What is Performance Management? Performance Management is an ongoing, systematic approach intended to improve results by integrating objective evidence with decision-making processes. The initiative and key activities follow the four-step cycle in the Performance Management Process:

- **Plan** – Defining Results – Strategic Planning
- **Do** – Achieving Results – Performance Measures
- **Review** – Assessing Results – Surveys, Benchmarking and Reporting
- **Revise** – Improving Results – Process Improvement

**FY 2017/18 ACCOMPLISHMENTS**

- Scottsdale listed on Bloomberg Philanthropies What Works Cities Certification Honor Roll
- Hosted behavioral insights boot camp for 24 employees and conducted Adopt-A-Senior and Beat the Heat trials
- Hosted process improvement training for 24 employees and conducted 3 process improvement efforts
- Held Progressive Data Day with 43 employees representing 25 departments identifying 138 data sets
- Launched expanded Quarterly Performance Report in October 2017 with three years of quarterly trend data
- Launched online dashboard for quarterly organization strategic planning report to City Council in May 2018
- Continued Valley Benchmark Cities effort with fourth report released in June 2018
- Conducted “Accomplishing Results” training session for 26 city employees in October and November 2017

**FY 2018/19 PRIORITIES**

1. Conduct citizen survey, publicly share results and trends, and develop action plan based on survey results
2. Develop public dashboards for quarterly performance reports and for Valley Benchmark Cities trend reports
3. Create administrative regulation and guidebook to institutionalize performance management initiatives*
4. Complete citywide data inventory to identify data for problem-solving and decision-making*
5. Define time-bound, measurable city-wide strategic goals and share results and measures with the public*
6. Improve service delivery by completing projects using low-cost evaluation/process improvement practices*

*Recommendation of What Works Cities certification report

**PERFORMANCE MANAGEMENT TEAM:**

The Performance Management Team meets most months to improve results by advocating for integrating objective evidence with decision-making processes, and to develop recommendations about the direction of the Performance Management effort both in their divisions and citywide. For FY 2018/19, the team is: Executive Champion Brent Stockwell; Team Leader Megan Lynn, Cindi Eberhardt, Angela Rose, 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 the 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*

*Open Data 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), Dan VandenHam, Leslie DeReche, David Getz, Charlie Brown, Kari Johnson*

*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*

*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), Justin Boyd, Kelly Corsette, Will Davis, Gabe Fragoso, Kari Johnson, Mike Murphy, Angela Rose, Monica Staats, Amy Davison Tinder*