



2020 Work Plan Deliverables Summary

In February 2020, Common Council received a status update on Performance Excellence. Performance Excellence is thought of as “how” the city does our work with aim to achieve our mission: to provide the highest quality of service for the common good of our residents and visitors. A handout was provided highlighting the following eleven items for the 2020 work plan. The October 2020 status update is provided below.

Employee Voice Survey Action Plan	Action plan implementation focuses on creating (1) an employee development check in process, (2) an employee recognition program, and (3) a communications plan for the organization.
Where are we now?	(1) Executive check in process launched at 10/13/2020 Mayor’s Management Team with first check ins happening in November 2020; a check in tool for staff was tested in September 2020 and will begin roll out in January 2021, (2) TeamCity recognition award started in February with most recent iteration in September ; team continues to develop a guide for other ways for agencies to recognize staff and (3) communications plan drafted pre-COVID with vision for citywide Public Information Officer to assume responsibility for the plan.
Community Survey Feasibility Planning	Contract deliverables focus on creating (1) a plan for a community survey contextualized within other public participation strategies with an aim to achieve statistical significance, (2) a pre/post survey implementation guide, and (3) request for proposal based on the plan. This aligns with the RESJ Community Connections Public Participation Guide currently in development.
Where are we now?	Contract summary focuses on completing a feasibility study for an annual community survey by (1) documenting the city’s community engagement strategies and (2) creating an engagement plan centered on Imagine Madison that will include a holistic strategy for hearing from all who live within the City which includes generalized pre and post engagement strategies.
Develop Health & Safety Strategies	Moving from Imagine Madison to Results Madison, this seventh Element does not have strategies and actions listed in the Comprehensive Plan yet are needed for accountability in the budget process.
Where are we now?	Executive Sponsors put this project on hold at the beginning of COVID. In order to fully launch Results Madison, this needs attention. Staff will revisit this effort as part of the 2021 budget debrief in anticipation of the 2022 budget.
Stand up Continuous Improvement Community of Practice	The Community of Practice will be subject to the outcome of the Innovation Accelerator aimed at identifying ways to streamline and reinforce continuous improvement tools with innovation, racial equity, and sustainability practices.



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Where are we now?	This item was put on hold at the beginning to COVID due to reassignment of PE Specialist duties to COVID Research under the Emergency Operations Center (EOC). In July, the Government Services Recovery Team agreed the full intent of this project cannot be complete until a majority of five positions are in place: (1) OD Manager, (2) RESJI Coordinator, (3) Sustainability Coordinator, (4) Someone assigned to Continuous Improvement, (5) Someone assigned to Human Centered Design. A small team continues to refine and pilot a set of continuous improvement tools. Options for implementation are being explored for 2021 in alignment with a citywide effort to train staff on change management.
Release Data APM with Racial Equity Analysis Recommendations	The Administrative Procedure Memorandum (APM) defines and differentiates data governance, data management, and data analytics while also establishing work rules related to the proper collection, maintenance, and use of data.
Where are we now?	The Data Governance Team decided the APM should be released with the guide and training (item below). This was put on hold at the beginning of COVID due to competing priorities and vacant positions on the Data Team.
Publish Data Guide and Implement Training	The Data Guide supplements the APM to provide details for staff to implement the defined policies. Training on the Data Guide and the APM is the mechanism to educate staff.
Where are we now?	An internal draft of the Data Guide has been drafted. It will be tested internally with stakeholders during the 4 th Quarter of 2020 and the 1 st Quarter of 2021 prior to a Citywide rollout.
Citywide Indicators Data Visualization	Citywide Indicators are defined as community level measures designed to monitor progress toward achieving the Outcomes for each of the seven Elements of a Great City. Visualization is the mechanism to communicate data
Where are we now?	<p>In mid-February, staff proposed a series of Indicators to monitor Results Madison. Agreement was not reached on a final set of indicators.</p> <p>At the onset of COVID, the Data Team converted daily stats reported in EOC briefings into a dashboard. Following deployment of the response dashboard, the Data Team worked with internal stakeholders to develop a set of indicators to monitor how the community is fairing through COVID. This work become the COVID Recovery dashboard that includes 50 indicators organized into 9 categories.</p> <p>In the coming weeks this application will be rolled out publically for residents. The dashboard will be accompanied by a monthly data digest summarizing major changes in the indicators from month to month.</p>



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	While this project is not intended to replace the work that has gone into developing Citywide indicators there is opportunity to learn from what these indicators tell us and adapt them for other uses where possible.
Complete Results Madison Next Steps	Results Madison is the City’s accountability framework designed to monitor progress on the implementation of the comprehensive plan, Imagine Madison, and other strategic initiatives (e.g. RESJI). Next steps include each agency (1) updating dataset inventory, (2) updating systems inventory, (3) verifying new services, and (4) refining performance measures.
Where are we now?	This project was put on hold due to vacancies on the Data Team. The budget process continues to make strides to link services to Elements and Strategies in the Comprehensive Plan. The 2021 operating and capital budgets have mapped services and capital projects back to the Citywide Element they seek to advance.
Develop a Data Convening Format	A data convening will provide the accountability forum to check in on the status of service level performance measures and their collective ability to move the needle on Citywide Indicators for each Element of a Great City.
Where are we now?	This item was put on hold due to COVID.
Begin Service Level Performance Measure Data Visualization	Each agency in the Results Madison next steps will select 3-5 measures per service to answer (1) how much do we do with each service, (2) how well do we do it, and (3) is anyone better off as a result of service provision. These measures are envisioned to be included in future state budget documents.
Where are we now?	This item was put on hold due to COVID.
Performance Excellence Leadership Team Transition to Mayor’s Management Team	With a six month transition period defined by the Mayor, a transition team will define a Plan, Do, Check, Act continuous improvement cycle to combine the work of the Performance Excellence Leadership Team into the Mayor’s Management Team with the twin goals of (1) improving internal collaboration and (2) improving understanding of Performance Excellence.
Where are we now?	This item is a continued work in progress. Mayor’s Management Team increased frequency throughout the duration of COVID response typically meeting once per week. Simultaneously, the transition team grew into the Government Services Recovery Team which meets weekly on a rotating set of topics, including Performance Excellence.