

2018

DEPARTMENT

results  
minneapolis

## City Coordinator - Administration

### Results Minneapolis is changing.


















The City Coordinator's Office Strategic Planning and Analysis team is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

# Performance summary

**Enterprise priorities** (page 3): Workforce diversity, Spending with diverse suppliers

**Department priorities** (page 4): Program planning and goal setting

Budget program	2017 Budget	Performance measure	2017 performance	Data trend	Status indicator: Red/yellow/green
Strategic Management and Administration	\$4.2M	1. N/A	1. N/A	1. N/A	1. 
Innovation Team (I-team)	\$0.9M	1. N/A	1. N/A	1. N/A	1. 
Sustainability	\$0.8M	1. Minneapolis Greenhouse Gas Emissions (GHG from Citywide Activities) 2. Participation in Minneapolis market metrics project	1. 4.1 million metric tons CO2e (2016) 2. Market metrics: a. 24 markets b. 798 vendors c. 3,675 dot survey participants	1. Slight decrease 2. Market metrics: a. Increase b. Increase c. Increase	1.  2. Market metrics: a.  b.  c. 
Arts, Culture, & the Creative Economy	\$0.5M	1. Number of artists/organizations engaged 2. Number of City staff engaged 3. Number of community members engaged 4. Number of City departments engaged	1. 13 2. 29 3. 50,055 4. 14	1. Decrease 2. Decrease 3. Increase 4. Decrease	1.  2.  3.  4. 
Equity and Inclusion	\$0.4M	<i>Enterprise Equity:</i> 1. Foundations of Equity certificate training 2. Immigrant & Refugee trauma training 3. Cultural Somatics & Psychological First Aid certifications 4. READ Book Club  <i>Promise Zone:</i> 1. Promise Zone Annual Investment 2. Promise Zone Grant Status	<i>Enterprise Equity:</i> 1. 320 participants; 100% department participation; 60 certificates awarded; 100% of participants found it helpful 2. 45 participants from 15 City departments 3. 57 staff 4. 5 book events; 162 participants across events  <i>Promise Zone:</i> 1. \$12.2M 2. Grant status: a. Grant applications: 21 b. Grants received: 5	<i>Enterprise Equity:</i> 1. N/A 2. N/A 3. N/A 4. N/A  <i>Promise Zone:</i> 1. Decrease 2. Grant status: a. Slight increase b. Decrease	<i>Enterprise Equity:</i> 1.  2.  3.  4.   <i>Promise Zone:</i> 1.  2. Grant status: a.  b. 

# Enterprise Priorities

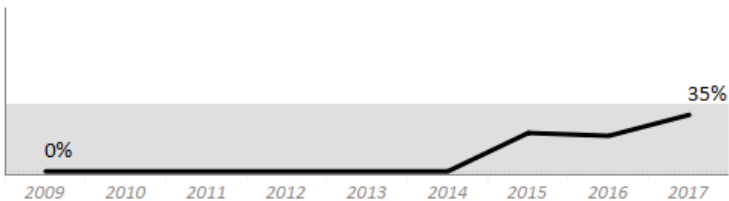
## Workforce diversity

**Does not meet the 2022** enterprise goal of 41% people of color  
**Exceeds the 2022** enterprise goal of 45% women

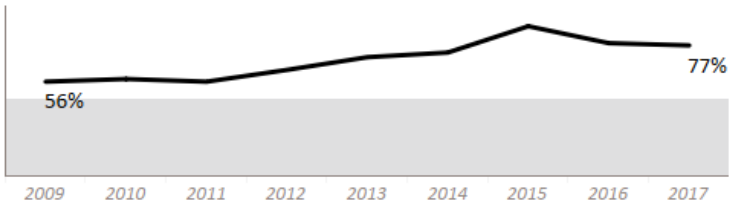
- From 2014-2017, the number of employees has increased from 9 to 26. In 2017, 9 were people of color and 20 were women.
- In 2015, the City added new programs in Equity and Inclusion, and the Innovation team, to the Coordinator's Office. Most of the increase in percent people of color can be attributed to these new programs.
- It is important to note that both the Innovation Team and the Equity and Inclusion team are funded primarily or significantly through grants.

### Workforce diversity (2009-2017)

#### People of color



#### Women



Notes:  
 (1) Grey shading indicates enterprise goals (41% people of color and 45% women).

2018 Department Results: City Coordinator

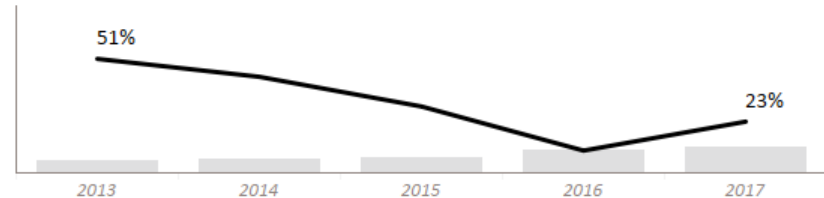
## Spending with diverse suppliers

**Higher than** Citywide percent diverse spending  
**Higher than** Citywide percent spending with minority-owned suppliers  
**Similar to** Citywide percent spending with non-minority women-owned suppliers

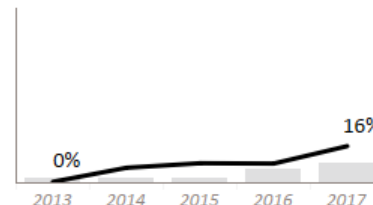
- From 2013-2017 the overall amount of included spending has more than quadrupled for the Coordinator's Office, from \$203K to \$834K.
- The decrease in percent spending with non-minority women-owned businesses can be attributed to the overall increase in spending, and is also due to a contract with one individual consultant in 2013 and 2014.
- Much of the increase in percent spending with minority-owned businesses from 2016-17 is due to spending with new consultants through grant funded programs (I-team, enterprise equity and ACCE).
- For more details, please see the City's [Spend Diversity Dashboard](#).

### Spending with diverse suppliers (2013-2017)

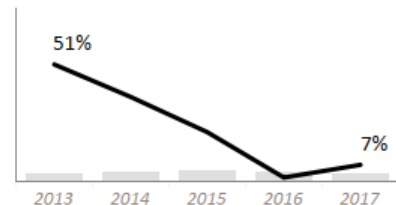
#### Overall



#### Minority (all genders)



#### Non-minority women



Notes:  
 (1) Grey shading indicates Citywide percent for each year.  
 (2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

# Department Priorities

## Program Planning and Goal Setting

- The value of the Coordinator's Office is to provide strategic, administrative and management services for the City. It is important to consider that part of that value is to be responsive to the changing needs of the organization and community. This requires some degree of flexibility in what we do and how we do it. However, it is clear that our office can and needs to plan how we do our work and the quality with which it is delivered.
- The Coordinator's Office has not engaged in cohesive or intentional work planning over the last several years. This makes it difficult to report our work with performance metrics that show what services our office delivered and how well we delivered them.
- In order to improve on this, **major internal priorities for our department in 2018 are (1) to build a cohesive work plan with goals and (2) to establish service delivery metrics.**
- Because the Coordinator's Office has been operating without a business plan, much of the content in this report represents a list of projects that were completed within each program area in 2017.

# Strategic Management & Administration + Innovation Team

2017 Budget: **SM&A \$4.2 million**

**I-Team \$0.9 million\***

**Program description:** This program provides internal services to City departments, including strategic planning and performance management, continuous improvement and facilitation, research, project management, policy guidance, data analysis/visualization, and rapid prototyping. The program also oversees a variety of external relationships and partnerships and helps plan for large citywide events including the Super Bowl LII (2018) and NCAA Final Four (2019).

## Analysis

- The Management Services Survey, administered and measuring performance in 2016, is our most recent department-wide performance measure. Through this and other feedback, we know that while City management appreciates the collaborative support and leadership provided by the Coordinator's Office, they need our office to clarify its role and provide better communication.
- In addition to role clarity and communication, it is clear that we need to develop consistent measures of effectiveness.

## Performance measures

- This budget program area does not currently have performance measures defined for 2017. Defining performance measures is a top priority for 2018.
- Increasingly, the Strategic Management & Administration team and the Innovation team have been tasked with leading and supporting enterprise policies and priorities. **Please see the next page for specific examples** of the skills and value these teams have provided.

## Action planned for 2018

- Build a cohesive work plan for the City Coordinator's Office, with goals and consistent performance metrics.
- Provide more targeted outreach and communication to City departments about the support and services we offer.
- Build on the Management Services Survey, including a way to better understand our effectiveness and include the ability to differentiate between respondents that have or have not worked with this department.
- Explore administering the Management Services Survey annually.

\*The I-Team budget represents grant pass-through dollars. It is not money drawn from the General Fund.

## Services provided

### Gather information

- Policy research
- Data collection
- Convening and facilitating

### Synthesize + analyze

- Data analysis and visualization
- City Goal Results reporting and roundtables
- Process and systems mapping
- Adaptive problem solving
- Program and process evaluation

### Act + implement

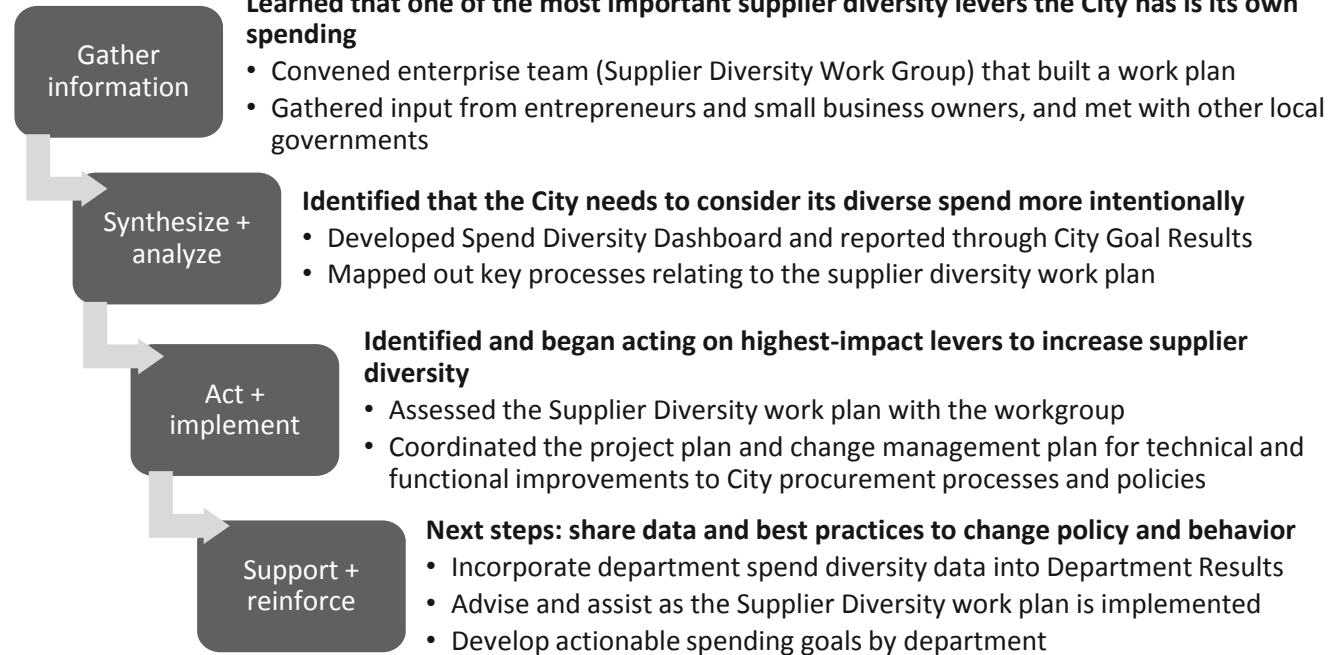
- Strategic planning
- Human-centered design
- Project management
- Systems practice, Prosci change management, Systematic Inventive Thinking (SIT)

### Support + reinforce

- Collaborations and partnerships
- Department Results reporting
- Trainings
- Advising, coaching and mentoring
- Acquiring, practicing and sharing new methodologies

## Supplier Diversity: A case study of services provided

*In partnership with CPED, Civil Rights and Finance*



### Large events

- Minneapolis has hosted some of the country's largest events in the last few years.
- The Coordinator's Office took the lead in organizing resources externally and internally, in order to ensure safe and efficient support for the events.

### Economic policy

- The Coordinator's Office coordinated the Minimum Wage Staff Team's work, which led to Council policy action on minimum wage in 2017.
- Led the work to pass paid sick and safe time as well as city-wide minimum wage.
- In collaboration with departments, developed the small business portal.

### Coordinated partnerships

- Implemented the resolution establishing the Transgender Equity Council to advise the City on matters of importance to the transgender, gender-nonconforming and non-binary communities.
- Supported the City's partnership with Meet Minneapolis to manage the Minneapolis Sister Cities program.

# Sustainability

**Program description:** The Sustainability program area drives citywide and internal sustainability policy through performance measurements, research, planning inter-departmental collaboration, piloting initiatives and funding development. The program has a particular focus on the Homegrown Minneapolis Initiative (healthy, sustainable locally grown food), climate and energy strategies, tree canopy improvements, and waste reduction strategies.

## Analysis

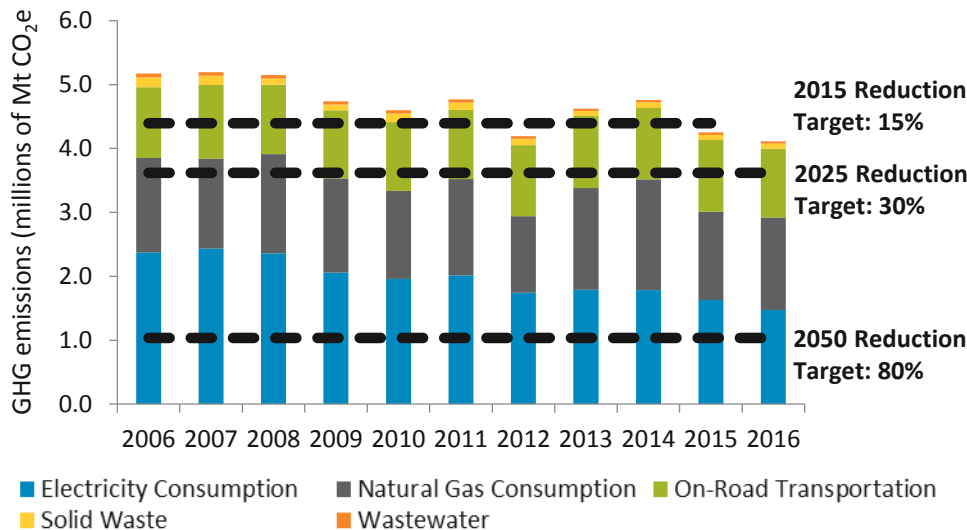
- Two Green Zones were adopted by City Council in 2017 so performance cannot yet be measured. Future measures may include:
  - Annual program spending in Green Zones (engagement, outreach, incentives, Cost-Share, etc.) related to adopted Action Items.
  - Number of Work Plan Action Items started, in-progress, or completed annually
- Minneapolis greenhouse gas (GHG) emissions from citywide activities decreased 17.8% in 2015 compared to the 2006 baseline, exceeding the reduction goal of 15% by 2015. Cleaner electricity (more renewables and fewer coal power plants) predominantly drove this reduction.
- All farmers markets in Minneapolis participated in collaborative activities in 2017, which included metrics, marketing, food access and ecosystem programs and activities, planning, and capacity building. Farmers market metrics provide important insights for markets and the City about benefits and operational challenges of the markets for vendors, customers and neighborhoods. Participation increases were driven by new USDA funding enabled participation stipends and U of MN staff time.
- For more information, see 2017 [Homegrown Highlights](#) and [Farmers Markets of Minneapolis report](#)

## Action planned for 2018

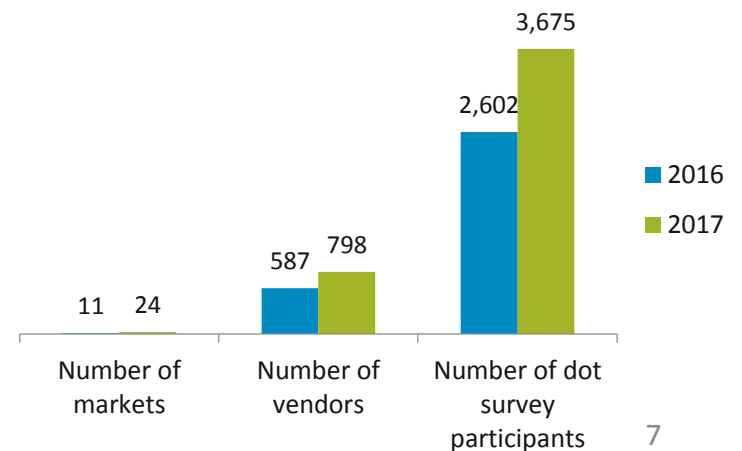
- Adopt Southside Green Zone Work Plan June 2018, implement actions July through December and measure progress (early 2019)
- Initiate Northern Green Zone planning with Health Dept, CAP-HC and consultant April 2018
- Reduce greenhouse gas (GHG) emissions by implementing the City's Climate Action Plan, collaborating with energy utilities via the Minneapolis Clean Energy Partnership's 2017-2018 Work Plan, and offering new and expanded energy programs through the 2017 utility franchise fee increase.
- Implement Farmers Markets of Minneapolis Collaborative activities 100% of markets annually
- Implement and improve the Garden Lease Program with enterprise partners to support leasing of >60 City lots and identify and advocate for at least two other policies that would improve community urban agriculture opportunities.
- Pilot implementation of Homegrown Small Business Fund Grant/Loan program for under-resourced food entrepreneurs.

## Performance measures

**Minneapolis Greenhouse Gas Emissions (GHG from Citywide Activities)**



**Participation in Minneapolis market metrics project**



# Arts, Culture, & the Creative Economy

**Program description:** The Arts, Culture and the Creative Economy (ACCE) program mission is to leverage the creative sector towards social and economic capital for the city of Minneapolis. The program’s work is implemented through policy and research, strategic partnerships and collaborations with City departments and community arts organizations.

**Analysis:** In 2017, ACCE’s capacity was stretched as it transitioned programming away from two of its principle collaborators, assuming primary administrative responsibility for two major program areas. This resulted in staffing changes along with increased areas of responsibility:

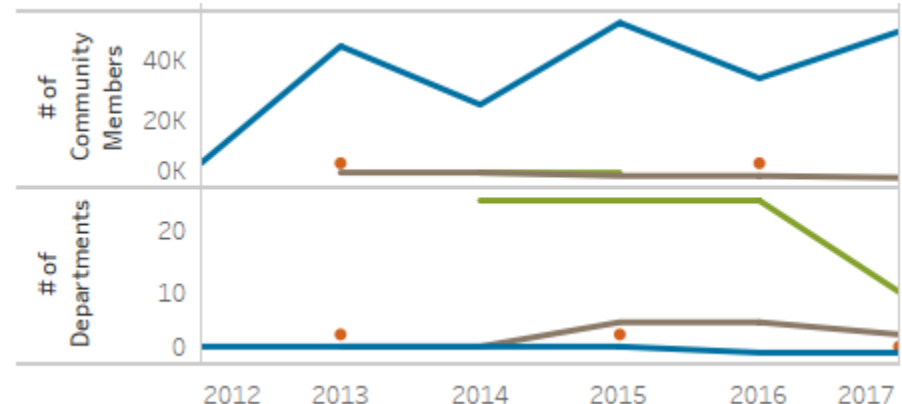
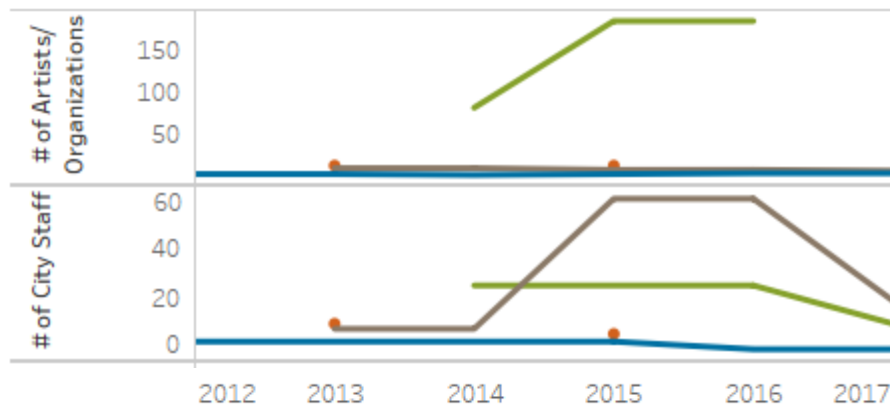
- The Creative City Challenge (CCC) – moved from the Convention Center to the Commons. When Convention Center managed CCC it provided 3 staff to support the program, with transition to ACCE, no additional staff support was added. (Dollars leveraged - \$579,986).
- Creative CityMaking (CCM) – moved away from Intermedia Arts to ACCE who assumed primary responsibility for 3 (out of 5) project extensions from the pilot year. When Intermedia managed CCM it provided 4 full time staff to support the program. As the CCM program transitioned to ACCE 1 temporary staff at 50% time was added. (Dollars leveraged: \$1,350,000.00, dollars raised \$1,175,000).

The Creative Index report cycles every two years. This change in workload drove the decrease in engagement numbers for the Creative Index in 2017 when engagement would have been expected to happen. While the Creative Index work started in 2017, the engagement did not start until the beginning of 2018.

**Action planned for 2018:**

- Complete mapping creative sector work space needs & update economic data in the Minneapolis Creative Index.
- Develop a pilot for CPED business assistance on creative sector training & technical assistance.
- Institutionalize Creative CityMaking as per Kresge grant requirements, issue progress reports & start on the Midtown Greenway Project by the Fall.
- Deliver data and policy recommendations for the Comprehensive plan.
- Deliver a new temporary artwork to the Commons, provide support Northern Spark and other free community programming.
- Work with Americans for the Arts, to host the largest arts conference in the US, in Minneapolis for 2019.

**Engagement numbers by program, stakeholder group and year**



Program Name  
■ Creative City Challenge  
■ Creative City Making  
■ Creative City Roadmap  
■ Creative Index

\*\$.1 million of the \$.4 million was one-time funding for Creative City-Making. ACCE operated with an additional \$350K in grant funding



# Equity and Inclusion – Enterprise Equity

**Program description:** This program focuses on growing the capacity of staff and policymakers to think critically about racial equity in City policies, practices and procedures. Staff develops and implements training, fosters team-building, and provides department-level and enterprise consultation. Staff also participates locally and nationally in coalitions focused on advancing racial equity.

## Analysis

- The adoption of the Racial Equity ordinance by Council in late 2017 provides greater clarity on the function of this work in the City of Minneapolis.
- Limited resources and competing priorities meant Enterprise Equity and Inclusion could not make as much progress as desired on structural processes like racial equity planning, performance measure setting as well as meeting all department demands.
- ReCAST Minneapolis strategic planning was collaborative and deemed as a model for other grantees by the funders, setting the team up for implementation success in 2018.

## Performance Measures:

Program Area	Performance Measure	Additional Accomplishments
Foundations of Equity certificate training	<ul style="list-style-type: none"> <li>• 320 participants</li> <li>• 100% department participation</li> <li>• 60 certificates awarded</li> <li>• 100% of participants found it helpful</li> </ul>	<ul style="list-style-type: none"> <li>• Race Equity web page released</li> <li>• ReCAST Minneapolis website released</li> <li>• Racial Equity Coordinator team launched</li> <li>• Race Equity ordinance adoption</li> <li>• Comprehensive Plan steering committee</li> <li>• Critical incident safe/brave space coordination</li> <li>• Department equity team support</li> <li>• Welcoming Cities Task Force</li> </ul>
Immigrant & Refugee trauma training	<ul style="list-style-type: none"> <li>• 45 participants from 15 City departments</li> </ul>	
Cultural Somatics & Psychological First Aid certifications	<ul style="list-style-type: none"> <li>• 57 staff</li> </ul>	
READ Book Club	<ul style="list-style-type: none"> <li>• 5 book events</li> <li>• 162 participants across events</li> </ul>	

\*Enterprise Equity received an additional \$1M in grant funding for the ReCAST Minneapolis program.

## Action planned for 2018

- Launch inaugural Racial Equity Community Advisory Committee.
- Develop enterprise racial equity performance measures through strategic planning process.
- Grow number of department-level racial equity teams across all City departments.
- Implement racial equity impact assessment tool with department-level supports.
- Formalize internal safe space/brave space protocol across enterprise.
- Expanded racial equity training and employee engagement to staff, elected officials and department teams.
- Staff/Community collaboration on defining community-based critical incident response protocols.
- Ongoing staff and community capacity-building on primary and secondary trauma, community resilience and building trauma-informed systems and processes.
- Racial equity progress reporting as required in the City's Race & Equity ordinance.
- Cross-jurisdictional collaboration and partnership to address broader racial equity efforts (e.g. GARE, Everybody In, etc.)

# Equity and Inclusion – Promise Zone

**Program description:** Promise Zones are federally designated, high poverty communities where Federal Government agencies partner with local organizations and leaders to increase economic activity, improve educational opportunities, and leverage private investment. The promise zone works to create partnerships and opportunities for residents in housing, economic development and inclusion, and systems access.

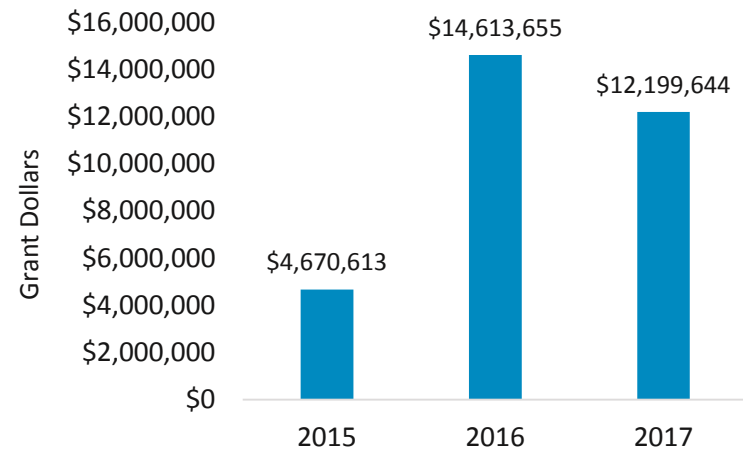
## Analysis

- The Promise Zone can impact the number of grants that are applied for in so far as there are grant opportunities available. The increase in grant applications from 2015-2016 was the results of the promise zone staff and work getting off the ground. Grant applications from 2016 to 2017 remained stable as the number of federal grant opportunities under the current administration has also stabilized.
- In addition to connecting community organizations with funding, the Promise Zone (PZ) plays an important role in making the City more accessible and transparent to the community. For example:
  - Promise Zone staff help North Minneapolis businesses access City resources like Business Licensing and the Police Department.
  - Lead the Economic Development Working Group (includes representation from the Federal Reserve, HUD, CPED, I-team as well as non-profit and private sectors) focused on bringing more resources for small businesses into the Northside and development of Master Plan for economic development in North Minneapolis.
  - Continued work with City partners on: Upper Harbor Terminal, Basset Creek Redevelopment, West Broadway Redevelopment, Northside Home Fund, Youth Violence Prevention, Healthy Living Advisory Team, Northern Metals, I-team small business work, Green Zones, ReCAST.

## Action planned for 2018

- Complete phase I of Capital Investment study (getting a handle on the numbers) and begin phase II i.e. a deeper dive into why certain projects were funded by the City by conducting interviews with CLIC members and decisionmakers.
- Prototype police/community relations research with small group of community members and police. Analyze and determine whether to broaden conversations based on results of prototype.

Promise Zone Annual Investment



Promise Zone Grant Status

