Colorado Performance Excellence
2005 Stakeholders Report
Vision

The CPEx community creates a culture of excellence that is pervasive throughout Colorado.

Mission

We serve the people of Colorado by cultivating performance excellence that generates outstanding results. We fulfill this promise through:

- Training and education
- Assessment and feedback
- Recognition and awards
- Networking
- Sharing of best practices

Colorado Performance Excellence is a 501(c)(3) Non-Profit Corporation.
Directors in 2005-2006

CPEx is grateful for the selfless contribution of time, talent, and energy that the CPEx Board of Directors has made over the years. The directors are volunteers who keep on giving. We salute them as we enter CPEx’s fifth full year of operation.

Arja Adair  Colorado Foundation for Medical Care
Geoff Bailey  The Bailey Company
Jeanne Brown  Colorado Springs Utilities (Treasurer, CPEx)
Adam Cohen  CH2M HILL (Past President, CPEx)
Barbara Davis  Exempla Healthcare
Robert Finkelmeier  Regis University and Western Governor’s University
David Hooper  Avaya
Norma Krech  Avaya (Vice-President, CPEx)
Chris Lange  Xcel Energy
Bill Liggett  Mesa Valley County School District #51
Alison Manchester  LexisNexis
Bill Newby  Xcel Energy
Nancy Page-Cooper  Coldwell Banker
Jan Rohr  Rocky Mountain Health Plans (Secretary, CPEx)
Bob Sherron  Consultant
Will Stevenson  Movai Technologies
Elaine Thorndike  Colorado Association for Manufacturing and Technology
Rich Wagner  Dynamic Achievements (President, CPEx)
Tom Mauro  CPEx (Executive Director)
A Message to our Customers, Sponsors, and Volunteers

In 2005, Colorado Performance Excellence (CPEx) continued the journey toward achieving our vision of creating a culture of excellence that is pervasive throughout Colorado. Once again we had a very successful year thanks to the continuing support of all our sponsors and volunteers.

Our organization continues to grow, and we have further developed our operating model to align more closely with the Malcolm Baldrige National Quality Program assessment criteria. Additionally, we have begun to develop a market sector focus that will ensure that we are listening effectively to our customers and creating awareness across all our market sectors: healthcare, education, small business, the service sector, non-profit, and manufacturing. The market sector teams will ensure that CPEx service offerings are deployed effectively throughout Colorado and that the needs of these different market sectors are being met effectively. Moreover, the market sector focus provides another vehicle for the engagement of a broader community in the performance excellence journey.

We were delighted to celebrate with our customers receiving CPEx awards in 2005 at our annual Quest for Excellence event. Attendance at our Quest event continues to grow, and 2005 was no exception. This year over 330 people attended the event with a majority stating that the 2005 Quest event was the best yet. During the event, four Malcolm Baldrige National Quality Award recipients shared their insights to success. To cap off the day, we conducted an educational and interactive “Gold Nugget” best practices networking activity.

In 2005 CPEx provided feedback reports to 17 applicants to help them pursue their individual quality journeys. These feedback reports, which identify organizational strengths and opportunities for improvement, are a valuable source of information to any organization. Such focused feedback would not be possible without professional, trained examiners who are the lifeblood of any state quality award program. CPEx trained 75 volunteer examiners in 2005, of whom 45% were returning from the previous year. We are most appreciative of the contribution of all our examiners and judges for their selfless dedication to the pursuit of excellence in Colorado.

A key event worthy of note occurred in January 2006, when United States Secretary of Commerce Carlos Gutierrez visited Colorado to serve as keynote speaker at a luncheon event co-hosted by the University of Northern Colorado’s Monfort College of Business, the Colorado Office of Economic Development and International Trade, and the Denver Metro Chamber of Commerce. Gutierrez provided an update on
the status of the U.S. economy and highlighted the accomplishments of the Monfort College of Business, the first and only business college in the country to receive the prestigious Malcolm Baldrige National Quality Award in 2004. CPEx was well represented at the event and was highly visible supporting Monfort, one of its Timberline recipients in 2004.

In December 2005, the Board of Directors and many team members conducted a strategic planning workshop at which we identified our key strategic objectives for 2006-2007 and beyond. These initiatives include the following:

- To lead by example, utilizing the Baldrige framework to optimize the CPEx operational model for results
- To establish a marketing strategy that enhances pervasiveness of excellence throughout Colorado
- To develop and leverage strategic partnerships as a way of doing business

The Board of Directors believes that by pursuing these vital few initiatives we will continue to grow CPEx, move closer to our vision, and continue to engage the constituent communities within our state.

As a volunteer organization, our success in the past and ability to move forward on the journey toward performance excellence rely on a growing band of committed individuals who bring new quality insights to Colorado organizations every day. Thank you to our sponsors, volunteers, and partners who make this journey possible.

Rich Wagner, President

Tom Mauro, Executive Director
Reaching Grand Junction, Buena Vista, Crested Butte, Greeley, Fort Collins, Boulder, Aurora, Fort Morgan, Colorado Springs, Denver metro, Pueblo, and many other communities, CPEx’s community growth and activities span the public and private sectors, including primary/secondary and higher education, healthcare, state and local government, for-profit and non-profit business, and military organizations.

**Educational institutions** participating in CPEx pursue greater student proficiency, enhanced faculty and staff satisfaction, a higher level of competitiveness, and integrated stakeholder input that combine to improve student achievement results. **Healthcare** organizations, facing system reform and increased competition, engage in CPEx to meet their mandates to increase efficiency and reduce healthcare costs while improving patient care, satisfaction, and safety. **Government entities** of all types, from state and local agencies to the military, employ CPEx to maximize taxpayer return and to deliver public services that best meet the needs of Coloradans.

A wide variety of large and small *Colorado businesses*, providing goods and services throughout the state, are actively involved in CPEx. Some are just beginning their quest for performance excellence and sustainable financial, market, and human resources results, and others have integrated their in-house improvement efforts with the CPEx process improvement initiatives and awards programs. Small business concerns can initiate their journeys to performance excellence through CPEx involvement or participation through the State of Colorado’s Office of Workforce Development and its State Workforce Centers (http://www.coworkforce.com/EMP/WFCs.asp).

These participants in the CPEx community share a dedication to the core values of performance excellence and quality improvement, but they also share a more urgent and compelling commitment—to make Colorado a better place in which to live and work. We thank these organizations for their contributions to CPEx’s growth and success.

**CPEx Participating Organizations**

**CPEx Founding Sponsors ($25,000 or higher)**

**CPEx Major Sponsors in 2005-2006 ($3,000 or higher)**
Government
Adams County One Stop Career Center
Arapahoe County Commissioners
Arapahoe/Douglas Works!
Canon City Workforce Center
City of Colorado Springs
Colorado Association for Manufacturing and Technology
Colorado Department of Labor and Employment
Colorado Department of Labor and Employment Unemployment Insurance Division
Colorado Department of Public Health and Environment
Colorado Department of Transportation
Colorado Springs Utilities
Colorado State Workforce Development Council
Colorado State Veterans Nursing Home – Walsenburg
Colorado Water Control Division
Community Assistance Division – Jefferson County
Community Development/Criminal Justice Planning Jefferson County
Denver Office of Economic Development
Eastern Colorado Workforce Center
Frisco Workforce Center
Head Start Division – Jefferson County
Human Services – Jefferson County
Justice Services Division – Jefferson County
Larimer County Workforce Center
Mayors Office of Workforce Development – Westminster
Office of Economic Development and International Trade – Small Business Development Centers
Pueblo Workforce Center
Pikes Peak Workforce Center
Regional Transportation District
Rocky Mountain Workforce Development Center
South Central Workforce Center
Southeast Colorado Workforce Center
State of Colorado Office of Economic Development
State of Colorado Small Business Development Centers
T-REX Project
Tri-County Workforce Center
United States Department of Veteran Affairs
VA Health Administration Center
Western Workforce Centers
Weld County Employment Services
Workforce Boulder County

Business
AchieveGlobal
Advanced Energy
Avaya
CH2M HILL
Cisco Systems
Coldwell Banker
Confidential Products
CoorsTek
Corporate Express
DakoCytomation
EON Office Supply
Frontier Airlines
Good Times Restaurants
IBM Global Services
Intertech Plastics
Intrado Inc.
Jeppesen
LexisNexis
Microsoft
Navigant
Northwestern Mutual Life Insurance
OMI
Particle Measuring Systems
Pulte Mortgage
Qwest
RS Information Systems
Spectra Logic
Sprint
Sun Microsystems
TeleTech
The Bailey Company
The Denver Post
The Rocky Mountain News
United Airlines Flight Training Center
Warneke Paper Box
WaterPik Inc.
Wells Fargo
Xcel Energy

Small Business
Academic Business Consulting Group
Allied Consulting Company at Lowry
Buys and Associates
Cap Logistics
Carter & Burgess
CastleBriggs Associates
Cavendish Scott
Chiaroveggente Productions
Cognence
Confidential Products
Corporate Buying Services
Creative Excellence
Dear Ms. MentorTM
Delcan Inc.
DQP Enterprises
Dynamic Achievements
Encision
Erie County Investments
Front Range Solutions
Genitect
JCS Evaluation and Consulting
John Cooper Education and Management Consulting
Karsten Consulting
Market Engineering International
McWhinney Enterprises
Movai Technologies
Partners Through Change
Platinum Registration
Pollard Quality Consulting LLC
Real World Solutions
Realty Brokers of Colorado
RS Information Systems
Shifting Culture
Summit Performance Group
Synergy Connects
Techsource
Terabang Consulting
The Chapman Group
The Impact Institute
The Preserve Communities
The TriZetto Group
Celebrating Our Shared Commitment to Excellence

CPEx Quest for Excellence IV, the annual conference held on October 12, 2005, offered a day-long learning, networking, and best practices forum for over 330 attendees representing more than 100 Colorado organizations.

The environment of learning and sharing provided practical applications, tools, and strategies for organizations striving to reach the peak and to continue their improvement journey to performance excellence. CPEx Quest IV showcased four Malcolm Baldrige National Quality Award recipient organizations as well as the highest award recipient this year in Colorado at the Timberline level. Colorado Lieutenant Governor Jane Norton, who has become one of the state’s biggest CPEx fans, presented the awards for the second straight year. This year the event focused on CPEx’s examiners and their search for “gold nuggets” or applicants’ best practices. A networking event at the end of the day was highly successful.

Breakout sessions enabled sharing of front-line experiences and ideas from progressive organizations such as two-time Baldrige Award recipient Texas Nameplate. Dale Crownover, President and CEO of Texas Nameplate and also chair of the National Baldrige Foundation, discussed the future of the Baldrige Foundation and the role of the state organizations such as CPEx in its future. Paula Marshall Chapman, President and CEO of The Bama Companies and 2004 Baldrige recipient, packed her breakout session with some out-of-the-box thinking. Her comments regarding employee bonuses and how to motivate employees were overflowing with enthusiasm. Dr. Joe Alexander, Dean of the Monfort College of Business at the University of Northern Colorado and 2004 Baldrige recipient, articulated the achievements and metrics that showed Monfort as the leading undergraduate business school at the most reasonable cost in the U.S. Adam Cohen, Vice President of C2HM HILL, formerly Quality Director of OMI, the 2000 Baldrige recipient, gave his signature presentation on utilizing Baldrige in uncertain times and shared OMI’s experience with CPEx attendees.

In 2004, and for the first time, CPEx showcased its first Peak Award recipient, Poudre Valley Health System (PVHS), from Fort Collins. Rulon Stacey, PVHS CEO, presented a lighthearted account of the benefits PVHS has gained since beginning the Baldrige journey nearly a decade ago. Mr. Stacey also participated in the Baldrige panel event. When asked about why PVHS continues the Baldrige journey, he quieted the audience with his answer, “Because we’ve proved that because of the journey, PVHS saves lives.” The 2004 Colorado award recipients all provided their experiences in Sharing Best Practices, the CPEx video and the theme of the conference. Those honored with a 2005 CPEx award included:

“CPEx will have its 50th applicant in 2006. This is a major milestone for CPEx” according to Tom Mauro, CPEx Executive Director.
Timberline Award
- The Veterans Administration Health Administration Center, Denver

Foothills Award
- Banner Health’s Northern Colorado Medical Center, Greeley
- Health One’s Spalding Rehabilitation Hospital, Aurora
- LexisNexis, Colorado Springs
- Mesa County Valley School District’s Orchard Avenue Elementary, Grand Junction
- Mesa County Valley School District’s Taylor Elementary, Palisade

High Plains Recognition
- Avaya, Inc. – Special Benefits Group
- Avaya, Inc. – Global Environment, Health and Safety Organization
- Colorado Department of Public Health and Environment, Water Quality Control Division
- Employment Services of Weld County
- Eastern Colorado Workforce Region
- Intertech Plastics, Inc.
- RS Information Systems, Inc.
- Tri-County Workforce Center
- Western Colorado Workforce Center
- Workforce Boulder County

These award recipients experienced a rigorous application process, with site visits for the Timberline and Peak Award levels, and have proven their dedication to continuous improvement and excellence through use of the CPEX criteria. The other applicants for CPEX awards were encouraged through recognition at the event and gained tremendous knowledge from the feedback reports provided to all applicant organizations.

Achievements in Excellence
To support increasing statewide interest in CPEX and the Criteria for Performance Excellence, a CPEX Achievements in Excellence event was held August 10 in Fort Collins, hosted by Poudre Valley Health System. This half-day mini-conference in Colorado Springs featured George Hayes, President of the Medical Center of the Rockies in Loveland and formerly with St. Luke’s Hospital of Kansas City, Baldrige Award recipient in 2004. Margo Karsten, President of Poudre Valley Hospital, was another keynote speaker. CPEX has three more events scheduled in 2006. Two are with Masaaki Imai, the Kaizen Institute founder and Lean guru, in Colorado Springs and Golden with manufacturing organizations; and the other is with the Monfort College of Business and the Tointon Institute in Greeley for educational organizations.
The Executive Director and Board of Directors value fiscal accountability and transparency in our governance. Our commitment to financial viability and sustainability focuses CPEx on responsible utilization of funds from sponsorships, donations, gifts, and revenue activities. We are pleased to share our financial results, prepared through a partnership with the accountants at the Colorado Foundation for Medical Care (a CPEx Founding Sponsor).
## Balance Sheet (Statement of Financial Position)

### Ending December 31, 2005  |  Ending December 31, 2004

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petty Cash</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Operating Account</td>
<td>$16,692.34</td>
<td>$12,067.17</td>
</tr>
<tr>
<td>Payroll Account</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Savings Account</td>
<td>$42,169.14</td>
<td>$44,202.23</td>
</tr>
<tr>
<td>Cash</td>
<td>$58,861.48</td>
<td>$56,269.40</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>1,768.68</td>
<td>–</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$897.37</td>
<td>$873.24</td>
</tr>
<tr>
<td>Deposits</td>
<td>350.00</td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td>$61,859.53</td>
<td>$57,142.64</td>
</tr>
<tr>
<td>CPEx Equipment</td>
<td>1,739.82</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Property</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Long-Term Assets</strong></td>
<td>1,739.82</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$63,599.35</strong></td>
<td><strong>$57,142.64</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Fund Balances

<table>
<thead>
<tr>
<th>Description</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>2,790.93</td>
<td>$1,041.93</td>
</tr>
<tr>
<td>Sales Tax Withheld</td>
<td>–</td>
<td>($10.69)</td>
</tr>
<tr>
<td>FICA Withheld</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>State Unemployment Tax Withheld</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td><strong>$2,790.93</strong></td>
<td><strong>$1,031.24</strong></td>
</tr>
<tr>
<td>Designated Funds</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Permanently Restricted Funds</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Temporarily Restricted Funds</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>$56,111.40</td>
<td>$52,878.28</td>
</tr>
<tr>
<td>Net Earnings (Year End)</td>
<td>$4,697.02</td>
<td>$3,233.12</td>
</tr>
<tr>
<td><strong>Fund Balances</strong></td>
<td><strong>$60,808.42</strong></td>
<td><strong>$56,111.40</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Fund Balances</strong></td>
<td><strong>$63,599.35</strong></td>
<td><strong>$57,142.64</strong></td>
</tr>
</tbody>
</table>

### Income Statement

<table>
<thead>
<tr>
<th>Description</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$118,061.68</td>
<td>$113,737.65</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$113,364.66</td>
<td>$110,504.53</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>$4,697.02</strong></td>
<td><strong>$3,233.12</strong></td>
</tr>
</tbody>
</table>
Let CPEx Assist in Your Journey to Performance Excellence

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Visit our website at
www.coloradoexcellence.org

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