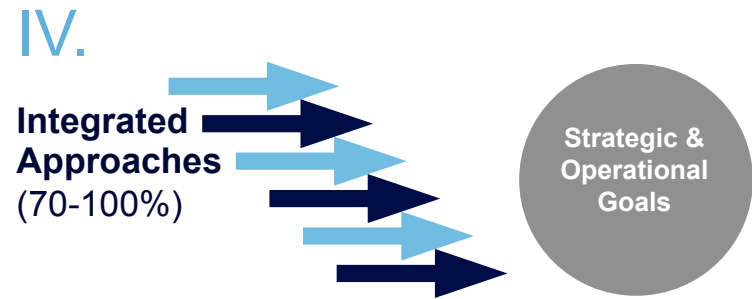
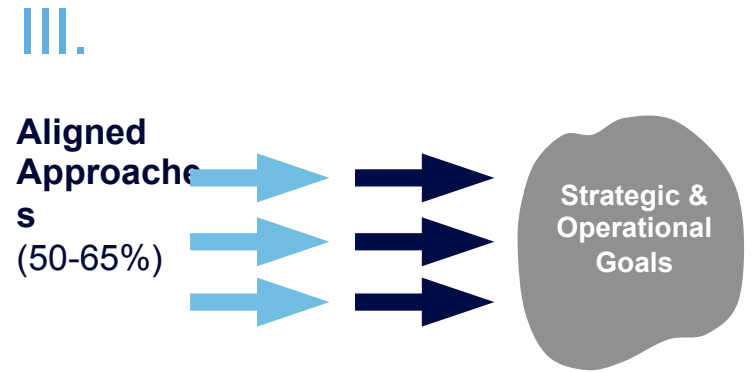
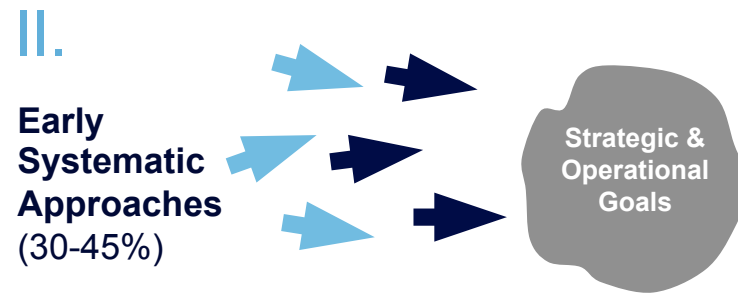
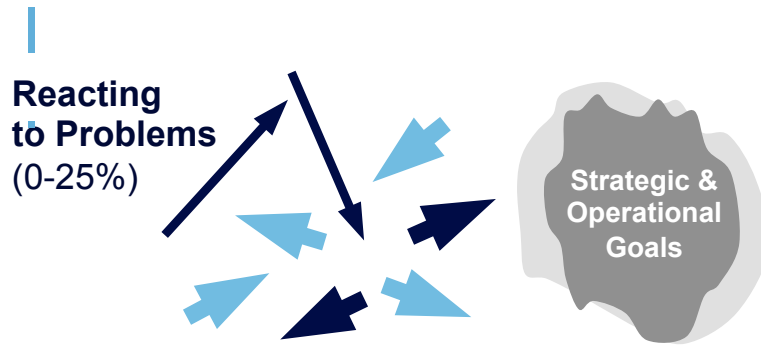
# "TRUST US"

TO

# DATA DRIVEN



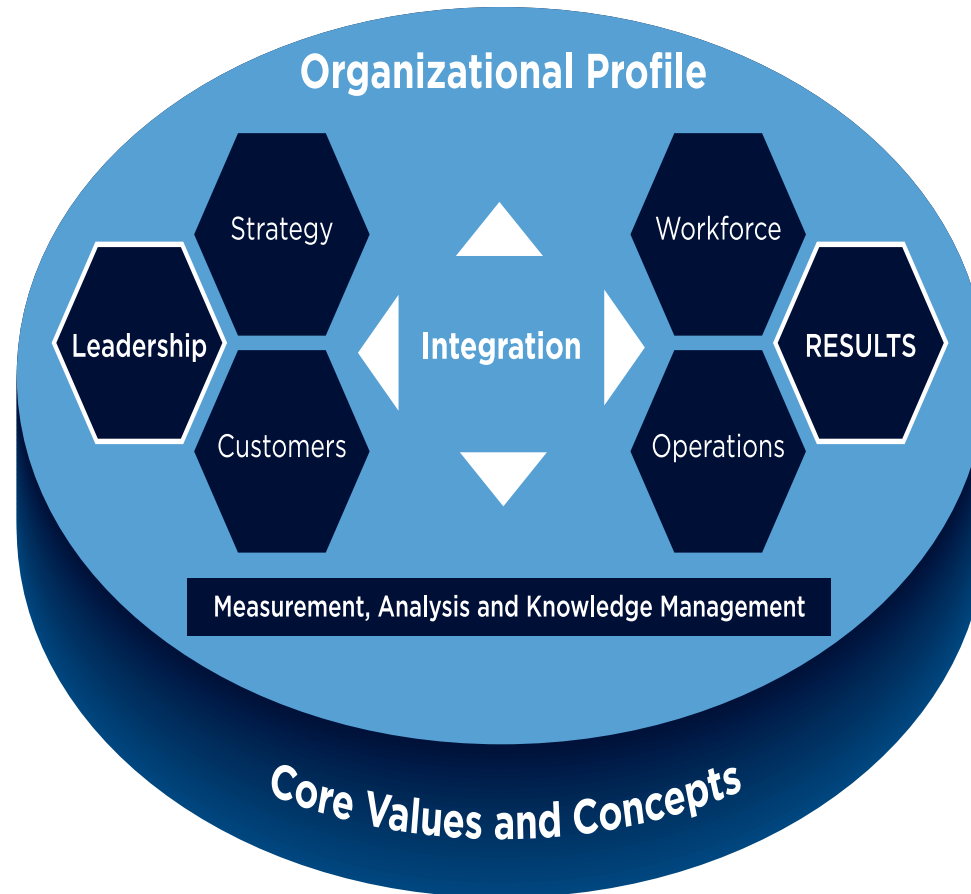
# Baldrige – Creating Alignment



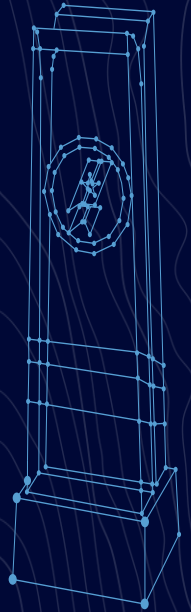
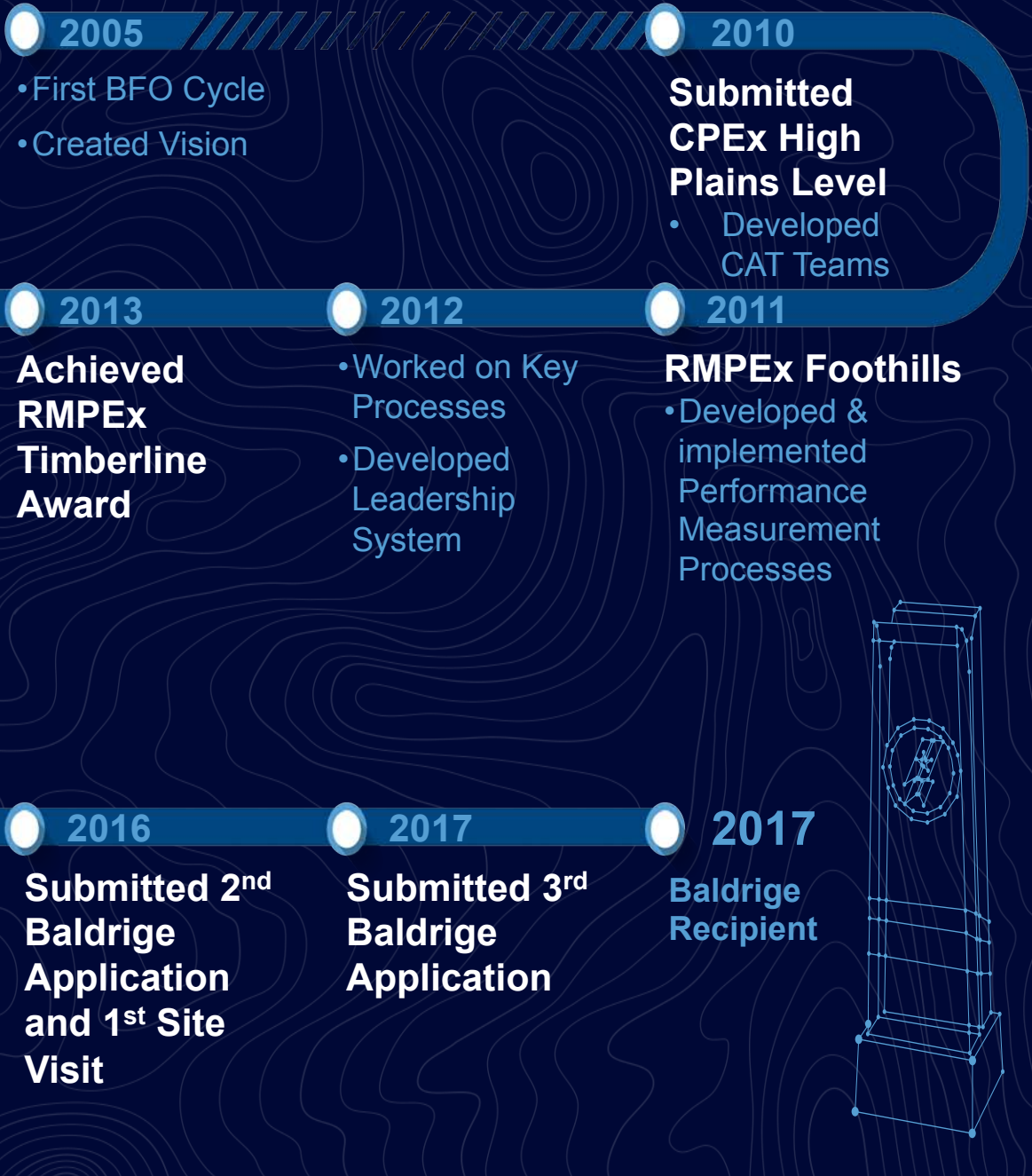
## Baldrige has a simple purpose.

Is your organization doing as well as it could? *How do you know?*

What and how should your organization improve or change?



## Our Journey



## External Feedback and Examination

# OFI's

OPPORTUNITIES FOR IMPROVEMENT

28+32+36+34+37

FOOTHILLS & TIMBERLINE

PEAK

BALDRIGE 2015

BALDRIGE 2016

BALDRIGE 2017

# 16

TOTAL

ONE RESULT:  
2018 STRATEGIC PLAN



# IF NOT BALDRIGE

# THEN WHAT?



## Strategy:



**VISION  
CLARITY**

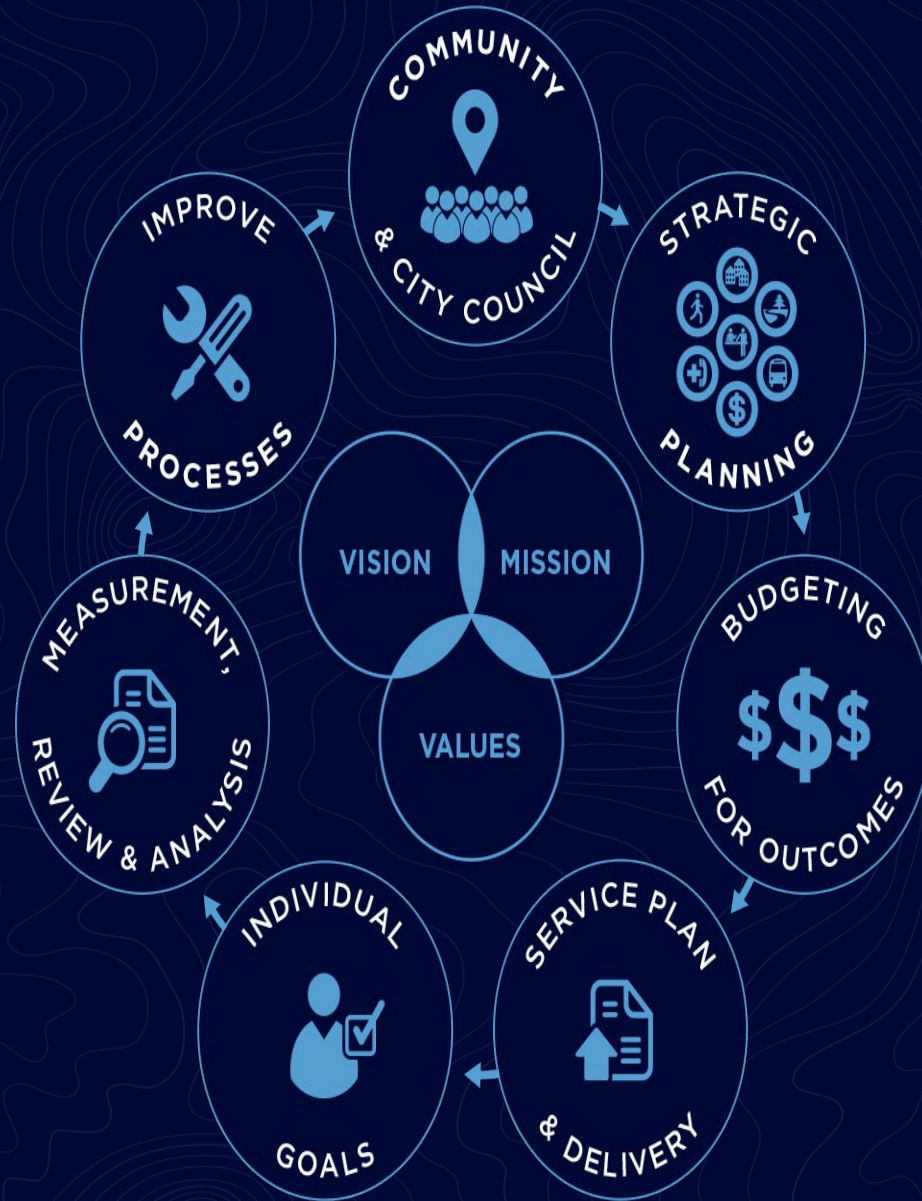
**ALIGNMENT  
OF  
RESOURCES**



**CREATING  
SYSTEMS**



# Connecting the Dots – Our Leadership System

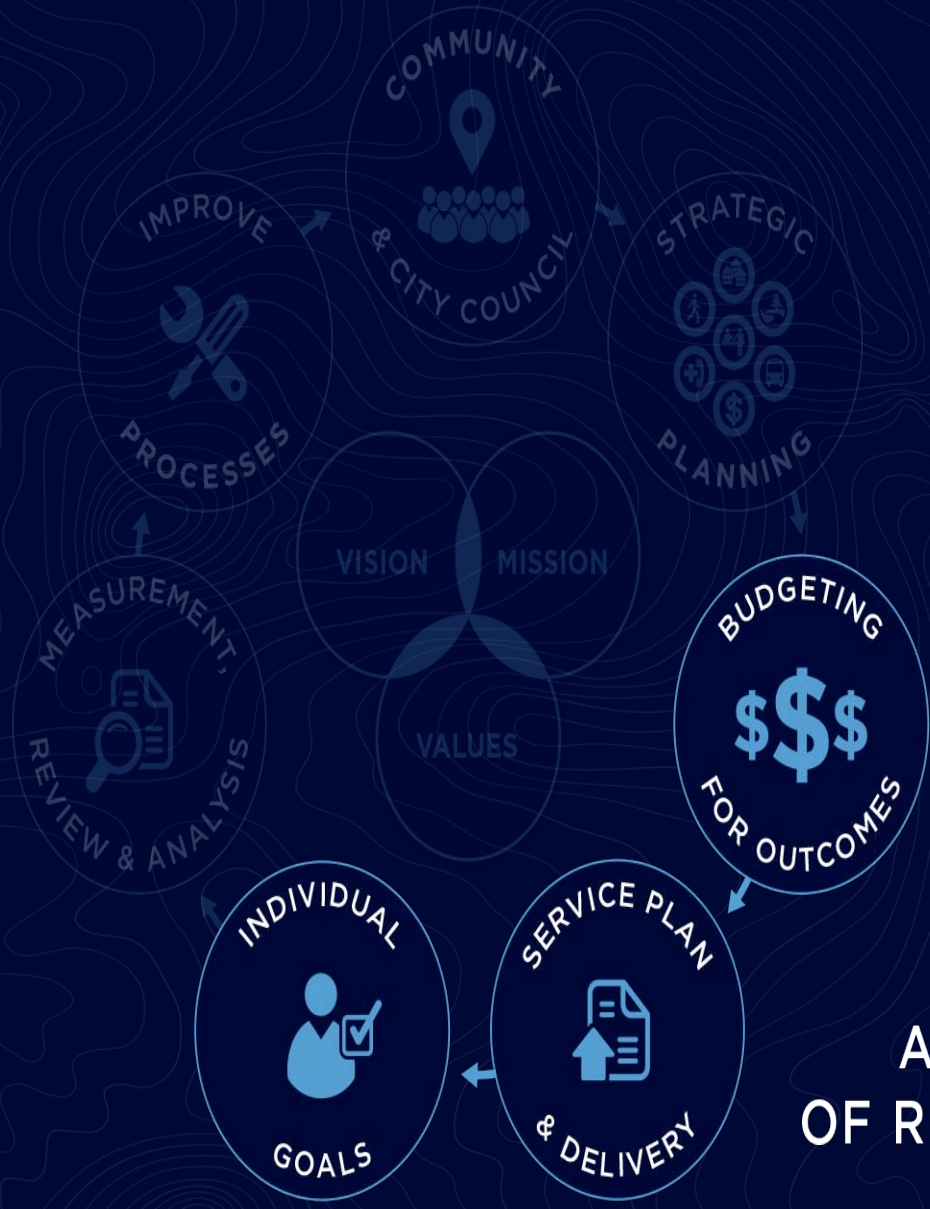


# Connecting the Dots – Our Leadership System

VISION  
CLARITY



# Connecting the Dots – Our Leadership System



**ALIGNMENT  
OF RESOURCES**



# Connecting the Dots – Our Leadership System

## CREATING SYSTEMS



# Connecting the Dots – Our Leadership System



# 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

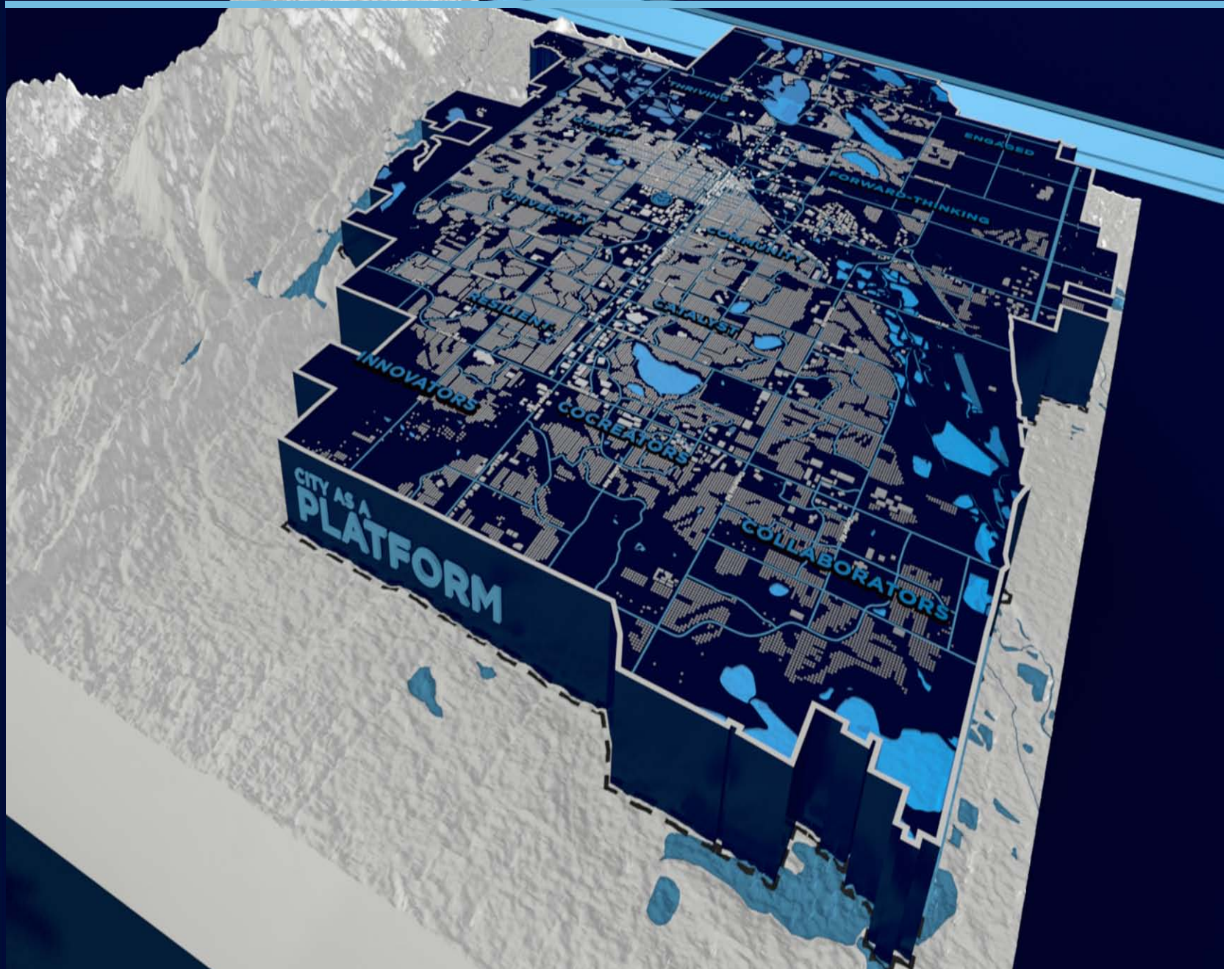
### Overall Quality of City Services Compared by Year



*Percent reporting good or very good*



# Our Future – City as a Platform



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THANK

YOU!

