

# 2019 TLG Innovation Showcase Applicant

## City of Raleigh Strategic Planning and Performance Analytics Academy

City Raleigh, North Carolina

*#Reality Focused, Results Driven*

Population: 458,000

### Innovation

#### Criteria:

- Initiative fundamentally changed a process, product or service (fundamental)

OR

- Initiative builds upon existing knowledge to improve a product, process or service (incremental)
- The initiative substantially stretched the boundaries of ordinary governmental operations.

### 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.)*

The Strategic Planning and Performance Analytics Academy began in July 2016 as a workshop entitled “Working with Data” attended by 80 employees. The workshop was popular with staff leading to internal discussions about providing technical training opportunities for city staff around performance management and data. Afterwards, staff conducted a training needs assessment which led to a capacity-building pilot which was approved by the City’s leadership team.

That pilot was the Strategic Planning and Performance Analytics Academy (the Academy) which seeks to advance the City’s data-based decision-making culture. The Academy provides trainings that strengthen the City’s internal capacity to advance strategic planning initiatives and creates a learning community that has increased information sharing and developed internal support networks.

Now in its third year the Academy has grown and evolved every year based on organizational needs and identified training gaps. The Academy is managed by the Budget and Management Services Department but is guided by a steering committee consisting of staff from all internal services departments and the course content is approved by the City’s senior leadership team. Each year staff identifies the organizations priorities in the realms of strategic planning, performance management and continuous improvement and develops a curriculum that provides trainings to ensure that City staff can achieve those priorities.

The Academy has played an important role in allowing the City to have success and employee buy-in with its Strategic Plan and its STAT program. This success is due to the Academy’s unique approach in conducting annual assessments of organizational priorities and employee skill sets around those priorities so that we can set up employees for success.

In its first two years the total attendance of the Academy was 365 with attendees represented by every City department. Every topic has received positive feedback from attendees.

## Collaboration

### Criteria:

- Initiative demonstrated engaging stakeholders both internal and external.
- Initiative demonstrated high performance teaming, breaking down internal silos.
- Strategic partnerships and or community networks were developed as a result of the initiative

**In less than 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 Academy was created in FY2017 by staff in Budget and IT. It is managed by staff in Budget and guided by a steering committee made up of staff in all internal services department. The work plan is presented to the City's senior leadership team to ensure that it aligns with the city's priorities.

The Academy started as cohort model which was focused on employees with roles in strategic planning, departmental business planning, and performance management. That approach has evolved to where the Academy is open to all employees but we do make intentional efforts to reach out to employees involved in those targeted areas. On an annual basis, we go to department directors around the City and promote the Academy to ensure that there is management support. At each session, we inform attendees that we can provide additional training for departments. To date the following departments have taken advantage of that offer: Parks and Recreation, Transportation, Development Services, and Solid Waste Services.

The Academy piloted a Lean Six Sigma training in FY2017 which was popular and has led to Lean Six Sigma becoming a program that will be launched in HR as part of a greater continuous improvement program.

**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.**

The Academy was created internally and is managed internally. In the past, external trainers have been brought into lead specific trainings. In FY2017, Jeff Quinn and Katie Rosanbalm from the Duke University Center for Child and Family Policy led two trainings on logic modeling which 44 City employees attended.

## Significance

### Criteria:

- Initiative addresses an area of concern for the majority of local government organizations.
- Initiative can serve as a model and replicated in other jurisdictions.

**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.**

The City of Raleigh's Academy is easily applicable. The ability to replicate the Academy is dependent on a proactive approach to aligning organizational priorities around strategy and data to organizational trainings to ensure that

staff are set up to succeed. We do not have any evidence of any replication of our program but have been approached by Wake County, NC and Kitsap County, WA to learn more about our program. We have also shared our experiences with the Academy at the Regional Strategy & Innovation Group in North Carolina.

## Effectiveness

### Criteria:

- Initiative addresses a community or organization need.
- Initiative has achieved tangible results.
- Initiative improved the organizational culture or the traditional approach to problem solving.
- Initiative has received recognition for its achievements, i.e. independent evaluation, national recognition, local press, etc.

**Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain?**

Perhaps the most significant obstacle that the Academy initially faced is engaging various stakeholder departments in a collaborative manner. Within the City of Raleigh there many departments that operate in similar spaces including data and continuous improvement. An example is that Performance Management is managed by Budget and Management Services while measure reliability is reviewed by Internal Audit and Enterprise Data is managed by Information Technology which meant that potential turf battles existed when creating the Academy. We were able to prevent those battles by creating a steering committee of internal services departments and making them key stakeholders in the Academy. The way we teach data sessions in the Academy speaks to how we have worked to engage all the stakeholders. Budget and Management services teaches performance measurement and data analysis, Internal Audit teaches data integrity, Information Technology teaches data visualization and Finance teaches financial data.

One of our goals, which we have had success with, is that we don't want to the Academy to be seen as the Budget office's Academy but rather as the City's Academy.

**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?**

Initially the outcomes of the Academy were to address urgent training needs that the organization had in the areas of performance management, measurement and data collection. Over time, the Academy has maintained a goal of providing training in those areas but has also added desired outcomes for greater skill development in the areas of continuous improvement, strategic and business planning and budgeting. After each session, attendees are requested to provide feedback on the training and we also survey attendees on the overall Academy at the end of fiscal year. Over the two first years of the Academy, feedback has been highly positive. In addition, to skills training an outcome of the academy is that employees are able to network with staff from other departments. One attendee wrote that, "The second most valuable takeaway in these session is networking with colleagues from other Departments. Thanks for the opportunity!"

We have also seen the internal skill capacity developed within the Academy lead to high quality work being performed by staff in the areas of Strategic Planning, Performance Management and Departmental Business Planning.

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

No

## Presentation

### Criteria:

- Presentation will be delivered by a team.
- Presentation will be highly interactive and engaging.

### Example Social Media Post

A local government's strategic priorities are only as good as the good as the tool belt of the employees working on it. Come learn how to create employee tool belts that set your employees up to succeed in achieving your organizations priorities via the example of the City of Raleigh's Academy at #TLG2019

**Please write an abstract or short description for your innovation that would make conference attendees say "Well, I need to attend this session!"**

Are you creating a new strategic plan or performance management program? Are your employees scared of the additional work or that they may not be able to succeed? Come listen to the City of Raleigh talk about how they dealt with the same exact challenge. The City of Raleigh's Strategic Planning and Performance Analytics aligns the city's analytic training program with the City's priorities to ensure that employees are set up to succeed in achieving the City's strategic priorities. Attendees will get to participate in an interactive session where they will eat chocolate, play with Play-Doh, learn more about the City of Raleigh's story, and come away with concrete steps on how they can better align their organizational training with their strategic priorities.

**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?**

One of the hallmarks of our Academy sessions is they are interactive, fun and informative. Our session at TLG would be no different. Like at all our sessions there will be lots of candy and play-doh. We would approach the session as a mini-academy session where we would spend some time talking about our story and our Academy but spend the majority of time guiding attendees through how to think about how they can take the lessons that we have learned and apply it to their organizations.

**Anything else you would like to add?**