

## 2018 Results deep dive – City Coordinator

### Topic 1: Core Functions

#### Background/Context

In accordance with the City charter, the function of the City Coordinator's Office is to provide strategic, administrative, and management services for the City. This includes planned activities, like managing and overseeing Coordinator departments, administering the City's planning and reporting. However, the Coordinator's Office is also responsible for overseeing activities as directed by City Council. This work requires the CCO to be flexible in time, human and financial resources. Both kinds of work are difficult to measure, in quantity and quality, as is difficult for many operational functions. While metrics exist for individual programs or projects within the Coordinator's Office, it is difficult to report on what core services the Coordinator's Office delivered across the City and how well it delivered them. For example, the CCO could provide metrics for the number of reports or projects, and while output metrics are one way to measure the work, they do not capture the quality of work performed. As the nature of the Coordinator's office has evolved, particularly in the last several years, performance metrics for the budget program area that is primarily responsible for delivering these core services to the enterprise have not yet been developed.

#### Discussion questions

1. What barriers make it difficult for the CCO to measure its core strategic, administrative, and management services to the enterprise?
2. What can be measured to track the services and value the CCO delivers to departments?

### Topic 2: Programs & Initiatives

#### Background/Context

The Coordinator's Office has become an incubator, accelerator and influencer in the organization in a way that was not originally imagined with the changing needs of the community. The Coordinator's Office is often asked to launch multiple enterprise programs and initiatives without the context of knowing their prognosis of their viability, success, and permanent placement. Furthermore, the substance of many of these initiatives require changing the status quo of the enterprise. This kind of work is difficult and presents challenges given the City's organizational structure. This is a key strength of the office, but as an evolving skill, we want to think proactively and creatively about how to make progress.

#### Discussion questions

1. How can we better partner across the organization to make progress?
2. How can we utilize current CCO programs and initiatives to accomplish enterprise-wide services, such as strategic policy development and implementation?
3. What is the criteria for determining what programs or initiatives get housed in the CCO and how/when do they leave our office?