CREATING A CULTURE OF STRATEGY AND PERFORMANCE MANAGEMENT

THE CITY OF RALEIGH'S JOURNEY

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Senior Strategic Planning & Performance Analyst

Strategy & Performance Framework

Strategically Aligned Performance

ENVISION & PLAN: CONTEXT

What does our community or organization currently look like?

What do we want to look like?

What is happening in our environment?

- Mission & vision
- Organizational values
- Environmental scans (SWOT, PESTLE)

Understand context

ENVISION & PLAN: FOCUS

What new results or conditions would we like to see?

What strategies and actions will most likely help us achieve our desired results?

How will we know if we are successful or unsuccessful?

- City of Raleigh Strategic Plan
- Departmental business plans
- Employee performance goals

Develop plans with goals/ objectives, initiatives, measures

ENVISION & PLAN: RESOURCES

What funding, staff, and resources do we have or might we get to achieve our goals?

How will we allocate those resources we have toward our priorities?

- City of Raleigh operating and capital budgets
- Grants
- Departmental resource realignments

Allocate resources

ENACT

Partner with stakeholders to implement outlined initiatives and collect data for identified performance measures.

Implement plans

EVALUATE

Are we making noticeable positive impact?

Did we achieve our objectives? If not, what do we need to improve?

How can we maximize our impact, effectiveness, and/or efficiency?

- Surveys (e.g., Community Survey)
- Data analysis
- Program evaluations
- Continuous improvement

Assess performance

ENGAGE

How will we encourage accountability and constructive discussions about performance?

How will we keep City Council and the public informed about our performance?

How will we equip City employees with the skills needed to remain a strategically aligned organization?

- CORStat (City of Raleigh Statistics)
- Core Teams
- Performance and Evaluation reports
- Strategic Planning & Performance Analytics Academy

Share progress and results

Capital City

464,972

7,000+ FT/PT

Envision. Enact. Evaluate. Engage.

ENVISION:
CONTEXT & FOCUS

- What is happening in our environment?
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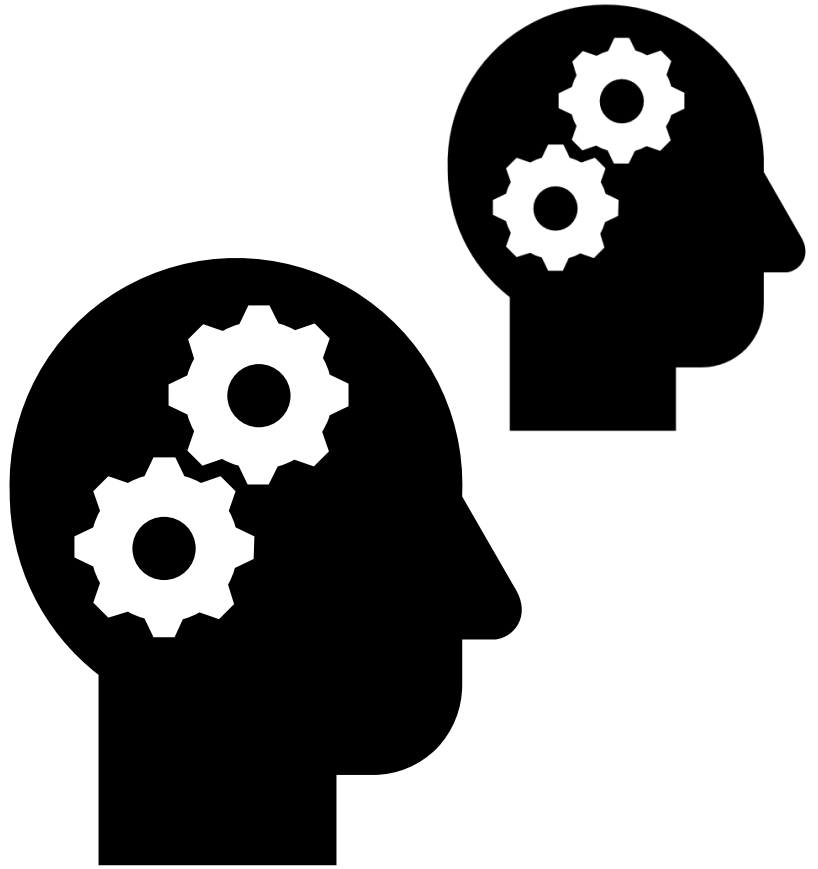
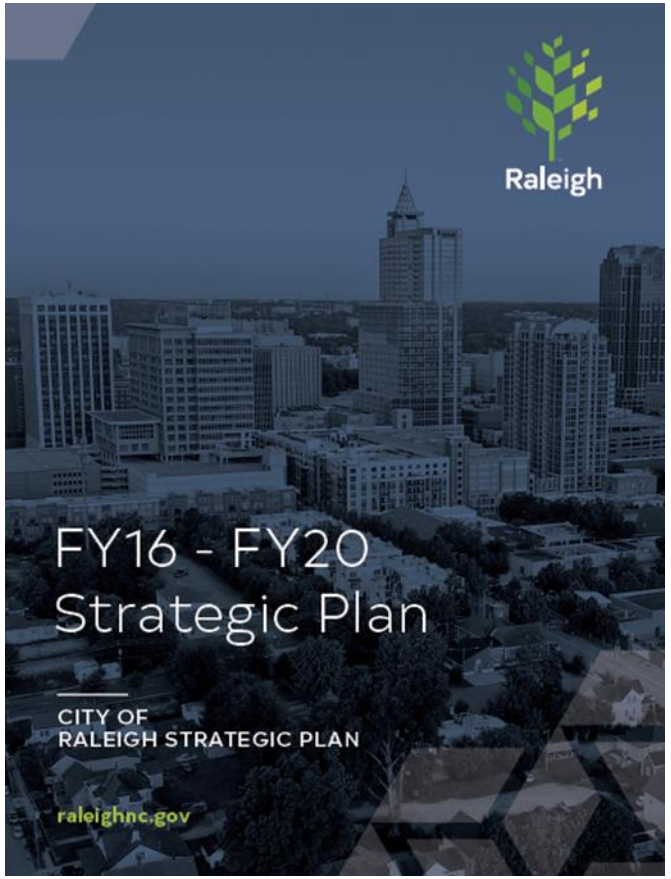
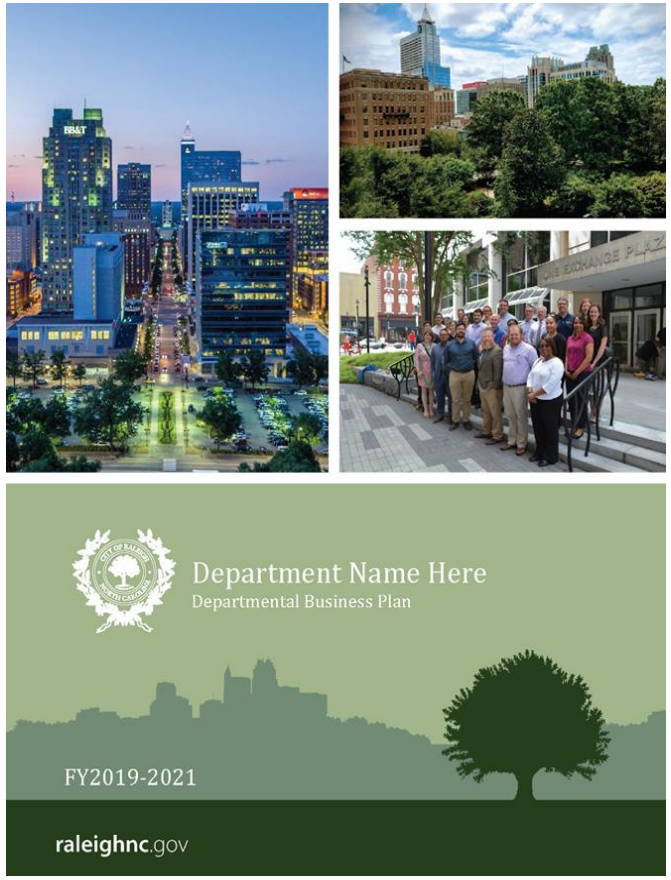


ENVISION:
CONTEXT & FOCUS



- Adopted in April 2015
- First-ever Strat Plan
- Increase collaboration, provide clarity on priorities, breakdown departmental silos
- Encourage data-informed, strategy-driven discussions



- Revamped in late 2017
- Facilitate strategic discussions within & across departments
- Allow for strategic resourcing
- Formal platform for departments to tell their story

ENVISION: CONTEXT & FOCUS

SWOT Objectives, Initiatives, and Performance Measures

Objective 1: [Insert here]
SWOT Alignment - This objective addresses: Choose an item. **Number:** Choose an item.
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Strategic Plan Alignment: Choose an item. **Objective:** Choose an item. **Initiative:** Choose an item.
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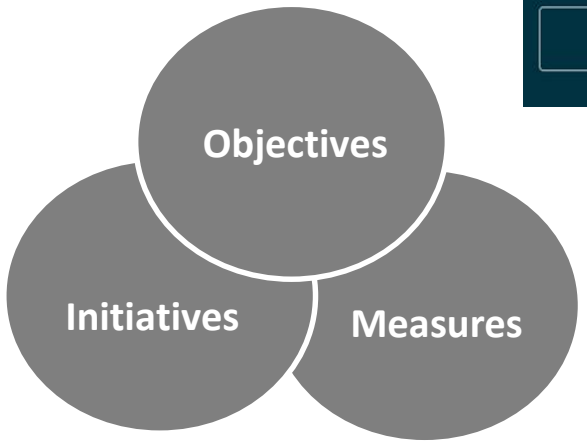
Strategic Plan Alignment: Choose an item. **Objective:** Choose an item. **Initiative:** Choose an item.

Initiative 1.1: [Insert the initiative here.]
Initiative 1.1 will begin in Choose an item and anticipated to end in Choose an item
Initiative 1.2: [Insert the initiative here.]
Initiative 1.2 will begin in Choose an item and anticipated to end in Choose an item
Initiative 1.3: [Insert the initiative here.]
Initiative 1.3 will begin in Choose an item and anticipated to end in Choose an item

Performance Measure 1: [Insert performance measure here].
Performance Measure 2: [Insert performance measure here].



Department Business Plans

While our strategic plan is our guiding document for the City, each department has a business plan specific to its priorities and services. The business plan supports the City's overall strategic plan, gives the department direction, and helps it realize the City's strategic initiatives. The business plans are representative of each department's goals and objectives and provide a foundation on which it can measure its performance.

Budget & Management Services	City Manager's Office	City Planning	Communications
Convention Center & Performing Arts Complex	Development Services	Economic Development & Innovation	Emergency Communications
Emergency Management & Special Events	Engineering Services	Finance	Fire
Housing & Neighborhoods	Human Resources	Information Technology	Internal Audit
Parks Recreation & Cultural Resources	Police	Public Utilities	Solid Waste Services
Sustainability	Transportation		

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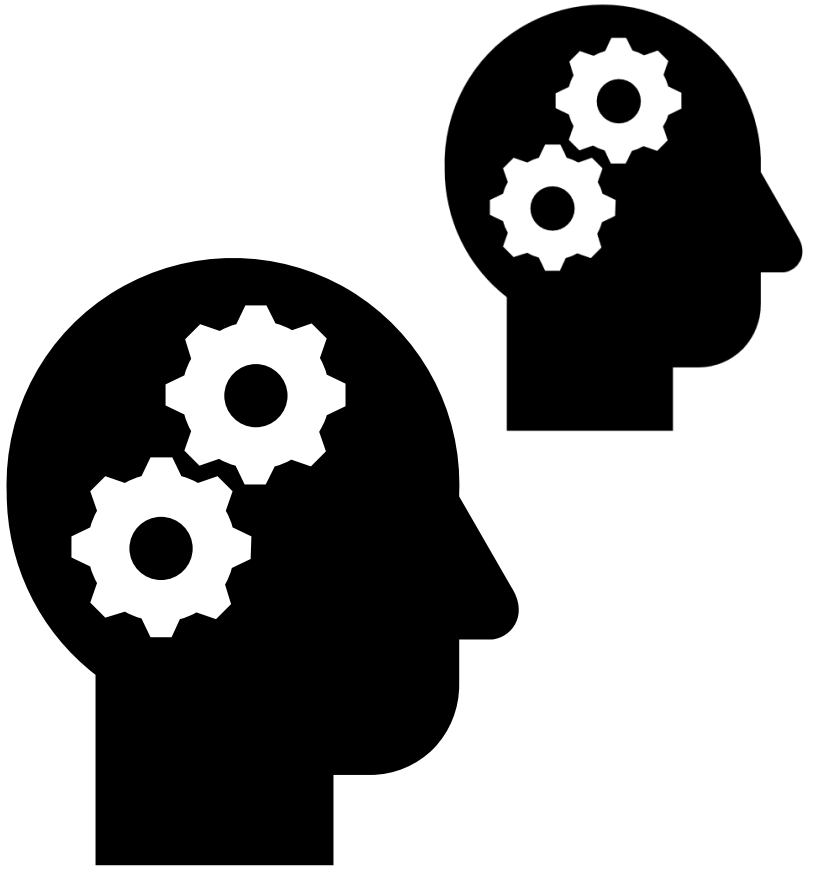

ENVISION: RESOURCES

- Strategic Plan
- Departmental Business Plans

Supplemental Request Scoring

Department	Supplemental Request Title	Amount	FTEs	Brief Description	Connection to Strategic Plan	What KFA, Initiative and Objective does the request support, if any?	Business Plan Connection
Communications	Branding Study Implementation	60,000		Production of building signs, marketing and pins and stationary, for select staff/officials.	3 - Strong Connection	Organizational Excellence (Initiative 1.3)	3 - Strong Connection
Communications	Closed Captioning	160,000		Closed-captioning services for 200 hours municipal meetings.	1 - Loose Connection	Safe, Vibrant & Health Community (Initiative 3.3)	2 - Some Connection
Emergency Communications	Call Taker Staff Increase	446,876	10	Addition of 10 Call-Takers over FY18 (6 in July '17/4 in January '18). Purpose is to reduce answering time of incoming calls to 911 Center.	3 - Strong Connection	Safe, Vibrant & Health Community (Initiative 1.3)	3 - Strong Connection
Emergency Communications	Telecommunicators Staff Increase	169,174	6	Addition of 6 Telecommunicators in January 2018 to increase dispatch staff for Raleigh Fire Department by expanding the consoles serving this function.	3 - Strong Connection	Safe, Vibrant & Health Community (Initiative 1.3)	2 - Some Connection
Economic Development	Car Allowance	11,357		Car Allowance for staff to meet frequently with external clients at various business locations	1 - Loose Connection	Economic Development & Innovation	3 - Strong Connection
Economic Development	Executive Pulse Subscription	19,225		ExecutivePulse is a tool that will help provide tracking and reporting support for economic development initiatives	2 - Some Connection	Economic Development & Innovation	3 - Strong Connection
Economic Development	Jobs EQ Subscription	6,500		JobsEQ is a subscription-based software that provides access to labor market data	2 - Some Connection	Economic Development & Innovation	3 - Strong Connection
Economic Development	Exelligent Subscription	4,200		Exelligent provides comprehensive inventory of commercial properties available for lease and sale, tenant information, sales comparables, historical trends or lease rates and building occupancy, market analytics and demographics	2 - Some Connection	Economic Development & Innovation	3 - Strong Connection

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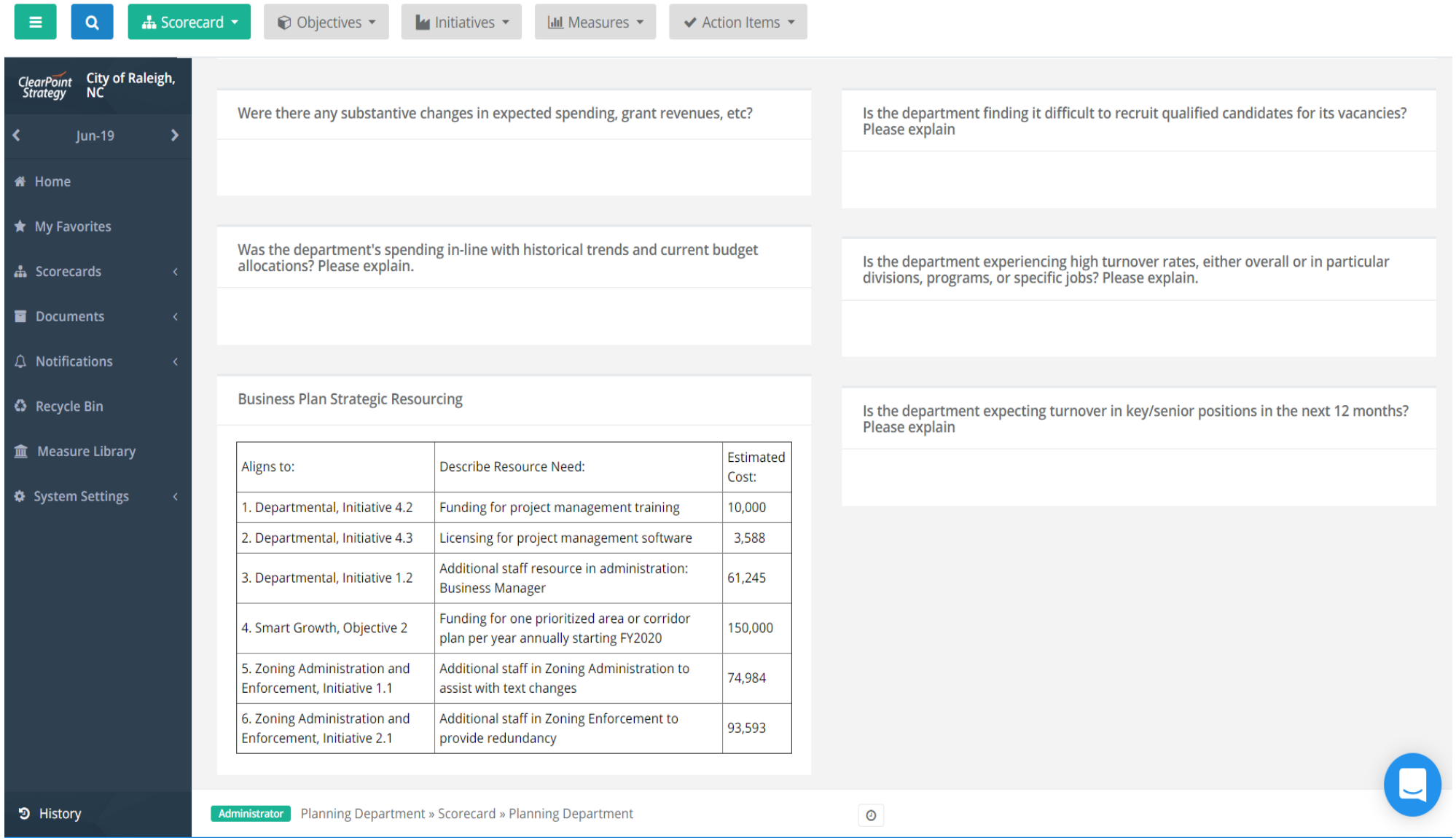

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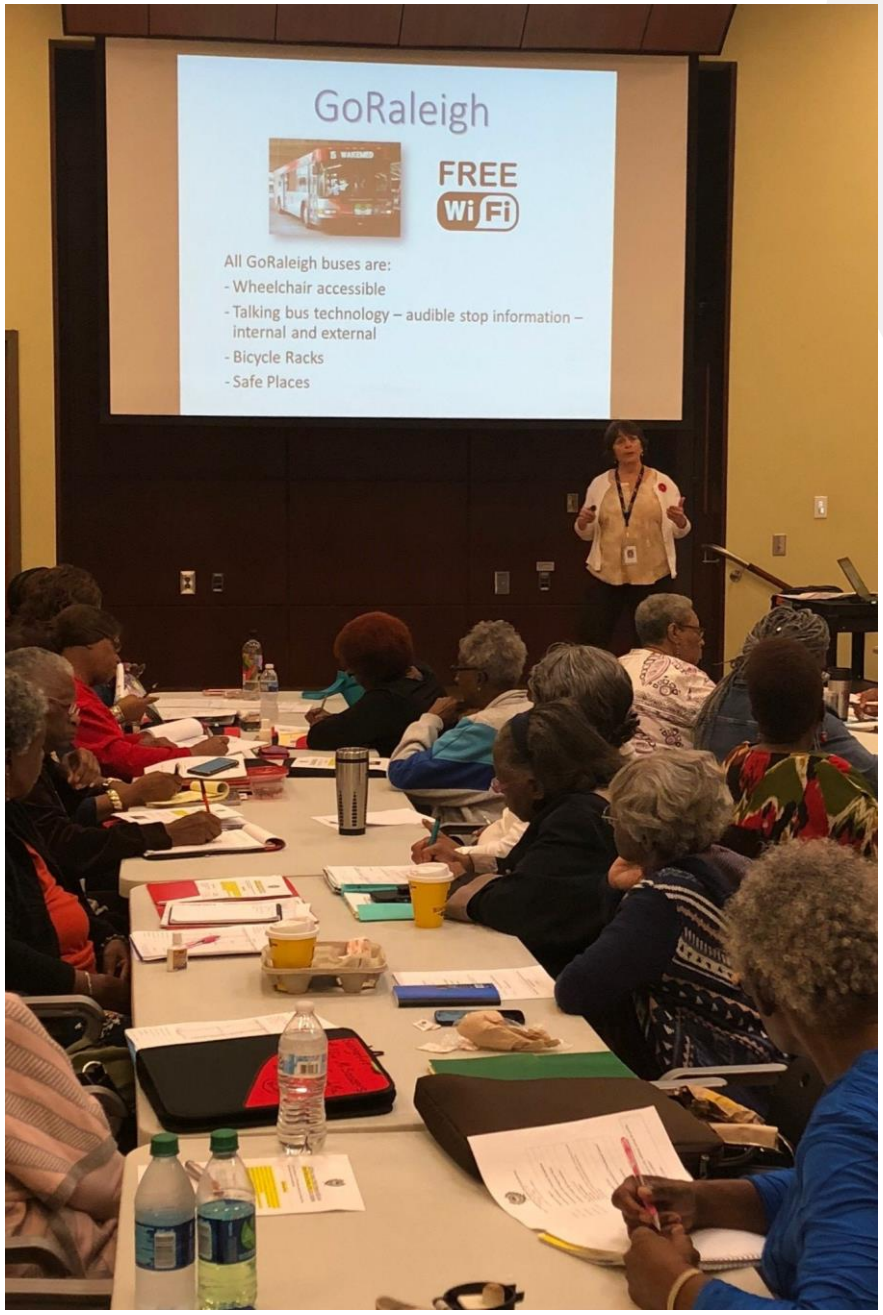
220+ employees directly involved in implementing Raleigh’s Strategic Plan

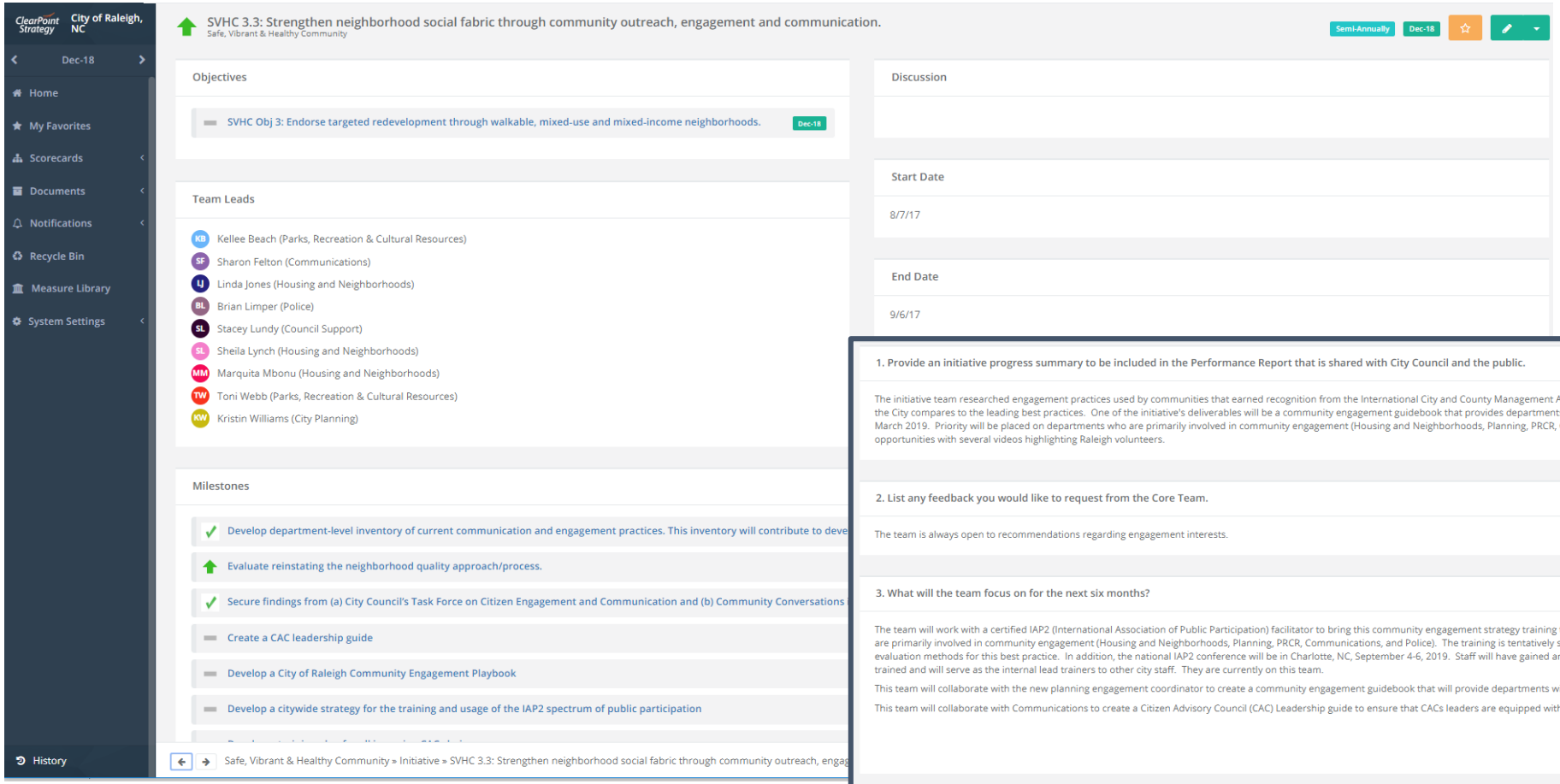
GARDEN CORPS

TEEN CORPS

COMMUTESMARTRALEIGH
RALEIGHNC.GOV/TRANSIT


GoRaleigh
FREE
WiFi
All GoRaleigh buses are:
- Wheelchair accessible
- Talking bus technology – audible stop information – internal and external
- Bicycle Racks
- Safe Places

ENACT



1. Provide an initiative progress summary to be included in the Performance Report that is shared with City Council and the public. Dec-18

The initiative team researched engagement practices used by communities that earned recognition from the International City and County Management Association. The various engagement practices have been compiled into a benchmarking report that will be expanded to include how the City compares to the leading best practices. One of the initiative's deliverables will be a community engagement guidebook that provides departments with recommendations for engaging with the community. The initiative team plans to bring IAP2 training to Raleigh for city staff in March 2019. Priority will be placed on departments who are primarily involved in community engagement (Housing and Neighborhoods, Planning, PRCR, Communications, and Police). Additionally, in FY2018 staff enhanced the promotion and coordination of City of Raleigh Volunteer opportunities with several videos highlighting Raleigh volunteers.

2. List any feedback you would like to request from the Core Team. Dec-18

The team is always open to recommendations regarding engagement interests.

3. What will the team focus on for the next six months? Dec-18

The team will work with a certified IAP2 (International Association of Public Participation) facilitator to bring this community engagement strategy training to Raleigh for city staff. 25 city staff members will be identified to take the 3 day training. Priority will be placed on departments who are primarily involved in community engagement (Housing and Neighborhoods, Planning, PRCR, Communications, and Police). The training is tentatively scheduled for March 19-21, 2019. This team will also create a sustainability model to include implementation, framework and evaluation methods for this best practice. In addition, the national IAP2 conference will be in Charlotte, NC, September 4-6, 2019. Staff will have gained an overall knowledge of IAP2 to better equipped to participate in this conference. Currently, 2 staff members in H&N are already trained and will serve as the internal lead trainers to other city staff. They are currently on this team.

This team will collaborate with the new planning engagement coordinator to create a community engagement guidebook that will provide departments with recommendations for engaging with the community.

This team will collaborate with Communications to create a Citizen Advisory Council (CAC) Leadership guide to ensure that CACs leaders are equipped with effective and efficient guidelines to ensure that each CAC is operating on the same accord.

4. Describe any current challenges or road blocks. Dec-18

5. Any follow-up from last CORStat, changes to locked fields (e.g., team members, new milestones), or additional information you would like to share? Dec-18

1. Under team contact, please delete Tiana Berryman and replace with Linda Jones.
2. Under extended team members, please delete Pam Adderley.
3. Under team leads, please add the following:
    1. Kristen Williams, Planning,
    2. Toni Webb, PRCR
    3. Stacey Lundy, City Council Office
    4. Marquita Mbuno, H&N

Changes made by Rafael on December 3rd

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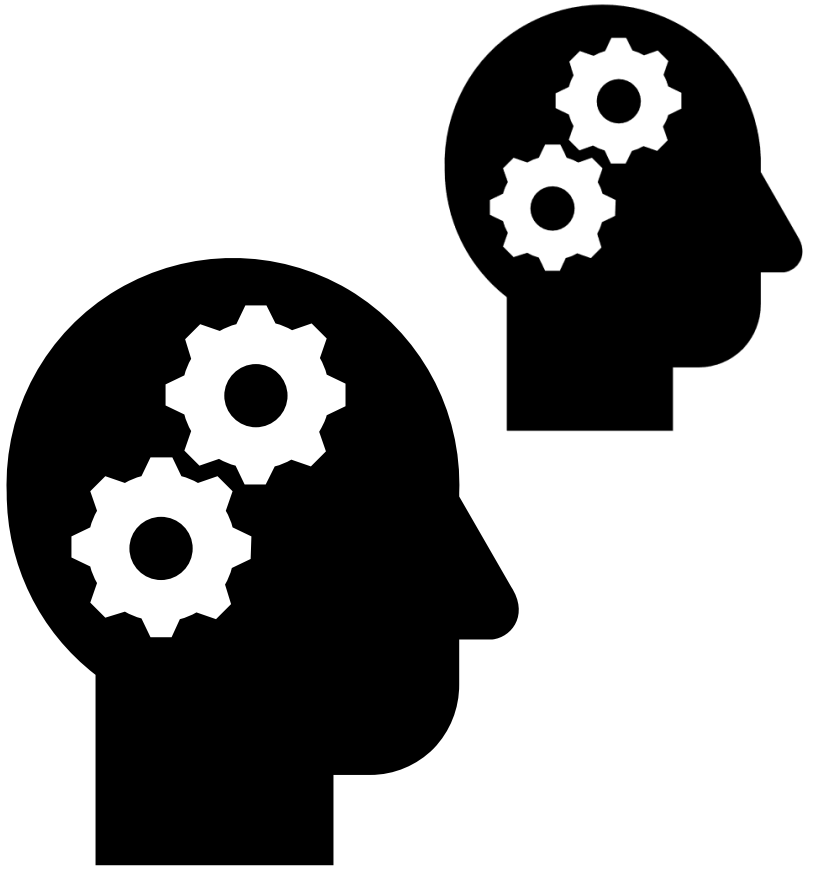
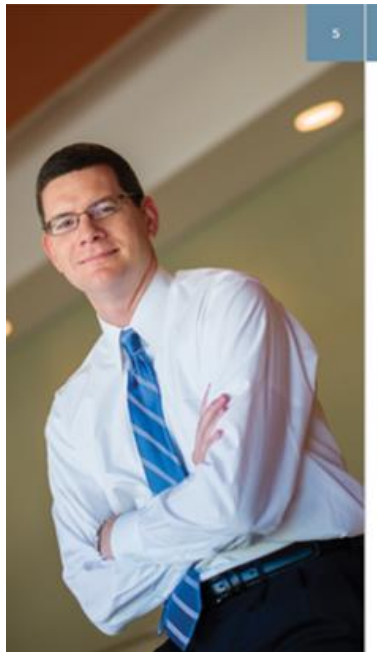


EVALUATE & ENGAGE

- CORStat
  - Data + Initiatives – briefing books
  - Prep-Memos
  - Non-abrasive yet critical questions
  - Audience participation
  - Follow-up memos + Core Team Meetings
- Directors' Annual Performance Review
- Annual Performance Report
- Website + Social Media + Videos
- The Academy



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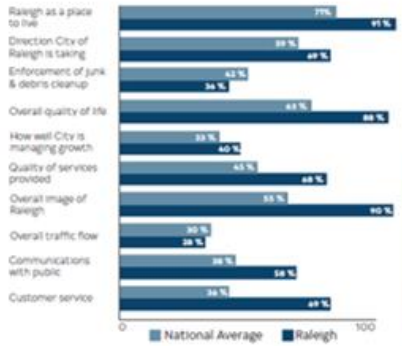
How Raleighites See Raleigh

In late 2016, the City of Raleigh commissioned its first-ever Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities'. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.



Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

ACR 2.5 Arts Community & Local Tech Community

The first pilot of an interactive tech public art installation with community partners was completed in early FY2018. Raleigh Arts, in partnership with the Dorothea Dix Conservancy, hosted eight events in Dix Park to see, hear, and play a large-scale light and sound interactive installation. Over 13,000 people attended the events. Seventeen musicians collaborated with the artist and programmer by syncing their musical compositions with the Moog technology and programming to create a unique light show that coordinated sound.

From recent meet and greet events, staff found that the Raleigh art community has gaps in access and education to new technologies and the understanding of how to find opportunities for collaboration with creatives working in other fields. Staff has begun meeting with several potential partners who can assist in closing these gaps.

ACR Explore Public-Private Partnership for a Unified Arts & Culture Foundation

Keeping with the initiative's intent to explore the feasibility of establishing a unified arts and culture foundation, staff held exploratory meetings with outside feasibility consultants and key stakeholders. Staff determined that a unified arts and cultural foundation was not feasible or sensible for the City of Raleigh at this time. The initiative was successfully completed and subsequently removed from the Strategic Plan.

Performing Arts Center Events and Attendance

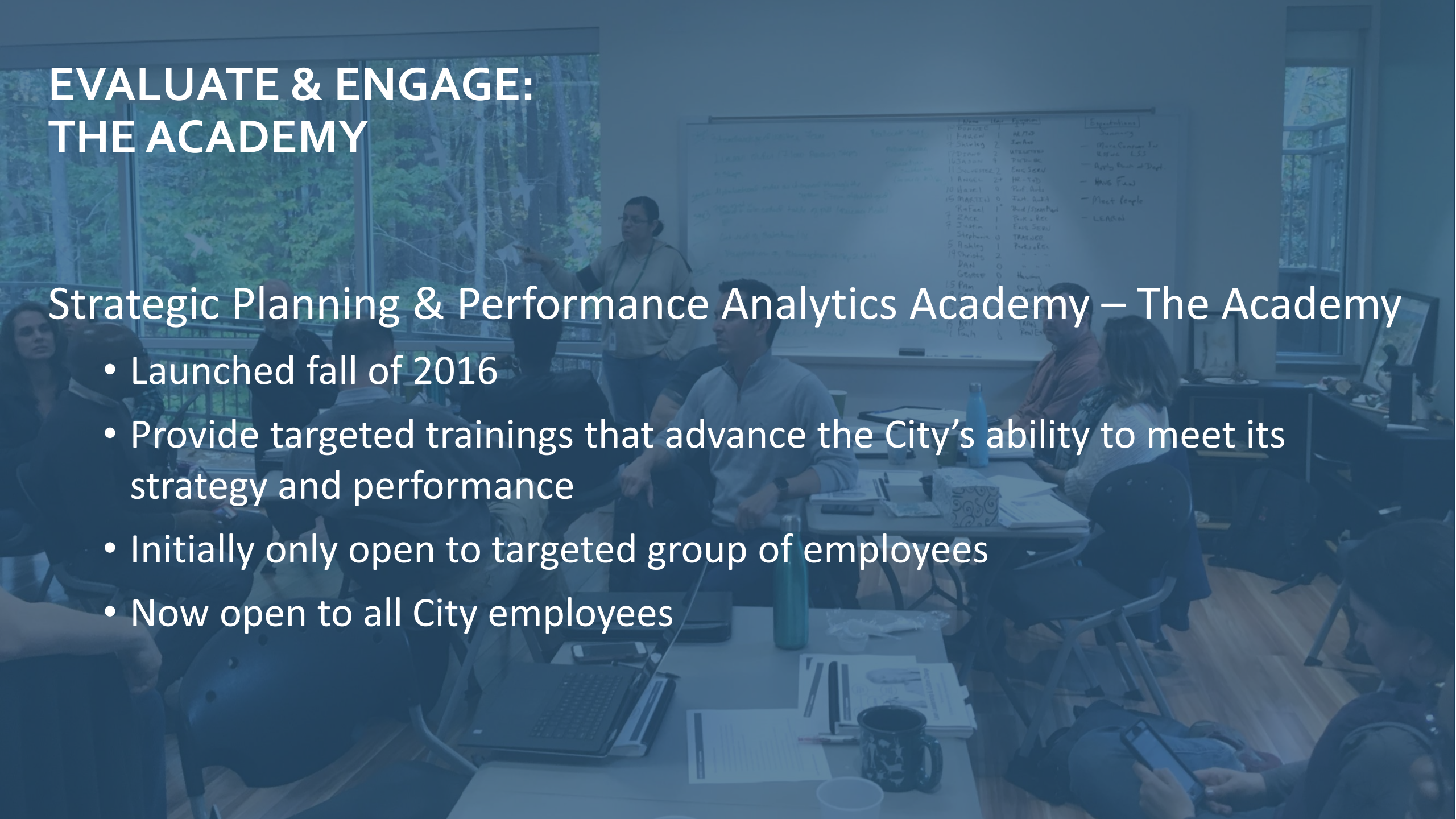
Convention Center Events and Attendance

Red Hat Amphitheater Events and Attendance

Strategic Plan in Action: Growth and Natural Resour...
Watch later
Share
strategic
focus

Raleigh
Arts & Cultural Resources
Economic Development and Innovation
Growth & Natural Resources
Organizational Excellence
Safe, Vibrant and Healthy Community
Transportation & Transit
Sign In
Strategic Plan
A solid foundation for an intentional future
Transparent. Focused. Aware.
Raleigh's Strategic Plan is a formal document adopted by City Council that translates vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. It is a collaborative effort that is led by City Council's vision and leadership, influenced by resident feedback obtained from the biennial Community Survey, reflective of staff contributions, and appropriately aligned with other important efforts such as the 2030 Comprehensive Plan.
The Strategic Plan's six overarching key focus areas and underlying objectives, initiatives, and performance measures allow the City to be transparent about its goals, focused in its efforts, and aware of its results.
Arts & Cultural Resources
Economic Development & Innovation
Growth & Natural Resources
Organizational Excellence
Safe, Vibrant & Healthy Community
Transportation & Transit
Implementing the Strategic Plan
CORStat & The Academy
Strategic Plan Spotlight

EVALUATE & ENGAGE: THE ACADEMY



Strategic Planning & Performance Analytics Academy – The Academy

- Launched fall of 2016
- Provide targeted trainings that advance the City's ability to meet its strategy and performance
- Initially only open to targeted group of employees
- Now open to all City employees

EVALUATE & ENGAGE: THE ACADEMY

- Managing the Academy & Selecting Topics
  - Managed by the Budget and Management Services Department
  - Advised by Academy Steering Committee
  - Assess progress of strategic plan
  - Look at departmental business plans
  - Academy schedule approved by City Manager's Office

EVALUATE & ENGAGE THE ACADEMY

- Selected List of Topics
  - *Principles of Departmental Business Planning*
  - *Data Integrity*
  - *Budget Boot Camp*
  - *How to Analyze and Use Data in Decision-Making*
  - *Behavioral Economics*
  - *Principles of Continuous Improvement*
  - *Logic Modeling*
  - *Data-Driven Decision Making*

FY19 Strategic Planning & Performance Analytics Academy

TOPICS BY LEARNING PATH

PERFORMANCE ANALYTICS

Principles of Performance Measures and Financial Data - (January 10th 1-4pm SWS)

Data-Driven Decision Making - (February 13th 1-4pm OEP 809, February 20th 9am-12p, SWS)

Is Your Measure Reliable? Data Integrity - (March 6th 1-3pm OEP 809, March 14th 9-11 SWS)

Data Visualization - (April 4th 1-3pm SWS, April 17th 9-11am OEP 809)

Survey Design and Analysis - (June 12th 9-11am SWS, June 14th 1-3pm OEP 809)

BUDGETING

Budget Boot Camp - (October 31st 9-11am OEP 809)

Advanced Budget Boot Camp (January 23rd 2-4pm OEP 809)

Business Case Development - (November 14th 9-11am SWS, November 16th 1-3pm OEP 809, January 11th 1-3pm OEP 809))

CONTINUOUS IMPROVEMENT

Principles of Continuous Improvement - (December 5th 1-3pm OEP 809)

Principles of Design Thinking - (March 29th 9-11am SWS)

STRATEGIC AND BUSINESS PLANNING

Principles of Departmental Business Planning - (January 9th 9-11am SWS, January 15th 1-3pm OEP)

Principles of Strategic Planning - (May 2nd 1-3pm SWS)

Want to learn more?
Email Rafael Baptista <rafael.baptista@raleighnc.gov>

EVALUATE & ENGAGE: THE ACADEMY

- How we run our sessions
  - Highly interactive
  - Candy and Play-Doh
  - Attendees get all session materials after the session
  - Pull examples from within the organization whenever possible

EVALUATE & ENGAGE: THE ACADEMY

- Some activities from our sessions
  - Developed performance measures for a bakery
  - Balanced City budget with budget simulation tool
  - Developed a business case for their program
  - Identified ways to improve Fire turnout times
  - Identified process improvement opportunities in their program

EVALUATE & ENGAGE: THE ACADEMY

- Academy Results
  - 296 employees attended
  - 759 total attendance
  - 20 topics over three years
  - Number of negative evaluations in FY19: 0
  - % of Departments reached: 100%
  - Return Rate: 53%
- Academy Future
  - Offering different tiers of training: foundational vs. advanced
  - The City did Innovation Academy, Lean Six Sigma and Behavioral Economics this year to test cohort project based training

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REFLECTIONS & OUR FUTURE

- The importance of executive buy-in
- Adapt best practices to fit organizational culture and environment
- Alignment
  - Reinforce value of efforts – cross-reference
  - Training topics that support corporate business needs
  - More broadly – observe the gaps and seek to fill those
- Consider the needs and interests of various stakeholders
  - Elected Officials
  - Organizational leadership
  - Employees
- Fine-tuning recent addition of program evaluation line of service

RALEIGH

Corporate/City Level	Department/Office	Individual
Strategic Plan	Business Plan	Work Plan/Goals

Vision

Goals

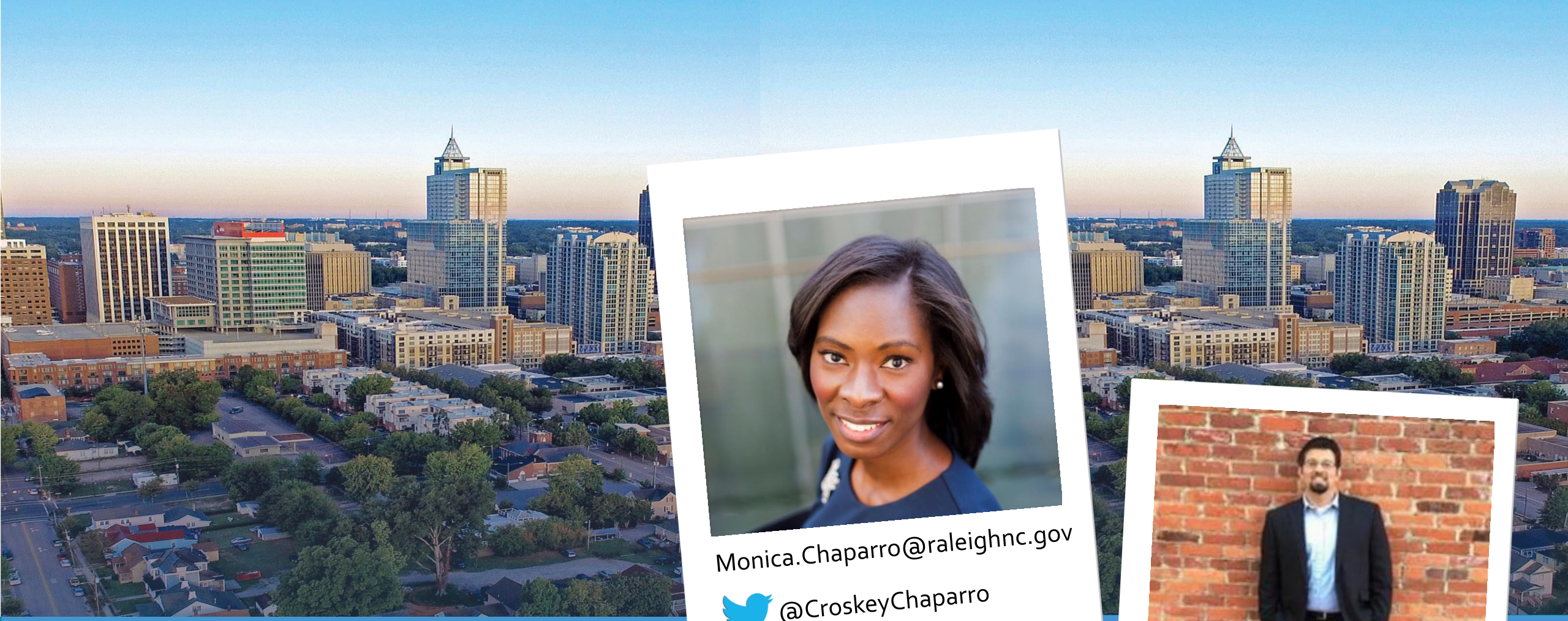
Actions

Outcomes

- Leadership support
- Money
- People
- Time
- Equipment
- Data
- Training

STRATEGICALLY ALIGNED PERFORMANCE

“Once we identify our key activities we should commit our resources to them in order to produce outstanding results. This is strategic thinking and the essence of the strategic planning process. Strategy is in fact the art of focusing.” Ming Lo Shao



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Thank You

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