Page 1: Application Information

Q1 Background Information

Case Study Title	**Organizational Performance Management – We're in this together!**
Jurisdiction Name	**Scottsdale**
Jurisdiction State	**AZ**
Jurisdiction Population	**249,950**
Chief Executive or Administrator for the Jurisdiction	**Jim Thompson**

Q2 The themes below are derived from research-identified six qualities of innovation. For more definition, please visit the page linked here. Please select one theme from the options below that is most applicable to your innovation.

Reality Focused, Results Driven

Page 2: Project Leader - Primary contact for application correspondence

Q4 Project Leader (and main point of contact for the Alliance to use regarding the application and selection process)

Full Name	**Megan Lynn**
Title	**Management Assistant to the City Manager**
Department	**City Manager's Office**
Email	**MLynn@ScottsdaleAZ.gov**
Phone	**(480) 312-2854**

Q5 Organization Address

Address	**3939 N. Drinkwater Blvd.**
Address 2	**CH102**
City/Town	**Scottsdale**
State/Province	**AZ**
ZIP/Postal Code	**85251**
Country	**United States**

Q6 If there is more than one project lead, please put additional project lead contact information here.

Brent Stockwell, Assistant City Manager
BStockwell@ScottsdaleAZ.gov, (480) 312-7288

Page 3: Background Questions

Q7 Please describe your innovation. When and how did this innovation get started? Do also detail how the program or policy innovative, how it has changed previous processes, products, or services, and how it has substantially stretched or improved the boundaries of ordinary governmental operations. Please be as specific as possible and maintain a 300 word maximum.

In April 2009, Scottsdale's city manager committed to restart the city's organizational performance management program. In October of that same year, the city's Executive Team approved the proposed Performance Management framework and created a Performance Management Team. The initiative spans the organization to measure, analyze and report on the performance of the services provided by the city (https://www.scottsdaleaz.gov/performance). Based on best practice research, the team has defined performance management as an "ongoing, systematic approach intended to improve accountability and results through integrating objective performance measures with decision-making processes."

The initiative and key activities follow the four-step cycle in the Performance Management Process:
¬ Plan – Defining Results – Strategic Planning
¬ Do – Achieving Results – Performance Measures
¬ Review – Assessing Results – Low-cost evaluation, Surveys, Benchmarking and Reporting
¬ Revise – Improving Results – Process Improvement and Goal-Setting

Below is a sampling of efforts to improve the program on an ongoing basis:

2010: Scottsdale started issuing citizen-friendly annual reports, a four-page snapshot intended to give citizens a better understanding of their government and provide a more meaningful debate about fiscal priorities, performance results and future challenges.

2012: Standard training in performance management was developed for employees and hundreds of city employees have participated in continuously improved training courses.

2013: A workshop with the City Council was held to identify a mission statement and identify Council priorities for the Organization Strategic Plan. A quarterly report is issued documenting progress towards meeting these six goals.

2016: Scottsdale joined the Bloomberg Philanthropies' What Works Cities initiative and started conducting low-cost evaluations and developing an open data program.

2018: Scottsdale was one of five cities recognized on the What Works Cities Certification Honor Roll.

The program has improved the boundaries of ordinary governmental operations by creating collaborative communities, both internally and regionally, to spur performance management innovation, conversation and connection.

Q8 In less then 200 words, what individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? What strategic partnerships and/or community networks, if any, were developed?

The Performance Management Team operates using a sub-team approach of individuals from departments across the city. For 2018, there are four focus areas:

1. Reporting/Benchmarking. Reviews the Quarterly Performance Report, recommends additional measures or reports, and develops reports from regional/national benchmarking efforts.

2. Open Data. Works with the business intelligence unit to support the use of open data within the city to advance the practice of evidence-based decision-making.

3. Process Improvement. Oversees the process improvement initiative, makes recommendations on process improvement training and facilitates process improvement efforts within departments.

4. Behavioral Insights. Encourages use of behavioral insights to improve city programs and services and coordinates behaviorally informed randomized control trials to improve performance and test what works.

Splitting responsibility has allowed progress to be made in each area and has those involved excited and passionate about their area of interest. It also helps build capacity by building additional leadership depth in performance management.

In 2011 Scottsdale formed Valley Benchmark Cities, a network of the 11 largest cities in the Phoenix area to identify common information to share, discuss, and develop a better understanding the similarities and differences between operations, with the aim of improving local government performance.

Q9 If a private consultant was used please describe in detail their involvement, identify the consultant and/or firm and provide contact information. Maintain a 100 word maximum.

Initially the city relied on internal software, however began to outgrow these in-house tools. In 2016, Scottsdale partnered with Envisio (https://www.envisio.com/) to build an integrated platform. This partnership led to the development of a Valley Benchmark online report (https://app.benchmark.envisio.com/reports/custom/public/3636), a reporting system for the city's strategic plan (http://performance.envisio.com/dashboard/scottsdaleaz/), and an in-development performance management dashboard that will integrate to the strategic plan and provide progress updates regarding key performance measures. Envisio has been a valuable partner and has worked quickly and collaboratively to apply our input to design the program for the GovBenchmark and Performance Manager software.

Contact: kjuson@envisio.com, (604) 670-0710

Q10 In less than 200 words, please describe the extent to which you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please also provide verification of the replication.

Scottsdale is a leader in the area of Organizational Performance Management. The format of using representatives from all city divisions to create one central performance management team, and specialized sub-teams exemplifies Scottsdale's model that, "Organizational Performance Management is a small part of everyone's job, and not the full responsibility of one person's job." This decentralized, all-in-this-together approach makes this program achievable for jurisdictions of all sizes and resources. Scottsdale has worked on an advisory basis with cities of various sizes from across the country to discuss replicating this model. Scottsdale's program received Honor Roll recognition from What Works Cities certification in 2018 and received Certificate of Excellence from ICMA for six consecutive years. Scottsdale has also placed training resources on our website, and other cities have stated that they have adopted this information in their training programs. In addition, Scottsdale has given numerous regional and national presentations about our citizen-friendly reporting initiative, and graphics created by Scottsdale have been replicated in other cities reports.

Q11 In 200 words, please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain?

A key step and challenge is embedding performance management into the organizational culture. Communicating to staff the concepts and purpose of performance management is important and ongoing. Scottsdale communicates this to staff in various ways. For example, at new employee orientation, a representative from the City Manager's Office greets new employees and covers the city's mission statement, strategic goals, and City Council priorities, as well as performance information. In addition, a performance management toolbox (intranet page) is available to all city employees which helps them understand the team's goals and efforts.

Although the city has done training and review with staff on the Quarterly Performance Reports and Budget Report performance measures, some of the measures currently used are not as outcome-focused as they could be. There needs to be continued alignment with decision making and council priorities. In addition, staff often need management motivating them to use performance measurement before this is a priority for them.

Q12 What outcomes did this program or policy have? Could you share one or two objective measures that demonstrate these outcomes? Ultimately, how did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? Please maintain a 300 word maximum.

A main focus of the team approach within the Performance Management framework is for leadership development. Each sub-team has a consistent team leader, as well as project leaders within each sub- team that rotate as projects change. These provide leadership and development opportunities across the organization and showcase staff development and leadership progression.

Additionally, Scottsdale has used performance measures for improved decision-making. For example, the city relocated a fire station to improve fire response times, based off the insights learned from tracking response-time measures. Another example is the city's Facilities Management Department, who had a preventative maintenance backlog. The Department decided to track preventative maintenance over time, which helped reduce this backlog.

Page 4: Communicating The Impact

Q13 Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage.

Scottsdale's Organizational Performance Management Program has received multiple press coverage pieces to date, including:

A write-up by Bloomberg Philanthropies What Works Cities about using data to drive a region: https://whatworkscities.bloomberg.org/works-city-feature-scottsdale-az/

An article in Medium.com discussing Scottsdale's use of behavioral insights to make a difference in the city's Adopt-A-Senior program: https://medium.com/on-the-road-whats-working-out-west/in-scottsdale-testing-government-messages-yields-notes-of-gratitude-e5c1d2167682

A 2016 article in Government Finance Review on successful strategic planning: http://www.gfoa.org/sites/default/files/GFR041634.pdf

A 2013 article on Governing.com on citizen-centric reporting: http://www.governing.com/gov-institute/funkhouser/col-citizen-centric-financial-reporting-accountability-transparency.html

A 2013 in Ernst and Young on citizen-centric reporting: https://www.ey.com/Publication/vwLUAssets/Citizen_Today__Jan_2013/$FILE/Citizen_Today_Jan_2013.pdf

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Q14 Enter your social media post here.

To improve your organization's performance, it's best to use a team approach to focus attention on date-driven decision-making says @ScottsdaleAZgov learn more @transformgov #TLG2019 #SimplyBetterService

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Q15 If possible, add an image to be shared with your post above.

BudgetBook2018_AssetsFacilities_207770_QUADSPREAD.jpg (487.2KB)

Q16 In less than 200 words, please write an abstract or short description for your innovation that would make conference attendees say "Well, I need to attend this session!"

Performance Management efforts often struggle to take root in an organization. Learn about how Scottsdale, Ariz. (pop. 249,950), has used a cross-departmental team approach to innovate successfully. Scottsdale staff will share about how they have created an innovative approach to budget and annual reporting, leadership development through team involvement, and regional benchmarking to improve their efforts at data-driven decision-making.

Q17 Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact.

David Swindell, Director & Associate Professor
Arizona State University: Center for Urban Innovation
david.swindell@asu.edu, (602) 496-0448

George Pettit, ASU School of Public Affairs Professor of Practice
George.A.Pettit@asu.edu, (602) 496-1093

Zach Markovits, Director of City Progress What Works Cities
zach@results4america.org, (646) 854.5380

Q18 You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. In 200 words, please address;- How will you make the session creative and unique?- How do you plan to be both entertaining and educational?- Include a description of how your session will facilitate group activities and/or interaction.- What will attendees be able to have as an actionable "takeaway" from the session?

This will allow us this get the pulse of the room and be able to tailor the session to those in the room. The presentation will be well-designed with quality graphics, and use of videos to illustrate concepts. An exercise to identify staff skills needed to carry out the initiative will help participants identify who they might recruit for their teams when they return.

Q19 Anything else you would like to add? Maintain a 200 word maximum.

Scottsdale values openness, transparency and continuous improvement. To support this, we have a Performance Management webpage on our city's website that is tailored to helping residents and stakeholders understand where we spend our time and resources, and how we operate as a city to best serve our citizens (https://www.scottsdaleaz.gov/performance).

Q20 Don't stop here! Would you like to use this application as part of your submission for an Innovation Award as well? If yes, two additional questions will be required after this question. Innovation Awards are presented to Alliance for Innovation member organizations who's policy or program have substantially stretched the boundaries of local government operations. Innovation Awards have taken a quantum leap of creativity to achieve local government operational improvements.

Yes

Page 5: Innovation Award Section

Q21 In 200 words, how exactly is your program or policy a quantum leap of creativity? How has your innovation changed previous processes, products or services? Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations.

Scottsdale's Performance Management initiative spans the organization to measure, analyze and report on the performance of the services provided by the city (https://www.scottsdaleaz.gov/performance). Based on best practice research, the team has defined performance management as an "ongoing, systematic approach intended to improve accountability and results through integrating objective performance measures with decision-making processes."

Highlights from this program include:

2010 Scottsdale started issuing citizen-friendly annual reports, a four-page snapshot intended to give citizens a better understanding of their government and provide a more meaningful debate about fiscal priorities, performance results and future challenges.

2012: Standard training in performance management was developed for employees and hundreds of city employees have participated in continuously improved training courses.

2016: Scottsdale joined the Bloomberg Philanthropies' What Works Cities initiative and started conducting low-cost evaluations and developing an open data program.

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The program has improved the boundaries of ordinary governmental operations by creating collaborative communities, both internally and regionally, to spur performance management innovation, conversation and connection.

Q22 Would you classify your innovation as leading practice, which means that the approach is seen in some form among only a few local governments, or on the emerging edge, with your jurisdiction perhaps the first to explore its potential? Please explain your classification and reasoning within a 200 word maximum.

The Scottsdale Performance Management program innovation is on the emerging edge. Our jurisdiction was the first to form a consortium of regional contacts to learn from and with on benchmarking efforts and is a recognized leader in the area of citizen-centric reporting outlined by the Associated of Government Accountants (https://www.agacgfm.org/Resources/Performance-Accountability/CCR.aspx).

We have also received a What Works Cities certification – one of 14 cities to be recognized with more than 100 applying. In addition, Scottsdale is also leading the way with our Performance Management sub-team approach, through efforts such as our behavioral insights projects and training with the external organization the Behavioral Insights Team (BIT).