Key Indicators to Follow and Share: *High-performing Organization Assessment*
Meet the Presenters

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President & Partner

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Senior Manager

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Partner
“You need more than good intentions to be high-performing”
Section 1: Strategic Planning

Gain valuable insight on trends, provide management with a roadmap and increase operational efficiencies are a few of the benefits from having a strategic plan in place.

- Succession Planning
- Understanding Financial Reports
- Identify, Implement & Execute Strategic Goals/Vision
Strategic Financial Planning Calendar

**APRIL - MAY**
- Strategic Planning Session with Council; set vision

**MAY - JUNE**
- Capital Improvement Program (CIP) Revisions; strategic program review

**JUNE - JULY**
- Staff preparing budget requests in line with council directive from goal session

**AUGUST**
- Council receives preliminary budget/levy request

**by SEPT 30**
- Council approves preliminary budget/levy

**OCTOBER**
- Review of enterprise fund budgets/levy

**NOV - DEC**
- Council receives final budget/levy request and approves
Section 1: Strategic Planning

1. Our organization successfully conducts and implements a strategic plan annually

2. Action items from our strategic plan are incorporated into an annual work plan

3. Our strategic planning process includes all stakeholders

4. Our current leaders have the skills necessary to execute the strategic plan

5. Our council understand the financial reports they review

6. Leadership cascades the organization's strategic plan to everyone clearly

7. Our department leaders understand their role in the strategic plan

8. We have documented a plan to replace those associates retiring in next 3 years
Section 2: Capital Planning

Creating a capital framework consistent with the overall goals of your municipality will help assure sustainability and growth of your infrastructure.

- Capital Improvement Plan (CIP)
- Long Term (Financial) Plan
- Long Term Plan is an ever-evolving strategic tool
Section 2: Capital Planning

1. We have a capital plan that is updated on a consistent basis
2. Our capital plan integrates into our long-term financial plan
3. Our capital plan considers various sorts of funding such as internal bonding
4. All departments are involved in the capital planning process
5. The vision of the Council, as it relates to capital, is incorporated into our capital plan
6. Our staff are drive the initiatives and inform council of the processes being performed
7. We assess and manage bond levies for efficient use of reserves on an annual basis
8. Our processes include conducting a comprehensive street condition assessment on a periodical basis
9. Our processes include conducting a comprehensive building condition assessment on a periodical basis
10. We have dedicated staff assigned to doing condition assessments on a periodical basis
11. We use our condition assessment in capital planning
Section 3: Customer Experience

Creating a positive experience for your residents, contractors and vendors not only delivers a positive customer experience, it will help you drive measurable results.

• How do you listen to your customers and determine products and services to meet their needs?
• How do you build relationships with customers and determine satisfaction and engagement?
<table>
<thead>
<tr>
<th>Method</th>
<th>Frequency</th>
<th>Listen / Learn</th>
<th>Build Relations</th>
<th>Manage Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen survey</td>
<td>A</td>
<td>R</td>
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<td>R</td>
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<tr>
<td>Point of service surveys</td>
<td>AN</td>
<td>R</td>
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<tr>
<td>Council meeting &amp; work</td>
<td>W</td>
<td>R,B</td>
<td>R,B</td>
<td>R,B</td>
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<tr>
<td>City festival</td>
<td>A</td>
<td>R,B</td>
<td>R,B</td>
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<td>Boards and commissions</td>
<td>MQ</td>
<td>R,B</td>
<td>R,B</td>
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<tr>
<td>Public meetings</td>
<td>AN</td>
<td>R,B</td>
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<tr>
<td>Chamber events</td>
<td>AN</td>
<td>R,B</td>
<td>R,B</td>
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<tr>
<td>Strategic planning</td>
<td>A</td>
<td>R,B</td>
<td>R</td>
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<tr>
<td>e-newsletters</td>
<td>AN</td>
<td>R,B</td>
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<td>Social media</td>
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<td>R,B</td>
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<tr>
<td>Other</td>
<td>AN</td>
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<td></td>
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<tr>
<td>Key Outcome / Service</td>
<td>Mechanism</td>
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<tr>
<td>Community and Neighborhood</td>
<td>Code enforcement interactions, neighborhood meetings and events, mediation, classes and trainings, open houses for planning, listening sessions</td>
<td></td>
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<tr>
<td>Livability</td>
<td></td>
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<tr>
<td>Culture and Recreation</td>
<td>Rec facility staff interactions and events, City festival</td>
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<tr>
<td>High Performing Government</td>
<td>Council meetings and work sessions, staff liaisons on boards and commissions, strategic planning, listening sessions</td>
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<tr>
<td>Safe Community</td>
<td>Police officers' interactions, utilities customer service staff interactions, citizen review board meetings</td>
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<tr>
<td>Obtain information</td>
<td>Citizens</td>
<td>Businesses</td>
<td></td>
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<tr>
<td></td>
<td>Website, public meetings, social media, library, published docs, hotlines, city news, public hearings, tv, annual state of the city, newspapers, boards and commissions,</td>
<td>Website, public meetings, social media, council meetings, fact to face, key account reps, finance auditors, ecommerce, public hearings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtain services</td>
<td>Website, walk-ins, published docs, product deliver mechanisms, phone</td>
<td>Website, walk-ins, published docs, city sponsored classes (landlord training, HOA training, phone</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 3: Customer Experience

Questions to Answer beyond the survey

1. Are user groups defined and understood by all in the city.
2. Do you have tools to get targeted feedback.
3. Do you have an internal training program.
4. Do you have a communication role established. Is it accountable to results.
5. Are you “open” for business 24 hours a day.
Section 3: Customer Experience

1. We have an actionable Customer Experience (CX) vision in place which includes the desired experience we want to provide to our customers.

2. The CX we have in place drives not only a positive experience for our customers, it also drives the desired customer behavior.

3. We have a website that allows residents to access county/city strategic plans, building inspections, and planning and zoning.

4. Our website allows residents to make online payments for things such as property taxes, library fines, and fees.

5. Our website includes a geographic information systems map (includes such things as property information, licensed care providers, and local recycling and waste disposal locations).

6. We have created an easy, anonymous and efficient way for residents to report a concern via our website.

7. We have an online appointment center for residents to schedule, change or cancel appointments.

8. We have email and/or text message alerts for residents in regards to community news, events, and calendars.

9. We send out emails and/or text message alerts for residents in regards to road closures.

10. We communicate to our residents via emails and/or text message in regards to upcoming property and taxation dates.

11. We have an automated system in place to respond to all inquires, either by phone or website submission, within 1 business day.
Section 4: Analytics and Reporting

1. We have Key Performance Indicators (KPIs), which measure success of an initiative, identified for our organization
2. We review monthly reports of KPIs
3. Our KPIs include lagging indicators
4. Our KPIs include leading indicators
5. Our KPIs include non-financial metrics
6. We review our performance and capabilities on a monthly basis
7. For continuous improvement and opportunities for innovation, we use the findings from our performance reviews to develop priorities
8. We use our knowledge and resources to implement learning opportunities in the way that aligns with how we operate
9. We perform a budget to actual analysis quarterly
Section 4: Analytics and Reporting

High performing Counties and Cities use data and analytics to gain a deeper understanding into the effectiveness of their efforts, to deliver more value to their taxpayers and to address important policy and operational issues.
Data Analytics

• Data analytics – what is it?
• Data, data everywhere
• A move from descriptive to prescriptive analytics
• Why we are so excited about this
• Our approach with our clients
• City of Carver example
Data Analytics: Defined

~ “Qualitative and quantitative techniques and processes used to enhance productivity and business gain. Data is extracted and categorized to identify and analyze behavioral data and patterns, and techniques vary according to organizational requirements.”

- Data analytics is more concerned with solving problems through defined data sets, whereas data science requires the development of new models and algorithms through coding and programming.

- Data has always been a part of our daily lives; with technological advances, we have just become more adept at collecting and making sense of it.

- Although some data analysts may look at large and complex data, also known as “big data,” a lot of work also involves smaller data, such as internal data sets and company records.

- Data analytics relates to business intelligence (BI). However, BI looks at the interpretation of past data, whereas analytics can predict the future as well.
Data Never Sleeps
In the past 15 Years
52% of Fortune 500 companies disappeared

In the past 3 Years
90% of the world’s data was created
Descriptive
Explains what happened.

Diagnostic
Explains why it happened.

Predictive
Forecasts what might happen.

Prescriptive
Recommends an action based on the forecast.
Why are we so excited about this?

✓ Help organizations make faster and better decisions
✓ Ability to pull in multiple data sources to one platform
✓ Real time information
✓ Self-service reporting
✓ Reasonable cost of tools such as Microsoft Power BI
Data Analytics Process

1. Define the objective
2. Data Gathering
3. Data Cleaning
4. Field Level Analysis
5. Data Consolidation
6. Data Analysis and Organizational Insights
Project Approach

1. Gather and share information internally on segment/industry and client
2. Client listening meetings
3. Initial data strategy session
4. Proposal acceptance
5. Requirements gathering
6. Design
7. Build
8. Test
9. Train
10. Deliver
How Are Enterprise Funds Performing Against 2020 Budget Amount?

- **Water**: 2020 YTD Amount = $0.66M, 2020 YTD Budget = $1.55M
- **Sewer**: 2020 YTD Amount = $0.29M, 2020 YTD Budget = $0.87M
- **Storm Water Sewer**: 2020 YTD Amount = $0.24M, 2020 YTD Budget = $0.50M

- **City of Carver 2020 Budget**: $2.91M
- **City of Carver Budget Spent**: $1.19M
General Fund Revenue and Expenses

**General Fund Revenue by Category**

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$1,866,564</td>
<td>$1,866,564</td>
</tr>
<tr>
<td>Building Permits</td>
<td>$0.40M</td>
<td>$0.40M</td>
</tr>
<tr>
<td>State Grants/Aid</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>Rural Fire Contracts</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>Fire State Aid</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>County Grants/Aid</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>Transfers</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
</tbody>
</table>

**General Fund Expenses by Department**

<table>
<thead>
<tr>
<th>Department</th>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Services Ope...</td>
<td>$0.07M</td>
<td>$0.07M</td>
</tr>
<tr>
<td>Public Services Publ...</td>
<td>$0.07M</td>
<td>$0.26M</td>
</tr>
<tr>
<td>Building Inspection ...</td>
<td>$0.06M</td>
<td>$0.26M</td>
</tr>
<tr>
<td>Administration Wa...</td>
<td>$0.05M</td>
<td>$0.21M</td>
</tr>
<tr>
<td>Engineering Engine...</td>
<td>$0.11M</td>
<td>$0.11M</td>
</tr>
<tr>
<td>Public Services Bulk...</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>General Govt Buildi...</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
<tr>
<td>Public Services Capi...</td>
<td>$0.00M</td>
<td>$0.00M</td>
</tr>
</tbody>
</table>

**General Fund Revenue by Account**

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2020 YTD Amount</th>
<th>2020 YTD Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes Revenue</td>
<td>$13,341</td>
<td>$1,856,564</td>
</tr>
<tr>
<td>Building Permits</td>
<td>$74,997</td>
<td>$397,713</td>
</tr>
<tr>
<td>Local Government Aid</td>
<td>$0.00M</td>
<td>$148,821</td>
</tr>
<tr>
<td>Rural Fire Contracts</td>
<td>$0.00M</td>
<td>$122,500</td>
</tr>
<tr>
<td>Fire State Aid</td>
<td>$0.00M</td>
<td>$36,500</td>
</tr>
<tr>
<td>County Grants/Aid for Highway</td>
<td>$19,964</td>
<td>$26,000</td>
</tr>
<tr>
<td>Transfer from Other Fund</td>
<td>$0.00M</td>
<td>$25,000</td>
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<tr>
<td>Interest Earnings</td>
<td>$559</td>
<td>$22,500</td>
</tr>
<tr>
<td>Antenna Lease Revenue</td>
<td>$4,618</td>
<td>$17,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$126,330</strong></td>
<td><strong>$2,702,543</strong></td>
</tr>
</tbody>
</table>
Enterprise Fund Revenue and Expenses

How EF is progressing towards target

![Progress Chart](chart.png)

Enterprise Fund Revenue by Fund Name

<table>
<thead>
<tr>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$2.00M</td>
</tr>
<tr>
<td>Sewer</td>
<td>$0.87M</td>
</tr>
<tr>
<td>Storm Water Sewer</td>
<td>$0.71M</td>
</tr>
</tbody>
</table>

Enterprise Fund Expenses by Fund Name

<table>
<thead>
<tr>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$1.55M</td>
</tr>
<tr>
<td>Sewer</td>
<td>$0.87M</td>
</tr>
<tr>
<td>Storm Water Sewer</td>
<td>$0.24M</td>
</tr>
</tbody>
</table>

Enterprise Fund Revenue by Account

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water/Sewer Connection</td>
<td>$109,040</td>
<td>$1,350,960</td>
</tr>
<tr>
<td>Water Sales</td>
<td>$156,762</td>
<td>$719,250</td>
</tr>
<tr>
<td>Sewer Sales</td>
<td>$0</td>
<td>$600,500</td>
</tr>
<tr>
<td>Stormwater Area Charges</td>
<td>$103,457</td>
<td>$521,040</td>
</tr>
<tr>
<td>Fees</td>
<td>$48,324</td>
<td>$185,400</td>
</tr>
<tr>
<td>Operating Transfer In</td>
<td>$0</td>
<td>$69,238</td>
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<tr>
<td>Water Meters</td>
<td>$7,406</td>
<td>$59,124</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$0</td>
<td>$50,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$617,118</strong></td>
<td><strong>$3,582,012</strong></td>
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Enterprise Fund Expenses by Account

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2020 YTD Amount</th>
<th>2020 YTD Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Bond</td>
<td>$0.68M</td>
<td>$0.83M</td>
</tr>
<tr>
<td>Debt Service Interest</td>
<td>$0.31M</td>
<td></td>
</tr>
<tr>
<td>Met Council Sewer</td>
<td>$0.26M</td>
<td></td>
</tr>
<tr>
<td>Water Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sewer Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Utilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Meter</td>
<td></td>
<td></td>
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<tr>
<td>Other Prof Services</td>
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</tbody>
</table>
8.43M
Total Ending Balance

Maybe Waterfall chart for YOY% on Transit Passengers but need to have date?
Section 5: Process Efficiency and Automation

Through process efficiencies and automation, city/counties can experience lower cost and improved quality of service.

- Information **FLOWS**
- Connections (Systems & Technology)
- Right Info, People, Place, Step (Timely)
Section 5: Process Efficiency & Automation

1. We are using an effective electronic document management system

2. We prepare and distribute council packets electronically

3. Utility readings are real time and done remotely

4. Our employee time tracking process is compliant, and the process is efficient

5. We process all invoices electronically

6. Our accounts payable process includes electronic receipt storage

7. We have our HR software integrated with payroll software

8. We have all finance approvals and document routing done electronically such as invoices

9. We accept credit card payments through our website
Why Consider Automation?

✓ Better utilization of talent
✓ Free your staff from monotony
✓ Happier team members
✓ Fewer errors
✓ Cost savings
✓ Speed
✓ 24 x 7 processing

* RPA can fill in on a full process, or a piece of a process

*60% of occupations are capable of automating ~30% of their activities

- McKinsey
✓ Accounts Payable Automation
✓ Workflows
✓ Automated Payment Processing – Payments and Receipts
✓ Integrations between separate systems
✓ Electronic Bank Reconciliation
✓ Full utilization of your existing system features
✓ Streamline and auto issues reports
✓ Expense reporting
✓ Robotic Process Automation (RPA)

-Boomer Consulting
Workplace Tasks by 2025

Rate of automation
Division of labor as a share of hours spent (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Human</th>
<th>Machine</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>2022</td>
<td>58%</td>
<td>42%</td>
</tr>
<tr>
<td>2025</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

What can RPA do?

- Open Email/Attachments
- Log into web/enterprise applications
- Move Files and Folders
- Copy & Paste
- Fill in Forms
- Read & Write to Databases
- Scrape Data from the web
- Connect to API’s
- Make Calculations
- Extract structured data from documents
- Collect social media statistics
- Follow if/then algorithms
AEM ProEvals
Why would we do this?
Four Types of Process Evaluation

1. Process Mapping – Documentation Only
2. A full AEM ProEval – Documentation AND Evaluation
3. AEM ProEval – Kaizen
4. Software Inventory & Assessment
Section 6: Workforce Focus

Attracting the right staff and developing your workforce to its full potential while ensuring alignment with the organization’s objectives creates a high-functioning workplace.

• Areas of Workforce Focus
• Areas of Opportunity
• Success Story – Recruiting and Onboarding
Section 6: Workforce Focus

1. We are committed to developing the full potential of each of our staff at every level of the organization.

2. We have analytics in place to track the success level of our internal trainings.

3. Our staff are aligned with our organization's mission.

4. We provide our staff with trainings from trained professionals to empower them to grow their skills.

5. We customize our benefit packages to accommodate our staff’s preferences.

6. We actively prepare our workforce for changing capability and capacity needs.

7. We foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce.

8. We support the learning and personal development of our staff that aligns with our organization's needs.

9. We have a system in place to manage the career development of our workforce, including our future leaders.
Section 7: Results

Understanding your organization’s performance and improvement opportunities in key business areas allows you to understand how you compare in your industry and the potential for growth.

• Outputs & Outcomes Achieved
• Ongoing Success (& Celebration)
• Revealers of Opportunity (Multiple Areas)
• Drivers of Excellence (Trends over Time)
Section 7: Results

1. We track resident’s satisfaction on a regular basis
2. We report on these findings to our residents and to our staff
3. As an organization we effectively use these finding to improve
4. We track our overall marketplace performance
5. We compare our overall marketplace performance to other municipalities of our size
6. Our annual reports clearly documents our accomplishments in the past year
7. We compare our overall development performance to similar city/counties
8. We communicate on a regular basis with our vendors to build long-term sustainable relationship
9. We partner with businesses within our community to build long-term sustainable outcomes
10. We have in place agreements with vendors and contractors to conform to certain standards and social behaviors
11. Our investment policy meets environment or social standards which align with our core values
**Section 8: Leadership**

Examines how senior executives lead the organization and address their responsibilities to staff and residents while practicing good citizenship.

- What is Leadership?
- Areas of Opportunity
- Success Story - Looking in the Mirror
Section 8: Leadership

1. Our leaders provide the team with honest, frequent, and motivating performance feedback
2. We care about the morale of our team and make the needed improvements to keep morale high
3. We value the strategic importance of organizational culture and employee engagement
4. We take action to continuously improve the culture of our organization
5. The leader's model and champion our organization’s mission and vision through regular behavior and ongoing communication
6. We recognize that our staff deserve and expect frequent opportunities for development and growth, both personally and professionally
7. It is a key responsibility of the executive team to develop new leaders in our organization
8. We are committed to holding ourselves and our team accountable for meeting personal and organizational goals
9. We are willing to address poor performance appropriately and decisively
10. Our organization demonstrates a culture of trust and healthy conflict where mistakes and disagreements are seen as a learning opportunity and necessary for growth
11. As leaders, we care about our team and are invested in their success
Invitation to Participate:
Please click below to take our high performing organization survey

Complete the Survey
Contact the Presenters

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