



ENVISIO PERFORMANCE ANALYTICS SOLUTION MAKES MAPLEWOOD'S CITY STRATEGIC PLAN STICKY

In the heart of Minnesota, the City of Maplewood is home to a diverse community of 40,000 people. It is also corporate headquarters for conglomerate 3M Corporation, maker of Post-It Notes™ and employer to 10,000 residents.

While Maplewood is proudly home to sticky-note manufacturer 3M, the city's performance management system is making their strategic goals even stickier. Today, the City of Maplewood relies on Envisio to help them manage their strategic plan, track performance and build trust with City Council and residents.

As Maplewood grows, the City Management Office is deeply committed to maintaining public transparency and accountability. With seasoned leaders propelling the city's strategic plan to new heights, they now have the performance analytics and public dashboards to prove it.

GOALS HIDING IN SPREADSHEETS

Shortly after Melinda Coleman took the reins as City Manager in 2015, Mike Funk joined the City of Maplewood as Assistant City Manager and Director of Human Resources. Their first priority was building the city's strategic plan.

"We sat down with City Council for a day-long retreat. At that time, we had more of a focus on goal setting rather than strategy," Mike explained. While City Council and City Management worked cohesively, the strategic planning process started and ended with them.

“ *In fact, later when we asked our staff members what was in the strategic plan, many did not know that we even had one.* ”

Tracking progress towards goals was another challenge. "As we all know, cities are data rich, but we weren't using our data. We were using action steps and trying to report on those. Our strategic plan was spread out across 36 elongated Excel spreadsheets and it was really just a lot of words. We did not have performance measures. We did not have charts and graphs, and we didn't talk about starting places or end places. That all made reporting difficult," explained Mike.

There had to be a better way.

"We wanted to make sure we got buy-in for our plan throughout all levels of the organization. We also knew that we wanted to get beyond annual reporting. We weren't able to really gauge if we were on target when we looked at the data just once a year," said Mike. "After 2016, we knew that we were not putting our best foot forward on the strategic plan. That's when we first started working with Envisio."

The City of Maplewood adopted Envisio to keep their strategic plan on track and to help them collect, analyze and visualize city data to better inform decisions. The city management team also planned to roll out an Envisio public dashboard to showcase their progress to residents.

ALL STAKEHOLDERS ENGAGED IN PLANNING

In their next round of strategic planning, the City of Maplewood went beyond just consulting with City Council to include all stakeholders, starting with residents.

"We did a community-wide survey to help us really get an understanding of the community," said Mike. Lois Knutson, Administrative Services and Performance Measurement Coordinator, used that feedback to support extensive planning meetings with 6 department heads, 40 supervisors and many of the city's 170 full-time employees.

Lois explained:

“ We had parks and maintenance staff, for example, sitting at the table with us creating action steps that feed into our performance measures and, ultimately, our key outcomes. ”

This time, when Mike and Melinda arrived at the City Council retreat, they were empowered with community feedback, a list of key outcomes indicators, supporting performance measures and a staff action plan--all aligned to help achieve the six City Council priorities: (1) community inclusiveness, (2) integrated communication, (3) financial sustainability, (4) operational effectiveness, (5) infrastructure and asset management, and (6) targeted redevelopment.

ENVISIO MAKES THE CITY'S STRATEGIC PLAN STICKY

This time, Mike and Melinda knew that the strategic plan couldn't hide in spreadsheets. It found a new home in Envisio, a centralized strategy and performance management solution.

Today, using Envisio, employees at all levels track their progress on actions and initiatives in personal, color-coded dashboards. Blue means 'completed,' green 'in progress,' yellow 'some disruption,' and so on. They receive email reminders to help them stay on track and ensure they make regular performance updates.

Maplewood's strategic plan is now sticky!

“Every day everybody comes in and they have a playbook to go by,” said Melinda. “I think that actually helps employees feel good about coming to work and about the work that they're doing.”

Lois explained how centralized performance management is also helping to break down department silos. “There has been more of a common focus among departments. The breakdown of silos has really created more teamwork and camaraderie between city departments too.”

REGULAR REPORTING MAINTAINS FOCUS ON PRIORITIES

Mike described the importance of progress tracking throughout the year to support better decisions and maintain focus on their six strategic priorities:

“ Reporting is really important and one of the biggest advantages of using Envisio. We set-up quarterly reports that are automatically generated and sent to department heads. We use them at staff meetings and it helps keep us focused. ”

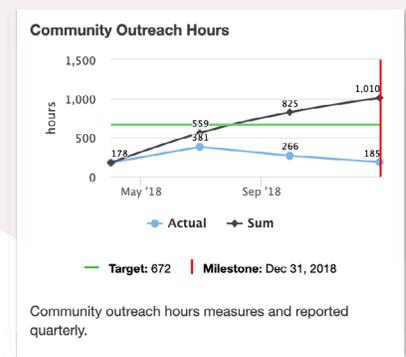
Envisio reports are also generated for city council meetings to provide updates on action items in context with strategic priorities. “It helps City Council stay focused, especially when there might be road projects or other capital equipment purchases on the agenda,” said Mike. “It helps us counsel and remind them what our priorities are, and to keep us thinking strategically.”

COMMUNITY TRUST GROWS WITH ONLINE DASHBOARDS

Maplewood residents can visit the Envisio-powered public dashboard online to stay abreast of the outstanding work that city employees are doing for the community.

“One of the hallmarks of our City Council is that they want to be transparent,” emphasized Melinda. “Envisio allows us to report to our community and our residents on what we’re doing. It allows us to tell our story and show that we’re being good stewards of their resources.”

Lois shared an example of a key outcome indicator providing transparency to City Council and residents: “To support our ‘community inclusiveness’ priority, the police department in 2018 had a goal of spending a combined total of 500 hours doing volunteer outreach in the community. We can see from our data that they actually spent over 1,000 hours working at different public events within our community.”



While there have been bumps in the road (and perhaps a few post-it notes along the way), the journey for Maplewood has been well worth the results. Today, the City of Maplewood has reached new maturity levels in city performance and analytics, operational effectiveness, employee morale, transparency and public trust.

Mayor Marylee Abrams commented on the City’s new inclusive and transparent approach to planning, performance management and reporting:

“ I think it means everything to our community that they can trust that their elected officials are making the very best decisions, and that those decisions are transparent, that there is a foundation for them, that they are part of the strategic goals that we’ve set for our city, and we know exactly what it is that we’re accomplishing. ”

ABOUT US

We believe that public institutions thrive when there is trust, and that nothing builds trust like a well-executed plan. Envisio is the #1 strategy and performance management solution used by public sector organizations.

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