

# Office of Innovation and Efficiency

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The ***Office of Innovation and Efficiency*** exists to guide and advise the City and its departments through the strategic use of data and performance management to achieve their public purpose and make informed decisions that drive continuous improvement for **efficient and effective** delivery of City services.



**Efficient**

producing the intended community outcomes with minimal waste, delay, or rework.

**Effective**

delivering the right service, at the right time, at the right quality, using the right level of resources.

Our goal is to take it even one step further and that is moving towards

**Sustainable Efficiency.**





## What is Sustainable Efficiency?

- Not a one-time cut or reactive approach
- It's replicable
- It's embedded
- It's business as usual

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# *Office of Innovation & Efficiency*

## Services Offered



MANAGING  
WITH DATA



BUSINESS  
SOLUTIONS



PERFORMANCE  
REPORTING



DATA  
GOVERNANCE



CAPACITY  
DEVELOPMENT



STORYTELLING

## The What



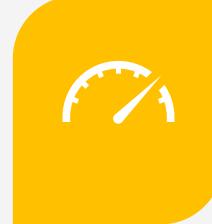
### MANAGING WITH DATA

Using timely, reliable data to understand what's happening and guide decisions, resources, and improvements toward intended outcomes.



### BUSINESS SOLUTIONS

Tools, systems and workflows that solve business needs and improve daily operations.



### PERFORMANCE REPORTING

Clear, decision-ready updates on outcome progress, risks, and accountability.



### DATA GOVERNANCE

Policies and procedures that manage city data as an asset—ensuring it's timely, high-quality, and appropriately accessible.



### CAPACITY DEVELOPMENT

Building organization-wide knowledge to use data, tools, and performance information in everyday decisions.



### STORYTELLING

Strategic communication that combines data, context, and narrative to explain what we're doing, why it matters, and the outcomes achieved.



The How- PerformancePlus



OFFICE OF INNOVATION AND  
EFFICIENCY

PRESENTS

# PERFORMANCE**PLUS**

ENVISION. ELEVATE. IMPACT.

**Systematic approach ensuring alignment with the council priorities in the stewardship of city resources in constant commitment to continuous improvement, innovation, efficiency and effectiveness.**



## PERFORMANCEPLUS



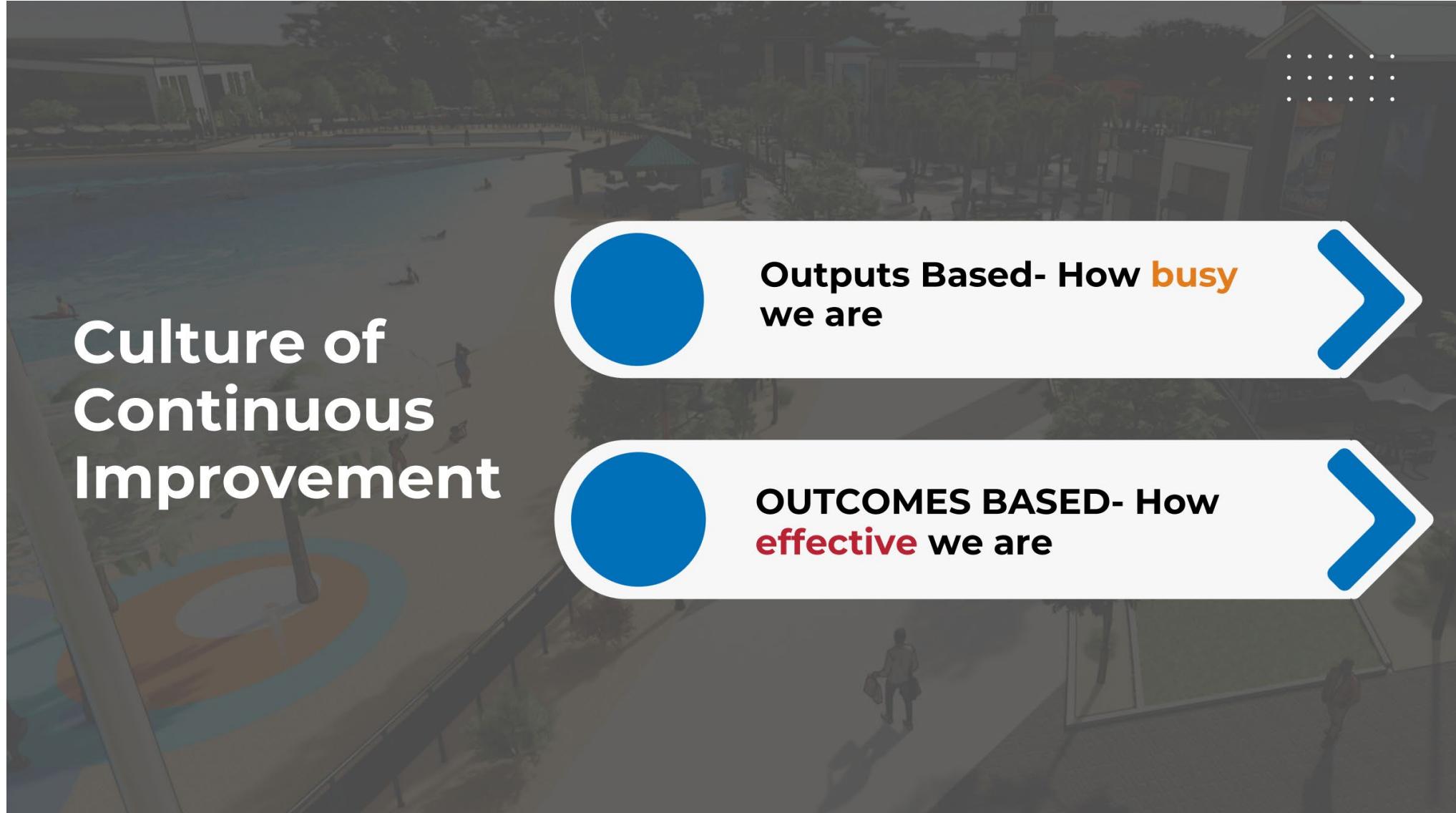
Envision



Elevate



Impact



Through a collaborative partnership with OIE, departments:

- Define outcomes aligned with citywide priorities
- Focus efforts on the outcomes that matter most
- Establish meaningful KPIs and leading (driving) metrics



## Purpose:

The [Department Name] exists to [primary function or service] to / for [desired outcome or benefit to the community outcomes] to [alignment with council priority].

## Outcomes-based KPI

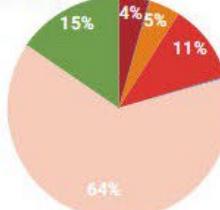
Off Track

87.95%

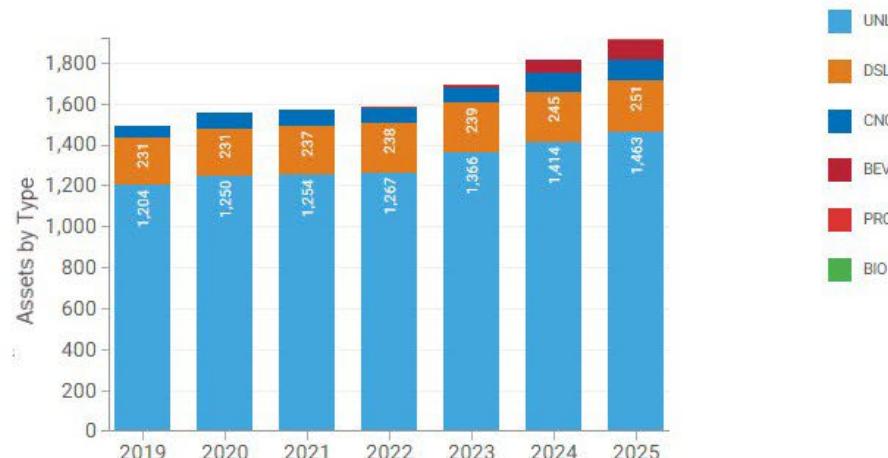
Availability Rate

10/1/25 - 10/31/25

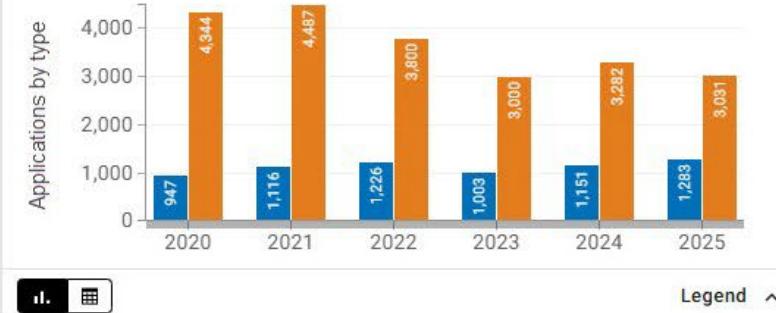
## Driving Indicator - Input, Output, Outcome.



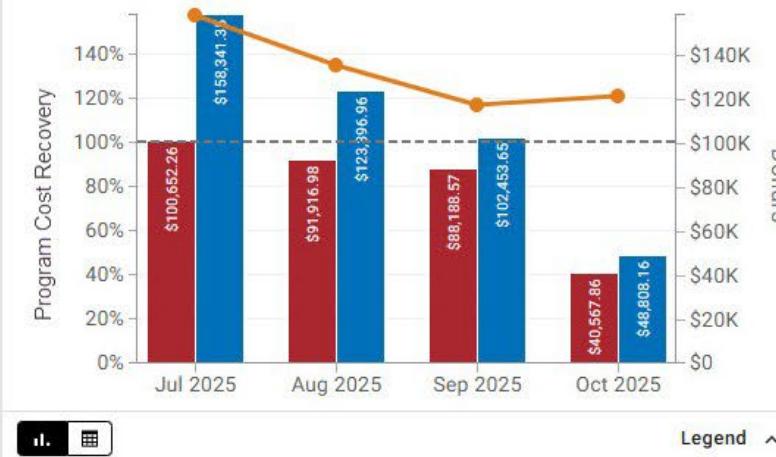
## Driving Indicator - Input/Output/Outcome



## Driving Indicator - Input, Output, Outcome.



## Budget Impact



## Service Delivery Impact

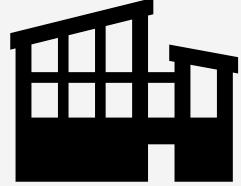




**Interconnected priorities across the organization** that help identify, pilot, and scale process, workflow, and system improvements.

**Elevating data-informed decision-making:** moving from situational uses to consistent expectation and organizational standard.

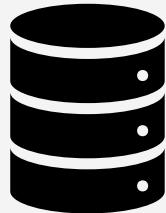


**Collaborative Efficiencies**

Building Permit  
Review Process

Police Hiring

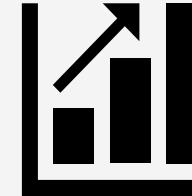
Capital  
Improvement  
Process

**Quality Indexing**

Economic  
Development

Urban  
Transformation

Police

**Collaborative Measures**

Fleet  
and  
Solid Waste

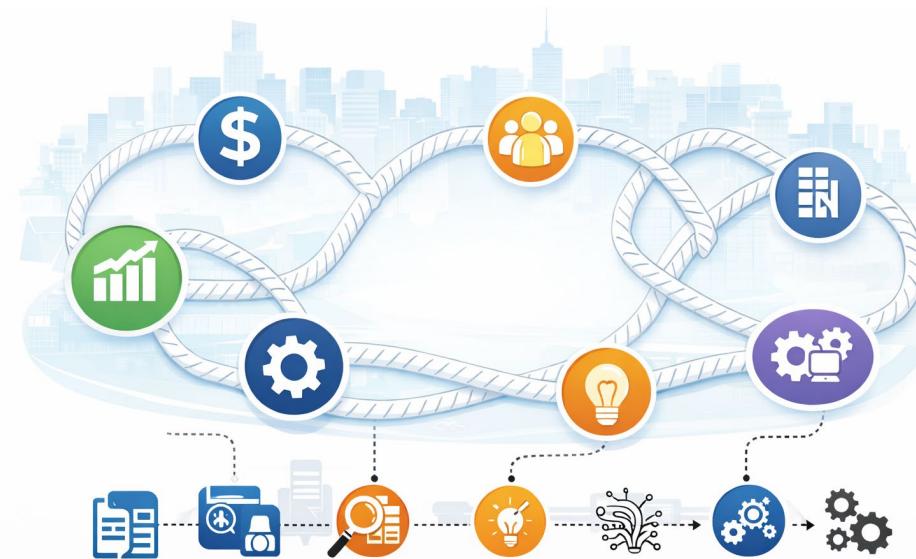
Workforce  
Readiness

**Managing with Data**

Specialty Licensing and  
Permits

Water & Energy  
Resources

Prediction Models  
(Code Compliance,  
Water Mains,  
Pedestrian-Related  
Fatalities / Injuries)



**Threading** is the practice of intentionally identifying and connecting related needs, processes, and opportunities across departments to reveal where work intersects, overlaps, or depends on one another—enabling coordinated process improvements and shared efficiency gains.

It makes visible how departmental challenges are not isolated, but part of **system-wide workflows and value chains**, allowing the organization to address root causes rather than symptoms.



# FEEDBACK Q&A



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