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COVER PAGE

Innovation Study Title Great Things Happen When Performance Measures Intersect With Community Engagement

Category Community Relationships/Technology & Tools

Jurisdiction Name City of Durham, NC

City/County Manager Thomas J. Bonfield

Population 231,706

Submit Innovation Study for an Alliance Innovation Award Yes [X] No []

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Alliance for Innovation

Innovation Study Application

8/15/11

www.durhamnc.gov/strategicplan/goals

SYNOPSIS

Submit a 1 to 4 page maximum synopsis describing the innovation study including:

- 1. Intent of the idea/program/project/service and length of time it has been enacted**

In 2008, the City of Durham identified a need for the development of a Strategic Plan to create a vision for the future and chart a course to ensure our financial viability and standards of living. This plan serves as a central platform to directly link our organizational values and fundamental purposes to performance measurement, financial accountability, and business needs, all of which support the five City Council goals that address the priorities of our residents. To that end, the Strategic Plan involves employees, residents and stakeholders in a highly participatory and transparent process to identify long-term direction, short-term goals and guide decision-making.

A key component of the Strategic Plan is the Performance Management System dashboard and the creation of the Citizens' Oversight Committee. In December 2010, City staff selected a vendor, ClearPoint/Ascendant Strategies, to provide the Performance Management System software to align with the business need. The software is a tool to highlight progress made on citywide measures and initiatives, identifying both positive and negative trends. It will allow management, residents and the news media to monitor City departments and to measure progress towards meeting our outcomes and how well we are doing as an organization. The dashboard display is easy to read and offers a centralized point for management to capture and report specific data from each department, thus providing a "snapshot" of performance for our residents. A semi-annual report will be published for our residents highlighting the progress made on the measures associated with the five City Council goals. The dashboard was officially introduced to the public in August 2011.

The Citizens' Oversight Committee is comprised of a cross-section of Durham residents, including volunteers from a Citizen Engagement Workshop. This workshop was held in February 2011 and gave residents an opportunity to hear first-hand how the Strategic Plan aligns with the City's budget and to provide feedback on the design and functionality of several dashboard options. Twelve residents volunteered and have been meeting with City staff on a bi-weekly basis since March 2011 in an effort to create, through a unique partnership, a dashboard that serves the needs of our very diverse and engaged community. Following the implementation of the Performance Management System, the committee agreed to meet bi-monthly to review and assess the data.

The partnership between the Technology Solutions Department and Budget and Management Services Department/Strategic Initiatives Division (project manager) helped to ensure the successful launch of this project. The Technology Solutions Department Director allocated the appropriate staff resources to meet the project's aggressive six month implementation schedule. This was especially challenging during this very tight economy, when organizations rely on leaner resources. The project manager also engaged the City's Office of Public Affairs to professionally design a campaign logo and tag line as well as the easy-to-navigate landing page and subsequent goal pages to ensure branding consistency for the project.

Lastly, the Audit Services Director took on the critical role of Goal Champion for the Performance Monitoring team. The Goal Champions oversee the execution, monitoring and maintenance of all aspects of the Strategic Plan implementation. As Goal Champion for Performance Monitoring, the primary responsibilities include oversight and to establish data

collection protocols, oversee data analysis and the reporting functions, and most importantly to ensure the integrity of the data.

2. Anticipated and actual outcomes

Anticipated Outcomes:

This project focused on internal and external partnerships between the administration, staff, residents, and the vendor. Many outcomes were anticipated from the onset including:

- Increased and improved outreach to Durham residents;
- Development of a new Performance Management System (dashboard);
- Refining of departmental performance measures describing workload, effectiveness, and efficiency;
- Identification of a vendor to meet the City's business needs and develop an aggressive implementation schedule;
- Formation of a Citizens' Oversight Committee;
- Establishment of a Performance Monitoring Team of City employees responsible for the data entry and analysis associated with the measures;
- Promotion of a more transparent government, improved communication, and a more engaged and informed citizenry and news media;
- Building of a better understanding of the Strategic Plan alignment, by both staff and residents; and
- Creation of a dashboard to monitor the effectiveness of the organization.

Actual Outcomes:

The dashboard was launched to the public in August 2011 with many outcomes achieved during the process:

- A Citizens' Oversight Committee was created which ultimately helped staff understand value from a different perspective.
- A Performance Monitoring Team was established to provide oversight of data entry and analysis and to ensure the integrity of the data.
- The Performance Management System site was launched within budget and prior to the deadline set by management.
- All measures were assessed and now meet the criteria of being a workload, effectiveness, or efficiency measure.

3. Costs and/or savings, if any

The total cost of the software in year one will be \$16,000 which includes the training of the Technology Solutions Department staff, 12 City employees and 14 user licenses. There will be an additional cost associated with this project of \$600 per user/per department when departments begin developing their own dashboards. Once all departments are onboard, annual project cost will be \$15,000 for departments plus \$8,000 set aside for the Performance Management System and Performance Monitoring Team licenses. Total cost will be \$23,000 per year.

4. Innovative characteristics

Some of the innovative characteristics are as follows:

- Cross-departmental and community partnerships
- Citizens' Oversight Committee
- Public input sessions focusing on design
- User friendly/intuitive home page
- Capability to drill down to raw data
- Graph/chart/gauge options
- Embedded YouTube tutorials
- Direct e-mail contact to Project Manager on all pages
- Cloud technology
- ADA Compliance

5. Obstacles and results achieved

Obstacles:

- The selection of ClearPoint software was based on budget considerations, internal capacity, and project timeframe. The software purchased aligned to 80% of the project requirements with the remaining customization completed by the Technology Solutions staff.
- Identifying staff to take on additional responsibilities of data entry and analysis
- Limited capacity in the budget to fund new positions
- Coordination of Citizens' Oversight Committee

Results achieved:

- A tool that will enable residents, management, and elected officials to evaluate progress on measures and initiatives
- Performance Management System launched
- ClearPoint software embedded into the City's website to provide users with a seamless transition to the site
- Expanded resident involvement
- Improved communication, both internally and externally
- Professional development opportunities for employees at all levels of the organization by working on cross-departmental teams with residents.

6. Any new issues/problems, or unintended consequences (things **you didn't expect**) realized as a result of the identified effort

- Partnership with residents has given the City a better quality dashboard
- System enhancement recommendations by the Citizens' Oversight Committee resulted in a user-friendly format, video tutorials, revised target indicators, and extra graphing options
- Technology Solutions Department staff were exposed to new technology and trained additional staff
- Additional City staff time commitment (extra hours) was not anticipated with the data collection and analysis process
- Problems with the alignment of data and measures

INNOVATION STUDY COMPONENTS

In addition to the synopsis and cover sheet, provide the following information:

1. Innovation/Creativity

a. How did the idea/program/project/service improve the organization?

- Our project identified the need to fully align the Initiatives to the Objectives and Measures. This arrangement made it easier to understand the Strategic Plan and the organization alignment. It was an excellent professional development opportunity for employees, expanding personal and professional growth in an area of their interest. The cross-departmental experience helps to shape an employee's communication skills and to unveil hidden talents and creativity. The project will ultimately improve the organization by increasing and improving communication with residents, management, the news media, and our elected officials. It will also provide transparency and offer an opportunity for residents to offer input concerning the City's outcome and intermediate measures. The Citizens' Oversight Committee is a unique partnership between staff and residents, charged with input on the design and functionality of the new Performance Management System. The metrics are now displayed through graphs, charts, and gauges which are more user-friendly and easier to interpret. The addition of the analysis, improvement plan, and data source associated with each measure will enhance the overall experience for both the residents and management.

b. Were new technologies used?

- Technology Functionality Overview - The City looked at several Performance Management System vendors and selected ClearPoint based on their public sector experience, cost, and the overall alignment with our business needs. This new technology is a "cloud" application that can integrate with the City's business systems. The software has the ability to transform raw performance data into meaningful information and present it in a dashboard format with charts and gauges. The charts and gauges are used to present information in a clear and concise manner. However, if the citizen wants to see the raw data, the system allows the user to drill down to view. The ClearPoint performance management system was configured by Technology Solutions staff and the vendor, to support the requirements of the City Manager, Goal Champions and the Citizens Oversight Committee.
- Implementation Process – The Budget and Management Services Department took the lead in the process and partnered with the Technology Solutions Department, to assist in the vendor selection process, site enhancements, training, and implementation which all occurred over a six month period. The vendor conducted training for management and staff. The ClearPoint (software as a service) solution will allow the City to scale quickly as the application utilization increases at a very minimal cost.
- Technology Configuration and Administration-The ClearPoint system empowers City staff to configure the system without assistance from the vendor. The Technology Solutions Department staff assisted the vendor in redesigning the software to align more effectively to meet the City's needs. The software when purchased was on "version one", and based on the City's recommendations, has been enhanced and is now in "version three".

- a. Was a consultant used? If yes, describe their involvement.
 - The Technology Solutions Department served as an in-house consultant, assisting with vendor identification and selection, database administration, training, implementation, and monthly debriefings.

2. Outcomes Achieved

- a. What customer/community needs and expectations were identified and fulfilled?
 - Improved communication
 - ADA site compliance to include BrowseAloud software, (a text reader)
 - Empowerment of residents to hold government accountable
 - Increased transparency
 - Better understanding of measures and alignment to Strategic Plan
 - Community partnerships
 - Ability to track performance trends
- b. Has service delivery been enhanced?
 - Residents are delivered more information in a timely and accurate manner via the City's Performance Management System site.
- c. Did the initiative improve access to your government? If yes, how?
 - It will enable residents to review data that has typically been difficult to access. The Performance Management System will allow users to review all Strategic Plan goals and identify the specific objectives and measures that align with the goals and retrieve data associated with each.
 - Residents can see how their tax dollars are allocated and how the City is performing.
- b. Has the health of the community improved as a result? If yes, how?
 - N/A

3. Applicable Results and Real World Practicality

- a. What practical applications will be shared?
 - Demonstration of the Performance Management System software
 - Strategic Plan Bi-Annual Performance Report (analysis, trends, and data sources)
 - YouTube tutorials
 - Drill-down capabilities
- b. How applicable is the idea/program/project/service to other local governments?
 - The model to engage residents through community workshops and the Citizens' Oversight Committee is flexible and could be applied to local government agencies
 - The software is applicable to all size government organizations

- c. What results/outcomes will you share?
 - Results from the outcome and intermediate measures showing trends and actions taken by the organization
 - Satisfaction surveys from residents concerning new Performance Management System software
 - How the process has evolved during the past 12 months
 - Improved communication and understanding of data by users

- d. Include any applicable performance measures, if any.
 - A handout with all performance measures will be available to all attendees (workload, efficiency, and effectiveness measures) with some examples below:
 - # property crimes per 100,000 (workload)
 - % waste stream diverted through recycling collection (effectiveness)
 - % arson fires cleared (efficiency)

4. Innovation Study Presentation

- a. Describe your innovation study presentation.
 - PowerPoint, video
 - PowerPoint of process background and Citizens' Oversight Committee highlights
 - Interactive group activity options
 - Partnering exercise: Attendees would form two groups: residents and City employees. The City Council provides a directive concerning performance priorities along with several budget and resource constraints. Residents ask City staff for feature enhancements (several scenarios will be provided). The two groups will partner to resolve issues.
 - Groups use software to find data based on clues provided
 - Groups suggest enhancements to make web tools more intuitive or user-friendly
 - Handout materials
 - Strategic Plan Bi-Annual Progress Report (briefing book)
 - Strategic Plan
 - Promotional/marketing materials
 - A handout providing actual performance measures and types (workload, efficiency, and effectiveness measures)
 - Live demonstrations
 - Demonstration of software showing how to drill down through outcome measures to objectives, intermediate measures and initiatives, and showing alignment to the strategic plan
 - YouTube tutorials
 - Resident testimonial video

Addendum:

Press Release



CITY OF DURHAM
Office of Public Affairs
101 CITY HALL PLAZA
DURHAM, NC 27701

News Release

For Details, Contact:

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For Immediate Release: August 8, 2011

Durham Debuts Strategic Plan Reporting System

New Website Provides Snapshot of City's Progress on New Goals

DURHAM, N.C. – Durham residents looking for more information on how the City of Durham is doing on emergency response times, crime clearance rates, or employment growth can now easily find this information and much more with just a click of a mouse.

Now that the City has adopted its first-ever Strategic Plan, which details the organization's road map for its future direction and how it will allocate its resources, a new website has been developed to serve as a report card to Durham residents highlighting how the City organization is doing in achieving results in its new goal areas.

The new Web page, www.Durhamnc.gov/StrategicPlan/Goals, was developed with the assistance of City staff, a Citizen Oversight Committee, and Ascendant Strategy Management Group, the City's vendor who supplied the new reporting software.

According to City Manager Tom Bonfield, completion of the website is another step in fulfilling the City's promise to be transparent and accountable to Durham residents, which is vital in being a well-managed city. "Since this plan impacts annual budgets and daily operations, it's important that the administration stays on track with sound measurements of progress, and that we share that progress with the City Council and Durham residents," Bonfield said. "Since this plan changes the way we do business, residents need to be informed every step of the way on how we're doing, what's working, what's not working, and what our plan is for fixing the areas that need improvement."

The City's new website uses reporting software that allows residents to easily view progress made on citywide measures and initiatives as well as identify positive and negative trends. The data will be updated monthly, quarterly and annually, and published to the residents two times per year in July and December through an interactive progress report. The new website provides easy navigation into each of the City's five goals — Strong & Diverse Economy; Safe & Secure Community; Thriving, Livable Neighborhoods; Well-Managed City; and Stewardship of City's Physical Assets. Behind each goal, website visitors can delve into the outcome measures, objectives and intermediate measures, or initiatives and tasks for that specific goal to learn more about why it matters, an analysis of the issue, an improvement plan to impact results, and numerous charts and graphs to show data and trends. The new Strategic Plan website is also compatible with the City's Browsealoud software. When enabled by the user, it reads Web text out loud, making content more readily available to people with learning disabilities and vision impairments, as well as those for whom English is a second language.

According to Jay S. Levy, chair of the Strategic Plan Citizen Oversight Committee, the system navigation and details of the data that are displayed were reviewed by the committee on a regular basis to ensure the website was user-friendly. "By engaging residents in this process, the reporting system is more understandable to anyone that has not been involved in the strategic plan," Levy said. "Our voices were heard by City staff on what we felt would be beneficial for our fellow residents to see on this new website. I feel this new website will help others be better informed about their City government and how it's using their resources to achieve the goals specified in the Strategic Plan."

According to Ted Jackson, managing partner with Ascendant Strategy Management Group, the ClearPoint software that is being used by the City makes it easy for viewers to see a snapshot of the City's performance. "We have been pleased to partner with the City of Durham since it fits nicely with our strategy of helping cities and other mission-driven organizations become more transparent in the execution of their strategies," Jackson said. "We were able to configure ClearPoint to meet the needs of the City and provide a way to rapidly update results and communicate with the residents of Durham through an easy-to-use website."

Approved by the City Council in April 2011, the Strategic Plan is the result of a two-year endeavor to develop a business plan for the City, which established priorities and objectives for the organization and defined selected actions and activities within the financial limits set by the City Council. The ClearPoint reporting software cost \$16,000 to implement and was paid for through funds from the City's Budget and Management Services Department.

To learn more, visit the City's website at www.DurhamNC.gov/StrategicPlan, or contact Jay Reinstein, strategic initiatives manager with the City's Department of Budget & Management Services, at (919) 560-4111, extension 20102 or via e-mail at Jay.Reinstein@DurhamNC.gov.

For more information about ClearPoint Strategy, visit www.ClearPointStrategy.com. For more information about the Ascendant Strategy Management Group, visit www.AscendantSMG.com.

About the Budget & Management Services Department

The mission of the City of Durham's Budget & Management Services Department is to inform and enhance management and City Council decision-making to ensure the accountability of all City funds and to evaluate and recommend the best use of public resources. To learn more, visit www.DurhamNC.gov/Departments/BMS.

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CITY OF Durham, NORTH CAROLINA

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NEWS & EVENTS

Monday, August 08, 2011
**Durham Debuts Strategic
Plan Reporting System**

Monday, August 08, 2011
**Durham Parks and
Recreation Hosts Open
Forum**

Friday, August 05, 2011
**Community Development
Director Barros To Retire**

[See more News](#)



EVENTS

08-09-11 - 12:00 PM
**Mayor's Committee for
Persons with Disabilities**

[City Calendar](#)



The Durham Arts Council

STRATEGIC PLAN REPORTING SYSTEM DEBUTS



Want to see how the City is doing on emergency response times, crime clearance rates and much more? Visit the new [Strategic Plan website](#), a report card on how the City is doing on achieving results in its new goal areas.

Clicking this link on the City's home page (www.durhamnc.gov) will take the user to the dashboard.

View our [Accessibility](#), [Policy](#) and [Disclaimer](#) information.



Durham's Got It!, the City's Strategic Plan, is a roadmap to set direction for the future, guide decision making and resource allocation, enabling Durham to be the leader in providing an excellent and sustainable quality of life.

This plan identifies five goals, adopted by City Council, to advance over the next three years. To learn more about how we are measuring our progress in each of these goals, simply click on one of the indicators to go directly to that goal, its objectives, and its progress to date.

For additional information about the Strategic Plan, visit www.DurhamNC.gov/StrategicPlan or e-mail StrategicPlan@DurhamNC.gov.

Strategic Plan Goals



Strong & Diverse Economy



Safe & Secure Community



Thriving, Livable Neighborhoods



Well-Managed City



Stewardship of City's Physical Assets

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