When time came to revisit Olympia’s 20-year Comprehensive Plan (CP), the city spent five years in its’ development, responded to community feedback to create an action plan to carry out the vision, and used technology to track progress.

**Process:** Staffed by two, the Office of Innovation was created to work interdepartmentally and carry out the CP’s action plan, called the Performance, Priorities, and Investments Cycle (PPI). Working with fiscal and information services teams, the office helps departments track and monitor what the city is doing, how well they’re doing it, and communicate the results through the budget.

**Tools:** A community dashboard tracks 31 indicators in 5 focus areas. Connected to operational performance metrics, it is updated and reviewed annually and uses "turn the curve" methodology. Community surveys are used to identify priorities and connect interested groups with events like *Community Conversations*, an event for council to listen to the ideas of the community. Olympia sought to hear from underrepresented groups in government decision making, and made childcare, food, and bus passes available to participants.

**Results + Learnings:** Real time dashboard reporting helps identify areas that need help, are performing well, and connect the dots between what employees are doing day-to-day and how that relates to the broader CP vision. Because of the long range nature of the plan, Olympia expects slow, steady, and collective change. Results are reported to the community through an annual report called "Onward Olympia," and data is helping council set priorities. 91% of *Community Conversations* respondents were confident their feedback would influence decisions at city hall and 100% said they will pay more attention to city government. These tools help the city build relationships and trust within the community and government.
Q + A

2018 was a pilot year- how did your team create a space to try and fail?
I have been on this action plan work since 2014. It took us until 2018 to build out our action plan, our interdisciplinary team and indicators. The reason we’re able to test these things is due to the culture around the CP and the support of our city manager to build up support and investment in developing the action plan and framework. We’ve had to dedicate time and resources to it, but as an organization we’ve identified this as a priority.

How did people engage in Community Conversations?
We chose a time and reduced barriers for people to attend, providing food and childcare so adults can attend the meeting and use of bus passes. We also did personal outreach with interest generated from the community survey. It was time and labor intensive, so we’re very selective about how and when we do this.

How was it determined who to send out surveys to?
Elway is our consultant for statistically significant surveys and they use a combination of information including resident data, utility billing, and voter info. We have updated our information in preparation for the census, so we have more accurate resident information. Renters are harder to specify, but now we can reach almost everyone in the city.

How does this help with goal setting?
Council used to hold annual retreat and goal setting was a blank slate. They weren’t working from any community indicators or the plan. We had one council member bring up a dog park which wasn’t part of any plan, but was a priority to that particular council member. When we tie in the master plan and community plan, we move the needle on community indicators.
Public Works Dashboard

City Wide and Employee Indicators
- Employee Satisfaction
- Infrastructure Condition
- Greenhouse Gas Emitters

General Services
- Building Condition
- Worker Safety
- Meet Greenhouse Gas Emitters

Engineering
- On-Time Delivery Rate
- On-Budget Delivery Rate

Transportation
- Pavement Condition
- Collision Rate
- Travel Mode Trends

Water Resources
- Drinking Water Quality
- Septic Connections
- Sediment Management

Administrative Services | Office of Performance and Innovation

Image from Olympia’s dashboard

View the session recording here: https://attendee.gotowebinar.com/recording/1862871062854361858