

This High-Performance and Innovation Team supports the Council priority to “reinvest in a high-performance organization and work culture” and the employee value to “plan and innovate for the future.” We believe that high performance means we are effective, efficient, productive and focused. This is consistent with evidence-based 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) Plan – Defining Results – Strategic Planning; (2) Do – Achieving Results – Performance Measures; (3) Review – Assessing Results – Surveys, Benchmarking/Reporting and Data Analytics; (4) Revise – Improving Results – Behavioral Insights, Goal Setting and Process Improvement.

FY 2018/19 ACCOMPLISHMENTS

1. Scottsdale recognized by Bloomberg Philanthropies What Works Cities Certification at the silver level
2. Conducted citizen survey, publicly shared results and trends, and updated organization strategic plan
3. Completed city-wide data inventory, added three new data sets to portal and initiated Data-4-Donuts program
4. Completed two behavioral insights trials and two process improvement efforts to improve city service delivery
5. Participated in regional Valley Benchmark Cities network with fifth annual trend report released in March 2019

FY 2019/20 PRIORITIES

1. Finalize administrative regulation and guidebook to institutionalize evidence-based decision making initiatives
2. Improve public dashboard for quarterly performance reports and integrate strategic goals with individual measures
3. Improve service delivery by completing projects using low-cost evaluation/process improvement practices
4. Conduct training on high-performance and innovation initiatives to further embed concepts with employees
5. Increase stakeholder engagement in community issues by designing a resident engagement effort around data

HIGH-PERFORMANCE AND INNOVATION TEAM: 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 evidence-based decision making effort both in their divisions and citywide. For FY 2019/20, the team is: Executive Champion Brent Stockwell; Team Leader Megan Lynn, Cindi Eberhardt, Adam Samuels, Brad Hubert (Charter Offices); Vernon Goode, Jennifer Jensen (Administrative Services); Dan VandenHam (Community & Economic Development); Kevin McKee, Diane Ethington (Community Services); Will Davis, Cassie Johnson, (Police) Kerry Swick (Fire); Monica Staats (Public Works); Leslie DeReche (Water Resources); Hank Carmean (Volunteer Consultant)

AD HOC AND ONGOING TEAMS:

Quarterly Performance Report/Benchmarking Team reviews modifications to report, makes recommendations for additional measures or reports and develops reports from regional and national benchmarking efforts. Adam Samuels (team leader), Kerry Swick, Vernon Goode, Diane Ethington, Kevin McKee

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. Cassie Johnson (team leader), Brad Hartig (executive champion), Dan VandenHam, Leslie DeReche, David Getz, Charlie Brown, Kari Johnson, Mele Koneya, Mel Galbraith, Joy Racine, Rikk Mascia, Evelyn Hallford, Jessica Watkins-Miller, Michael Cain, Jacob Beard

Process Improvement Team oversees the process improvement initiative, makes recommendations on process improvement training and facilitates process improvement efforts within departments. Jennifer Jensen (team leader), Monica Staats, Keith Marquis, Will Davis, Hank Carmean, Darcy Nichols, Patricia Rommel

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. Cindi Eberhardt (team leader), Kelly Corsette, Will Davis, Gabe Fragoso, Kari Johnson, Mike Murphy, Monica Staats, Amy Tinder, Jenny Mendoza, Justin Boyd

We plan to add a fifth team as a result of the city’s Innovation Hackathon. This team will focus on reducing silos in the city, with the goal of connecting employees to further innovation and ultimately improve service delivery.