



High performance means we are effective, efficient, productive, and focused, and innovation is something that is both new and useful. The High-Performance and Innovation initiative strives to model each of these. The initiative is included in the Scottsdale General Plan 2035, and “Thoughtful Innovation” is one of six employee values. This illustrates an organizational dedication to our mission and a prominence in our community’s vision for the future. This is also consistent with data-informed decision making, which is an ongoing, systematic approach intended to both achieve and improve results by integrating objective evidence with decision-making processes. The team’s initiatives and key activities follow the four-step cycle: (1) Defining Results; (2) Achieving Results; (3) Assessing Results; and (4) Improving Results.

FY 2021/22 ACCOMPLISHMENTS

1. Integrated two new partner teams, the Smart City Team and the I-team, into the High-Performance and Innovation Team
2. Conducted a behavioral insights trial to increase response rate to outreach messaging from diverse groups of stakeholders
3. Steadily reported performance measures in the Quarterly Performance Report while expanding review processes to include more diverse perspectives
4. Provided an in-person professional training opportunity to 38 city employees on process improvement practices
5. Adopted Gallup CliftonStrengths as a performance tool; the city has assessed the strengths of more than 50 employees across the organization
6. Featured in a Government Finance Officers Association article highlighting our collaborative model for performance management and innovation
7. Admitted to the first cohort of the Bloomberg Philanthropies City Data Alliance which will provide opportunities to expand data capacities
8. Selected as a 2022 Readiness Challenge winner by the Smart Cities Council, and held a community Smart Cities Workshop in April

FY 2022/23 PRIORITIES

- A. To further establish human-centered design processes within the city, the I-Team will complete an initial project focused on “silo-breaking” and psychological safety in the workplace while growing the team by two or more members
- B. To ensure that innovation in Scottsdale is measurably informed, the Data Analytics Team will provide data support to other High-Performance and Innovation partner teams on four projects
- C. To reaffirm Scottsdale’s status as a data leader, support the city’s engagement in the Bloomberg Philanthropies City Data Alliance, and apply for What Works Cities Gold Certification
- D. To enhance services we offer, Behavioral Insights Team Scottsdale will increase training and citywide awareness of behavioral insight methods and techniques through at least one project
- E. To inspire iteration in established processes more widely across the organization, the Process Improvement Team will build greater project capacity and share stories of process improvement, including those done independently within departments
- F. To enhance the quality of life in Scottsdale, the Smart City Team will complete the Smart Cities Readiness Challenge, launch an activation platform, and evaluate a variety of innovative solutions in both the SkySong and Old Town Scottsdale areas
- G. To equip departments to identify performance measures core to their mission, the Benchmarking Team will produce a performance measurement guidebook to be shared throughout the organization

The High-Performance and Innovation Team (HPIT, pronounced “Hype-it”): *The team meets most months to improve results by advocating for the integration of objective evidence in decision-making processes, and to develop recommendations about the direction of the data-informed decision-making effort both in their divisions and citywide.*

High-Performance and Innovation Team Members: Executive Champion Brent Stockwell; Team Leader Shane Stone, Cindi Eberhardt, Brad Hubert, Stephanie Zamora (Charter Offices); Vernon Goode, Jennifer Jensen (Administrative Services); Erin Riley, Jessica Rapp (Community Services); Josh Utterback (Planning, Economic Development & Tourism); Cassie Johnson (Police); Monica Staats (Public Works); Jennifer Harrold (Scottsdale Water); Hank Carmean (Volunteer Consultant)

PARTNER TEAMS:

The Behavioral Insights Team *Scottsdale encourages the use of behavioral insights to improve city programs and services, and coordinates behaviorally informed randomized control trials to improve performance and test what works.*

Behavioral Insights Team Scottsdale Members: Team Leader Cindi Eberhardt, Kelly Corsette, Amy Herring, Jen Jensen, Ashley Johnson, Kari Johnson, Jessica Lema, Mike Murphy, Monica Staats, Amy Tinder

The Benchmarking Team *reviews modifications to report, makes recommendations for additional measures or reports and develops reports from regional and national benchmarking efforts.*

Benchmarking Team Members: Interim Team Leader Shane Stone, Vernon Goode, Jessica Rapp, Anna Anderson, Linna Zhou

The Data Analytics Team *works with business intelligence and the Open Data Leadership Team to support the use of open data within the city to advance the practice of evidence-based decision-making.*

Data Analytics Team Members: Team Leader Cassie Johnson, David Getz, Charlie Brown, Kari Johnson, Mele Koneya, Jacob Beard, Jessica Lema

The I-Team *conducts research to gain insights from the user perspective on difficult, often longstanding challenges. After understanding the problem the I-Team engages in user-centered design to develop initiatives which will tackle these challenges.*

The I-Team Members: Team Leader Erin Riley, Rachel Smetana, Michael Ruggiero, Jennifer Harrold, Anissa Phillips

The Process Improvement Team *oversees the process improvement initiative, makes recommendations on process improvement training and facilitates process improvement efforts within departments.*

Process Improvement Team Members: Team Leader Jennifer Jensen, Hank Carmean, Cindi Eberhardt, Keith Marquis, Monica Staats, Michelle Dudzic, Rebecca Kurth, Virginia Bermudez

The Smart City Team *promotes the use of innovative technologies to improve user experiences in public spaces and seeks opportunities to initiate implementation of new solutions through collaboration with external stakeholders.*

Smart City Team Members: Team Leader Josh Utterback, Brent Stockwell, Kevin Rose, Hong Huo, Patrick Nelson, Robert Fisher, Mercedes McPherson, Bianca Lochner, Omar Smailbegovic, Ana Lia Johnson, Michael Keran, Kelly Corsette