April 2, 2019

Just how would it look institutionalizing your commitment to an annual cycle of learning, engaging, and adapting, including: an annual evaluation of metrics; Council goal setting; community partner and citizen engagement; and priority action updates as needed?
Agenda

1. Panelist introduction
2. Feature presentation
3. Q&A
4. Final Wrap-up
About the Alliance

Convene and Engage Networks of Thought Leaders

Provide Training to help Organizations Build and Sustain a Culture of Innovation

Identify, Distribute Leading & Emerging Practices/Trends Important to Local Gov

@Envisioinc
@maplewoodmn
@transformgov
How To: GoToWebinar

Clicking the rectangle will place you in full screen mode.

Clicking the arrow on your Go To Webinar Toolbox opens and closes your viewer.

All attendees are muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Panelists

Kevin Knutson  
Vice President of Customer Success, Enviso

Mike Funk  
Assistant City Manager/HR Director, City of Maplewood, MN

Lois Knutson  
Administrative Services & Performance Measurement Coordinator, City of Maplewood, MN
Advantages

Best utilization of resources
Improved efficiencies
Cohesive operations
Usable new insights
Effective problem intervention
Evidence-driven decision-making
More open government
Greater trust in government
Challenge #1 – Poor Data Management
Challenge #2 – Missing Analytics
Challenge #3 – Incomplete Assessments
Challenge #4 – Poorly Calibrated Actions
Government Performance Analytics Maturity Model

The State of Performance Analytics in Local Governments: An Initial Assessment

School of Public Affairs
Arizona State University
“We were pleased to note that a significant number of local governments had already achieved the "appreciative" level of maturity and a significant number of police departments had gone further and achieved the "organized" level of maturity.”
Performance Analytics in Local Government

The State of Performance Analytics in Local Government: Analysis of Measures

Figure 38: Level of performance analytics maturity
City of Maplewood, Minnesota

- Population 40,000
  - 32% People of Color
  - Median Age 39.3
- First Ring Suburb of St. Paul
- City Manager Form of Government
- 170 Full-Time, 75 Part-Time employees
- 6 Department Heads, 40 Supervisors
- Home to 3M – 10,000 employees
Maplewood Strategic Plan
“Guiding Our Decisions”
Where our plan began

• Began in 2015
• Focus on goals rather than strategy
• Loosely defined
• Most employees didn’t even know we had a strategic plan
• Reporting was done annually using an Excel spreadsheet
• No performance measures, charts or graphs. Just a lot of words!
**Strategic Priority: Operational Effectiveness**

**Key Outcome Indicator:** Performance Measures  
**Target:** Five core effectiveness measures - all departments

<table>
<thead>
<tr>
<th>Strategic Initiatives/Action Plans</th>
<th>Who's Responsible</th>
<th>Start Date</th>
<th>Status (0,1,2)</th>
<th>Measure of Success/Comments:</th>
</tr>
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<tbody>
<tr>
<td>Review and analyze existing performance measures.</td>
<td>Executive</td>
<td>2016</td>
<td></td>
<td>Collect operational data to determine if service delivery is cost effective. This data will be used in decision making, implementing best practices, comparing to other similar sized communities, etc. in an effort to maximize resources.</td>
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Checklist for plan improvement

- Strategic Planning more than just setting goals
- Council buy-in
- Employee buy-in
- Quarterly reporting vs annual reporting
- Actual performance measures
- Budget process is tied to the Strategic Plan
2015 Process

- Retreat
- Developed Strategic Plan
- Annual Budget & CIP
- Annual Strategic Plan Reporting

2017 ENVISIO

- Conduct Community Survey
- Department Heads Review Key Outcomes & Performance Measures
- Supervisors & Key Front Line Staff Create Action Steps
- Council Retreat
- Adjustments to Strategic Plan
- Annual Budget & CIP
- Quarterly Strategic Plan Reporting – Internal & External

2019 Process
Outcomes

• Common focus among departments
• Service model changed from reactive to proactive
• Renewed sense of purpose among staff at all levels
• Provides staff with a larger picture of competing needs within the city
• Revised staff reports help stay focused on council priorities
• Internal decision making tool – quarterly reporting
What We’ve Learned

• The process is a continual journey
• Be selective in identifying performance measures and associated metrics
• Engage employees at every level of the plan
• Integrate City’s Strategic Plan with department work plans
• Start small and accept that your plan won’t be perfect
6 Best Practices for Performance Management & Analytics
Best Practice #1 – Centralize Your Data
Best Practice #2 – Use Performance Analytics
Best Practice #3 – Visualize & Assess
Best Practice #4 – Align Actions & Metrics
Best Practice #5 – Automate Management Reporting
Best Practice #6 – Tell Your Story
Poll

What additional information would be useful?
Save the Date!

Upcoming learning events:

http://transformgov.org/virtual-events

- 4/18: Find Your Voice: Creating A Narrative For Local Government Innovation - Standard Reg & Bundle Subscriber

- 4/25: Engaged & Empowered: Capacity Building for Innovation Through Employee Committees - Standard Reg & Bundle Subscriber

- April 9 – 12, 2019 Transforming Local Government (TLG) in Reno, NV! Register today! (Pre-conference workshop with Edict Systems!)

Thank you for us today!