What Works Cities

Results Minneapolis Review:
Research, Findings, and Recommendations

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JOHNS HOPKINS UNIVERSITY | GovEx

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Executive Summary

Since November 2016, the City of Minneapolis (Minneapolis) has engaged with What Works Cities (WWC) and the Center for Government Excellence at Johns Hopkins University (GovEx) to accelerate its use of data and evidence to improve outcomes for residents. This report describes the work done by GovEx and Minneapolis through May 2017 to determine what is working in the Results Minneapolis program and develop strategies to build upon past success and strengthen program weaknesses.

To accomplish these goals, GovEx and Minneapolis performed a deep review of Results Minneapolis and its purpose, processes, and uses. As part of this review, GovEx and Minneapolis developed and administered a survey of key city staff who participate in Results Minneapolis, reviewed performance models from other WWC cities, and began drafting a future vision for Results Minneapolis.

Through research, conversations, and review of survey results from Results Minneapolis participants, several themes emerged around the program's strengths and weaknesses.

1. **Results Minneapolis stakeholders agree that the program provides value.** Results Minneapolis has three major stakeholder groups: central administration, legislative leadership, and department participants. Each group generally finds Results Minneapolis to be useful and wants the program to continue.

2. **Results Minneapolis lacks clarity of purpose, which affects how useful the program is to stakeholders.** Despite agreeing on the usefulness, different stakeholders did not agree on the purpose of Results Minneapolis beyond an effort in increasing transparency, which limits the usefulness of the reports and meetings for all involved.

3. **Reporting requirements and meeting structures across City Goal Results and Department Results do not consistently facilitate action steps for departments.** Less than half of survey respondents said they take action from Results Minneapolis meetings and reports either at the department or citywide level.

To build on strengths and improve on weaknesses, GovEx recommends the following steps to revise Results Minneapolis and increase data use by Minneapolis city staff.

1. **Automate and standardize reporting** across the program so departments and leaderships can focus on analyzing data and recommending action. This will reduce the amount of time spent on generating reports and allow stakeholders to redirect efforts to analysis and problem solving.

2. **Focus on solutions to challenges** in targeted areas throughout all Results Minneapolis meetings, reports, and follow up, instead of status review for all indicators. This will reduce the tendency to only provide positive reports, provide staff with a forum to discuss challenges openly, and allow for departments and leadership to take and track follow up action.

3. **Provide support to departments** throughout the Results process to automate metrics, plan for reports and meetings, and track follow up actions. This will allow departmental staff to hone in on key issues and challenges and allow Results Minneapolis staff to provide capacity where needed to analyze data and report in a consistent and actionable way to leadership.

The remainder of this report describes in detail findings from the review of the Results Minneapolis program, recommendations for next steps, insight into the partnership and review process for Minneapolis, and background information on WWC. For further information, please contact Eric Reese at ereese@jhu.edu or Andrea Larson Andrea.Larson@minneapolismn.gov.

Summary of Findings

Following review of Results Minneapolis documentation, staff surveys, discussions with elected and administrative leadership, and repeated conversations with Results Minneapolis staff, three major findings emerged.

1. **Results Minneapolis stakeholders agree that the program provides value.** All stakeholders, including central administration, legislative leadership, and department participants, generally find Results Minneapolis to be useful and want the program to continue.

2. **Results Minneapolis lacks clarity of purpose, which affects how useful the program is to stakeholders.** Despite agreeing on the usefulness, different stakeholders did not agree on the purpose of Results Minneapolis beyond an effort in increasing transparency, which limits the usefulness of the reports and meetings for all involved.

3. **Reporting requirements and meeting structures across City Goal Results and Department Results do not consistently facilitate action steps for departments.** Less than half of survey respondents said they take action from Results Minneapolis meetings and reports either at the department or citywide level.

Overall, Results Minneapolis is an effective program. Staff surveys, discussions with elected officials, and repeated conversations with Results Minneapolis staff made clear the value that a variety of stakeholders find in the program. However, each stakeholder has different interests and finds different value in Results Minneapolis. These differing perspectives create conflicts around the purpose, structure, and usefulness of the program which limit its effectiveness in creating change across the City.

Figure 1 – Stakeholder Perceptions and Needs for Results Minneapolis

Stakeholder	Perception	Need
Department staff	Results Minneapolis focuses on transparency and does not consistently influence departmental decision or action	Concise reporting that is customized to departmental preferences and useful for follow up action
Elected officials	Meetings and reports focus only on positives and broad reviews, making it difficult to focus on any action steps	Balanced discussion of successes and challenges to focuses on solutions that city council can help influence
Results Minneapolis staff	Staff spend the majority of Results Minneapolis time generating reports that are often shelved after one-time use	Automated and consistent reporting to allow staff to focus on analysis, solutions, and action

Each of the three stakeholders have different needs for Results Minneapolis that are often in direct conflict with one another. To balance interests and ease tension among stakeholder needs in the long-term, Results Minneapolis should be intentional about program design to focus where interests converged: around having reports and meetings that are more action-oriented. The recommendations that follow focus on steps that will help Minneapolis retain the strengths of Results Minneapolis while meeting the needs of stakeholders to improve the program over time.

Recommendations

Although activities through the MOU to-date show the value of Results Minneapolis, several changes could help Minneapolis build upon the strengths of the program and improve upon weaknesses. As Results Minneapolis progresses through new iterations, taking action in three major areas will help the city continue to improve the program and meet the needs of its stakeholders.

1. **Automate and standardize reporting** across the program so departments and leaderships can focus on analyzing data and recommending action. This will reduce the amount of time spent on generating reports and allow staff to redirect efforts to analysis and problem solving.

2. **Focus on solutions to challenges** in targeted areas throughout all Results Minneapolis meetings, reports, and follow up, instead of status review for all indicators. This will reduce the feeling of only hearing positive reports, provide staff with a forum to discuss challenges, and allow for departments and leadership to take and track follow up action.

3. **Provide support to departments** throughout the Results process to automate metrics, plan for reports and meetings, and track follow up actions. This will allow departmental staff to hone in on key issues and challenges and allow Results Minneapolis staff to provide capacity where needed to analyze data and report in a consistent and actionable way to leadership.

Figure 2 – Stakeholder Needs and Recommended Roles
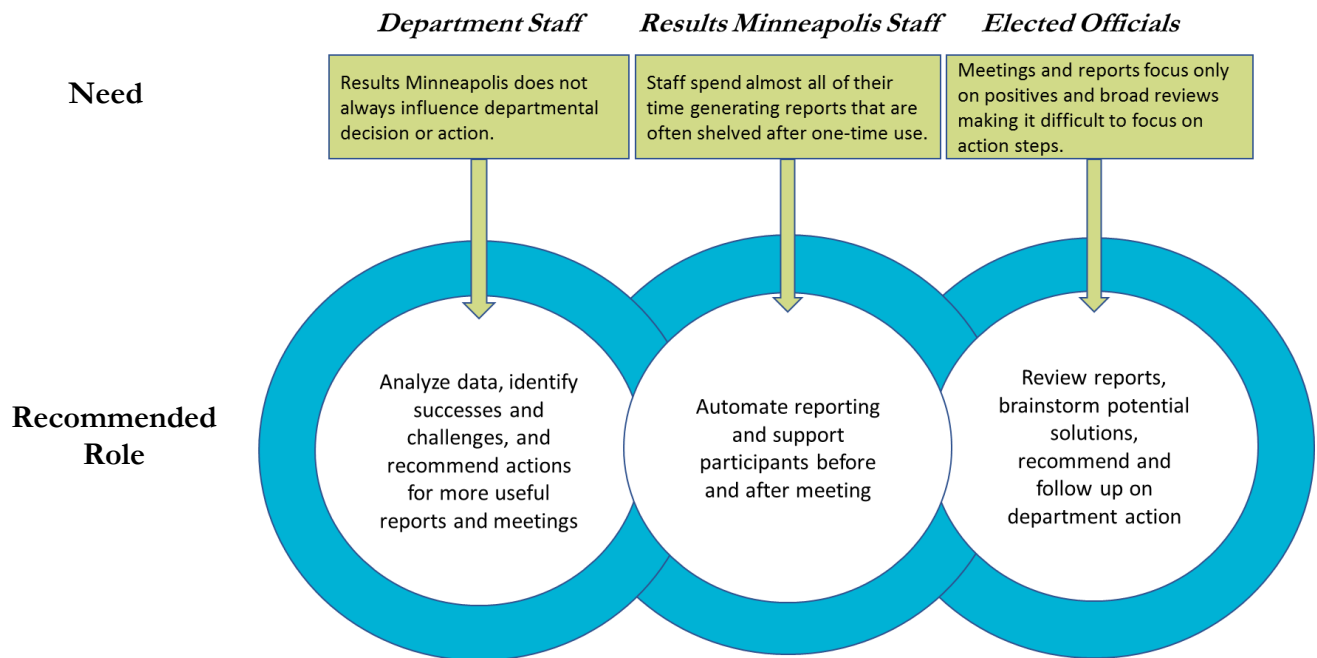
The three items build on one another to help Results Minneapolis be more action-oriented, clear on roles and responsibilities, and devote more time and effort to solution generation instead of reporting. Even though each recommendation would likely have different impacts on the various stakeholders, overall all stakeholders should have their needs met by focusing on these improvements. Each recommendation is discussed briefly below.

Recommendation 1: Automate and Standardize Reporting Formats

In its current format, Results Minneapolis staff and departments spend a significant amount of time generating reports that are customized to each department and city goal. This leads to inconsistency across departments and a large amount of work for staff across departments. Automating reporting for department and city goals through a dashboard format would reduce the amount of time needed to generate reports and would allow more time to focus on analysis. Creating consistent formats for reporting would also enable leadership to more easily digest information across departments. Finally, automating and standardizing reporting would allow Results Minneapolis staff to focus efforts on analysis and action (Recommendation 2) supporting departments (Recommendation 3).

Minneapolis is already working to automate reporting through its use of Tableau, which should reduce staff time spent on reporting for Results Minneapolis staff and departments. Continuing this work while defining consistent formats for reporting will be critical to elevating Results Minneapolis and enabling staff to focus more effort on analysis and recommendations, instead of reporting.

Figure 3 – How Recommendation 1 Affects Stakeholders

Stakeholder	Effect
Department staff	• Report metrics and progress in standard format • Reduce time spent on generating repots
Elected leadership	• Spend less time searching for data in different formats
Results Minneapolis staff	• Reduce time spent generating customized reports • Make publishing reports easier

Recommendation 2: Focus on Solutions and Actions

In its current format, Results Minneapolis staff and departments spend a significant amount of time generating reports and participating in meetings with little follow up. In surveys, staff demonstrated strongly that changing reports and meetings to be more actionable would make Results Minneapolis more useful. Reducing the time spent on reporting through automatization and standardization (Recommendation 1) would allow staff to instead spend time on identify challenges, analyzing data, prioritizing items for discussion, and taking action.

All stakeholders expressed desire to see Results Minneapolis be more action-focused and a structural change should benefit all stakeholders. Shifting the focus of meetings to discussing challenges and solutions will allow all stakeholders to use their time effectively and address pressing problems.

Figure 4 – How Recommendation 2 Affects Stakeholders

Stakeholder	Effect
Department staff	• Increase focus on challenge in reporting • Recommend action steps and items for further discussion
Elected leadership	• Increase prep time to read through challenges and brainstorm solutions • Increase time spent on follow-up actions from reports
Results Minneapolis staff	• Create a new system to prioritize items for reports and meetings • Capture follow-up items and report on progress

Recommendation 3: Provide Support to Departments

In its current format, Results Minneapolis staff helps departments generate reports but departments are often on their own in terms of in-depth analysis and priority identification. In addition, there is little support to facilitate action between Results Minneapolis sessions. Reallocating Results Minneapolis staff time to focus on additional support by automating and standardizing reporting (Recommendation 1) would help departments focus on action, make Results Minneapolis more consistent, and allow Results staff to focus on higher leverage actions instead of just reporting (Recommendation 2).

Providing support to departments will mainly affect the Results Minneapolis team and departments (see table 6). Reallocating Results Minneapolis staff time and expertise to focus on support instead of reporting along with report automation may require increases in staff cost/investment in the short term.

Figure 5 – How Recommendation 3 Affects Stakeholders

Stakeholder	Effect
Department staff	• Develop reports in more depth with support from Results Minneapolis • Increase time spent on problem identification and analysis
Elected leadership	• No change
Results Minneapolis staff	• Shift staff time to focus on analysis and support

Results Minneapolis Review Activities and Results

The three activities listed in Figure 6 supported Minneapolis and GovEx's efforts to identify opportunities to elevate and improve Results Minneapolis. Each activity includes several steps that GovEx and Minneapolis staff worked together to complete during the first 60 days of the What Works Cities Memorandum of Understanding (See Appendix B).

Figure 6 – Key Memorandum of Understanding Activities

Memorandum of Understanding Activity	Steps to Accomplish
Analyze the extent to which departments are using Results Minneapolis to inform their daily work and track, discuss, and update performance on key metrics that relate to citywide goals.	• Review past and current Results Minneapolis materials • Survey staff
Identify opportunities to strengthen connections between performance measures and citywide priorities through Results Minneapolis.	• Discuss with elected leaders • Survey staff • Review WWC examples
Make recommendations for improving the use of data analysis and performance metrics throughout the City, including Results Minneapolis processes and presentations and other settings include budget and resource allocation decisions.	• Review Results Minneapolis reports and online materials • Create a summary of analysis and best practices • Draft a vision for the future of Results Minneapolis

Results from activities and steps to accomplish them are summarized below.
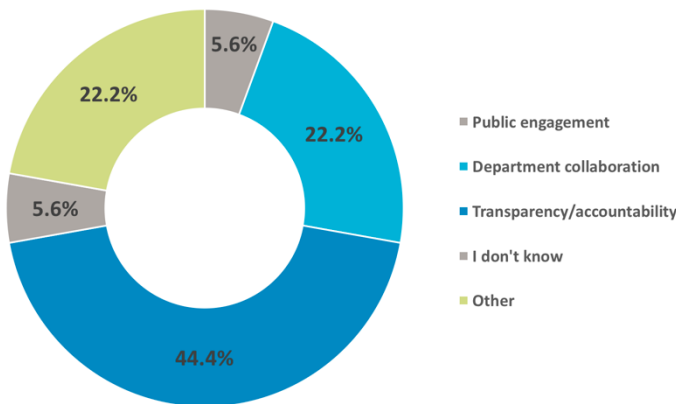
Results Minneapolis Survey

GovEx and Minneapolis determined the best way to analyze the extent to which city staff were using Results Minneapolis to inform daily work was to survey staff directly. GovEx and Minneapolis jointly developed a survey designed to build upon past assessments of Results Minneapolis. The survey took 10-15 minutes to complete and covered the current state of Results Minneapolis and desired changes for future iterations of the program.

The City chose a survey design in which employees only answered questions about programs they participated in (i.e., if you only participate in Department Results, you do not answer questions about City Goal Results). Built into the survey are breakpoints where employees note whether they participated in City Goal Results Minneapolis, Department Results Minneapolis, or both and thus response rates are different for each section. Key survey results are discussed below.[1]

Key City Goal Results Minneapolis Responses

Survey takers were asked what they thought was the primary purpose of City Goals Results Minneapolis. Close to half of respondents (44.4%) believe the primary purpose is transparency and accountability. 22% of respondents believe it is department collaboration. When combined, more than 25% selected 'other' or 'I don't know.' There is not a consensus on what the primary purpose is for City Goals Results Minneapolis, and an opportunity exists for leadership to provide clarity on the end goal of Results Minneapolis.

Figure 7 – What do you consider to be the primary purpose of City Goal Results Minneapolis?

- Public engagement
- Department collaboration
- Transparency/accountability
- I don't know
- Other

This lack of clarity has limited City Goals Results Minneapolis from affecting department decisions and actions. 58.8% of respondents do not believe the process informs departmental decisions, and 77.8% think action is rarely taken as a result of attending a City Goal Results Minneapolis Round Table Meeting.

Measuring the effectiveness of the follow-up memo sent after the meeting, more than 75% say they rarely take any action as a result of the follow-up memo. Close to 60% of respondents do not believe any action is taken as a result of developing a City Goal Results Minneapolis report. Despite this, over 75% of respondents believed that City Goal Results Minneapolis was a good forum for sharing analysis and that City Goal and Department Results Minneapolis should continue to exist in parallel.

Regarding the future of City Goal Results Minneapolis, respondents were in agreement on two key issues: support after meetings and focusing on exploring solutions would make City Goal Results Minneapolis better. Improving two areas will strengthen the program and demonstrate staff commitment to continuing to integrate Results Minneapolis into their regular work.

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[1] Full survey questions and results available upon request

*Figure 8 – What would make City Goal Results Minneapolis better?*
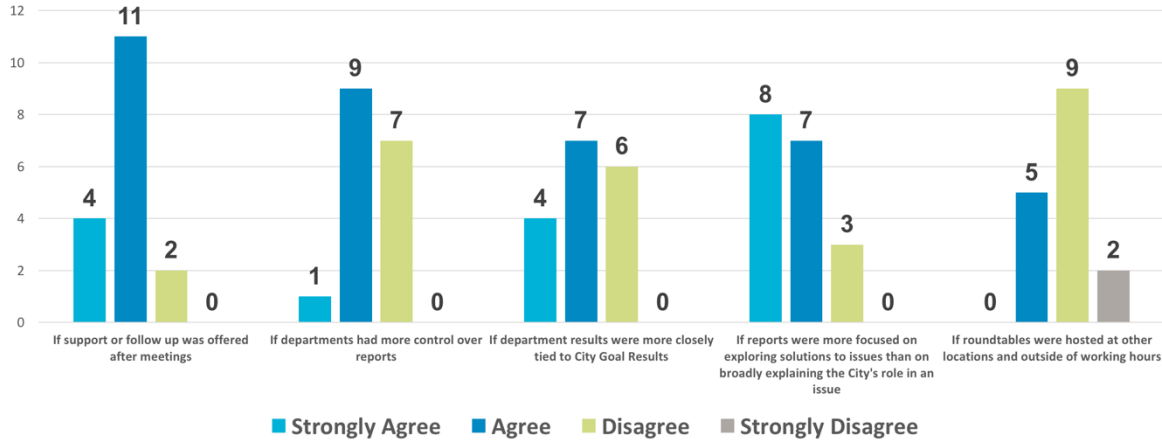
Key Department Results Minneapolis Responses

Survey takers were asked what they thought was the primary purpose of Department Results Minneapolis. These participants had more clarity than City Goal Results participants. Although there were differing opinions on the primary purpose, only 7.1% of respondents indicated they did not know the purpose of Department Results Minneapolis. 50% of respondents believe Department Results Minneapolis is about transparency/accountability, and 14.3% believe it is about department efficiency.

Survey takers were split equally (50%) on whether Department Results Minneapolis meetings inform departmental decisions. Though this split exists, a majority (58%) of survey takers believe their department always or frequently takes action as a result of developing a Department Results Minneapolis report.

Figure 9 – Do you or your department take any action as a result of developing a Department Results Minneapolis report?
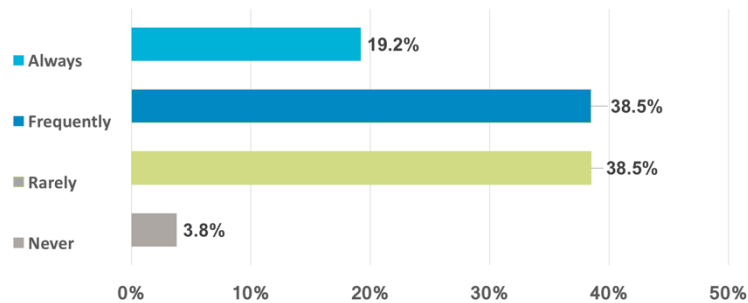
When comparing survey results of City Goal Results Minneapolis to Department Results Minneapolis, city employees have a deeper understanding of the Department Results Minneapolis program. Leadership could use the understanding of the purpose of Department Results Minneapolis to develop and strengthen City Goal Results Minneapolis.

Figure 10 – What would make Department Results Minneapolis better?
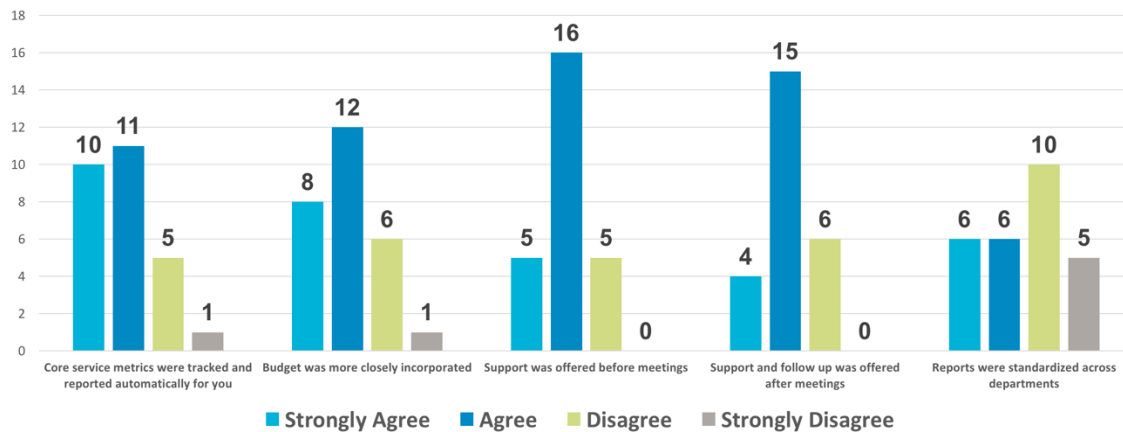
The survey offers several indicators for improving staff confidence in Department Goal Results Minneapolis. Asked to express their level of agreement or disagreement, the majority of City Goal Results participants agree that the program would improve if, 1). Support was offered following meetings, 2). Departments had more control over their reports, 3). Department Results were more closely tied to City Goal Results, and 4). If results were solution oriented.

Feedback from Elected Leadership

In addition to surveying staff, Results Minneapolis staff wanted to include the perspective of elected leaders who are key participants in Results Minneapolis. Staff facilitated discussions with select city council members to determine what value elected officials get from Results Minneapolis, what is working and not working in the current program, and what could be improved to make the program better in the future.

Council member comments honed in on two main topics:

- **Make the data consistent, clear, and easy to find and use.** Council members expressed a desire to easily find data that departments were using to study it themselves. Data may be obscure or not reported consistently, so council members often end up making one-off requests that add burden to both them and departments.
- **Prioritize topics in reporting and meetings to focus on both successes and challenges.** Council members view the current Results Minneapolis meetings and reports as only reporting successes and not focusing on generating solutions to problems. They desired to have meetings be more focused on a few topics and on getting out in front of potential problems through early detection, reporting, and brainstorming solutions.

Overall, council members expressed a desire to continue having Results Minneapolis be a major part of the City's work. Adjusting the program to meet their needs, while continuing to provide value for departments and administrative leadership, should be a key focus for Results Minneapolis's next iteration.
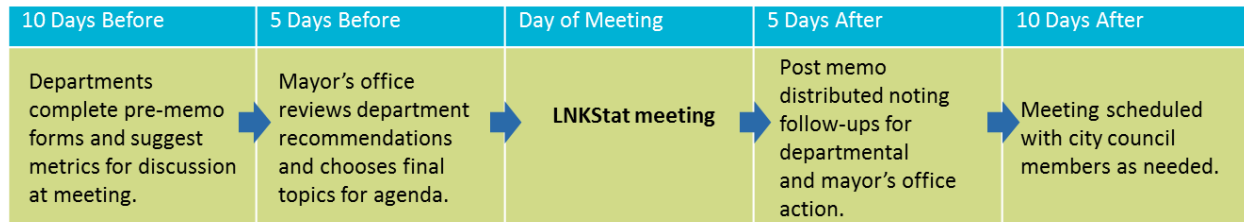
GovEx and What Works Cities Best Practices

During the first 60 days of the MOU, GovEx and Minneapolis held weekly 1-hour calls discussing best practices in performance management from GovEx and examples from other What Works Cities for Minneapolis to learn from. In addition to GovEx best practice discussions focused on convening with purpose and turning insight into action, two What Works Cities with notable practices emerged as models for Minneapolis to learn from. Lincoln, Nebraska, and Raleigh, North Carolina, each use specific elements in their performance management programs that if incorporated into Results Minneapolis could help create clarity and focus on action.

City of Lincoln, Nebraska

Before working with What Works Cities, Lincoln's Performance Management Program Taking Charge focused only on planning and monitoring indicators. Taking Charge established the outcomes, goals, program prioritization, and performance indicators for the City. But beyond the annual exercise of updating metrics, city leaders and staff rarely used Taking Charge. To address this issue, GovEx and staff in Lincoln worked to develop LNKStat. Based on the performance stat model made popular in New York City and Baltimore, LNKStat is the data collection, analysis, and process for continuous data review under Lincoln's Performance Management system.

However, instead of copying all stat elements, the team in Lincoln customized LNKStat to meet their specific needs. Most prominently, Lincoln created distinct pre- and post-stat meeting processes focused on metrics selection, discussion of only the most prominent issues (not everything they track), and defining action steps for follow up. This allowed departments and the Mayor's office to have a voice in the meeting agenda and action steps following the meeting to make the greatest impact. See the diagram below for a summary of the LNKStat processes used to determine agenda topics and follow ups.

Figure 11 – LNKStat Process

10 Days Before	5 Days Before	Day of Meeting	5 Days After	10 Days After
Departments complete pre-memo forms and suggest metrics for discussion at meeting.	Mayor's office reviews department recommendations and chooses final topics for agenda.	**LNKStat meeting**	Post memo distributed noting follow-ups for departmental and mayor's office action.	Meeting scheduled with city council members as needed.

Adapting this format to Results Minneapolis would be useful in enabling both departments and leadership to have a voice in the meeting agenda. In addition, centering the discussion on particular needs instead of a broad scan of all material can help departments focus on action.

City of Raleigh, North Carolina

In Raleigh, GovEx also worked with city staff to develop a performance management program. Raleigh chose to align its performance management program with its strategic plan's six key focus areas (KFA) and to hold CORSTAT (short for City of Raleigh STAT) meetings twice a year in each KFA to track key outcomes. GovEx and Raleigh worked together to design a customized stat program to meet Raleigh's needs around purpose, frequency, length, and tone.

Basics of Raleigh's CORSTAT program include:

- Bi-annual stat meetings of 90 minutes for each KFA.
- Meetings held in August and December in coordination with reporting to City Council on Strategic Plan progress.
- Consistent format for each KFA to make reporting and discussion more efficient.
- Standardized checklist for departments and leaders to prepare for CORSTAT.
- Meeting focused on open discussion of both successes and challenges to brainstorm solutions and generate follow up actions.

These basic choices for the structure of CORSTAT allowed Raleigh to maximize the time and effort of all involved, from the City Manager to data stewards within departments. In addition, by focusing their efforts on cross-departmental focus areas, Raleigh received broad perspectives on addressing potential challenges. Discussion across the organization helped to generate more well-rounded solutions that were likely to be sustained.

City of New Orleans, Louisiana

New Orleans has a strong recent history of using data to improve performance and meet city goals through its open data portal and BlightStat program run by its Office of Performance and Accountability. While those programs continue to be successful, New Orleans decided to build upon that strong history by focusing efforts on two new initiatives: ResultsNOLA and NOLAlytics.

Results NOLA is the city's dashboard tracking system designed to capture progress toward citywide goals. The city tracks over 300 measures in total over five key results areas and across all departments. All measures are updated quarterly and tracked in a consistent and easy to use red-yellow-green format. Measures are then reviewed quarterly and in coordination with budget planning to ensure resource planning is aligned with performance and city need.

Figure 12 – NOLAlytics Analytics Typologies
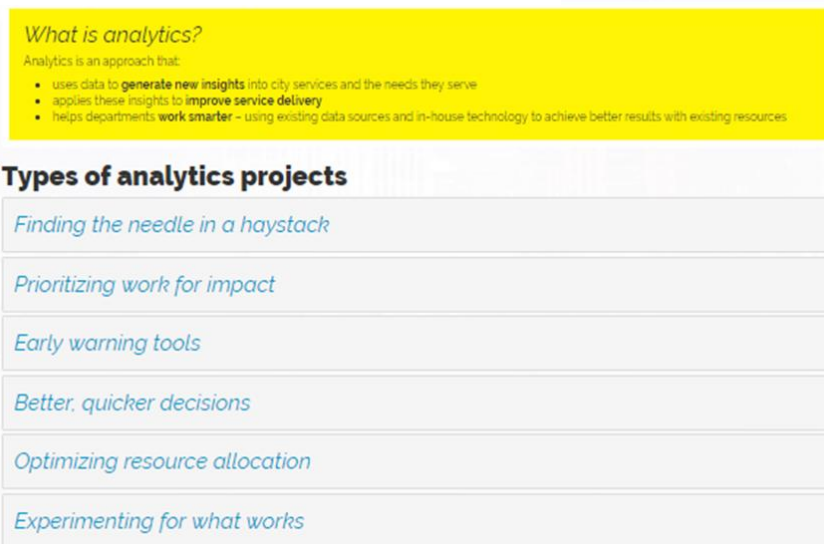
New Orleans is also working beyond performance management through NOLAlytics. This program focuses central staff, as well as departments, on analytical problem solving. The NOLAlytics team has successfully worked with departments on analytics projects to help improve operations and has also developed a typology of analytics problems to help departments take on challenges on their own. By supporting departments on projects and developing templates and standards for staff across the city to use, NOLAlytics is driving change quickly throughout the organization.

Minneapolis can benefit from and model New Orleans' approach. By focusing central staff time and resources on supporting analytics, Results Minneapolis can become more attentive to departmental needs and solving challenges. In addition, New Orleans' work on automating dashboards and developing standard typologies are excellent practices that could be integrated into the current Results Minneapolis framework to help focus on action. A strong structure of staff support for departments backed up by automated metrics will allow staff to spend more time focused on solving problems, providing data to inform leadership decisions, and improving outcomes for residents instead of constantly providing status updates.

Future Vision and Next Steps

Reflecting on the findings outlined in this report and planning for action will be critical items for Minneapolis to consider as it iterates on its approach to Results Minneapolis. GovEx and the Results Minneapolis team have drafted a vision for incorporating the recommendations in this report into Results Minneapolis moving forward. The planned approach includes breaking down Results Minneapolis into three key functions: planning, showing results, and taking action.

Figure 13 – Draft Vision for Results Minneapolis
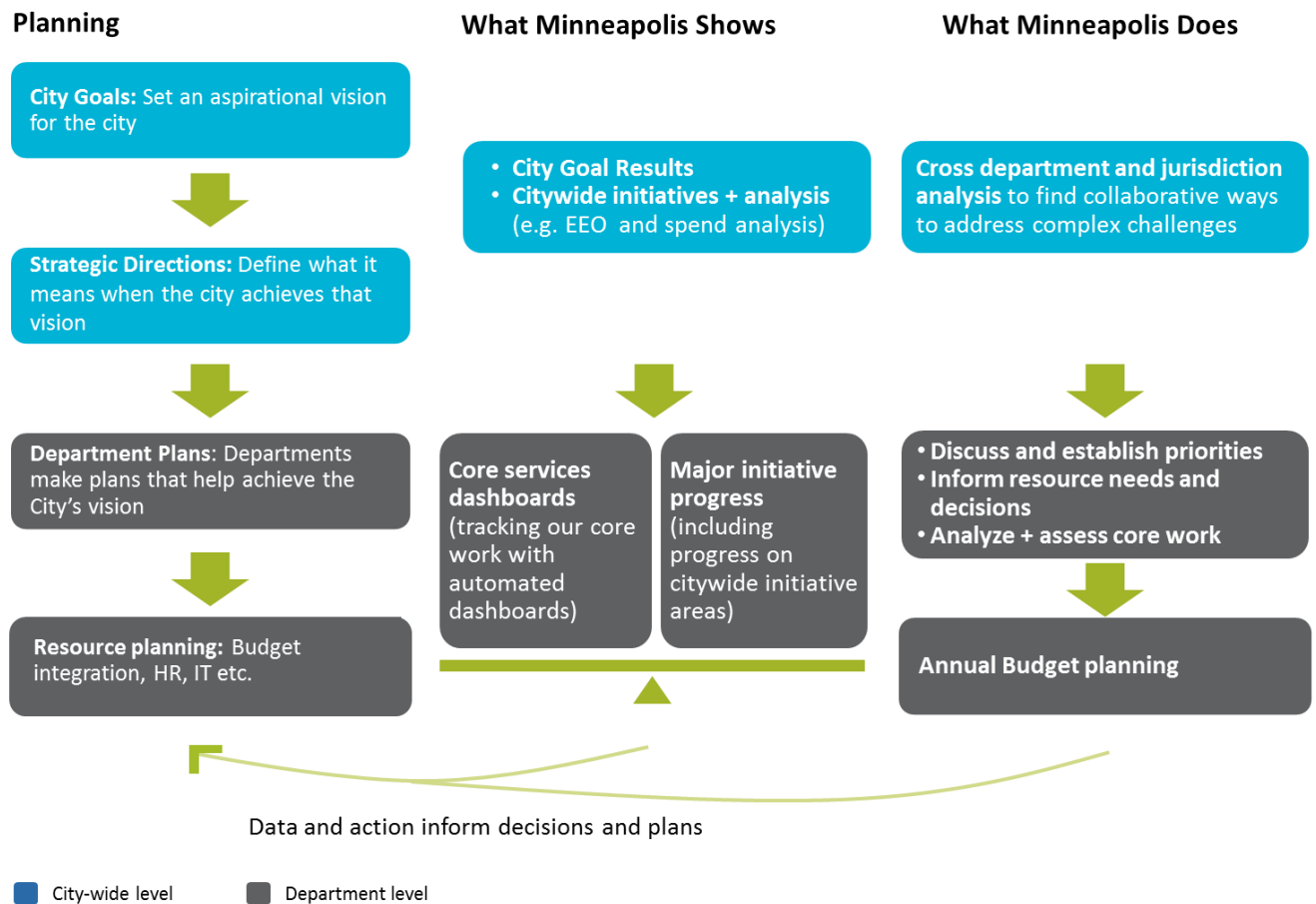
Work over the remainder of the MOU will focus on improving What Minneapolis shows by automating reports in alignment with the recommendations in this report. GovEx and Minneapolis will also focus on What Minneapolis does by revising Results Minneapolis meetings to focus on action. GovEx and the Results Minneapolis team have already started planning to pilot the recommendations for program changes with Public Works during the next two months in order to test and vet potential changes. The diagram below describes next steps for implementing recommendations in this report.

Figure 14 – Next Steps to Implement Recommendations
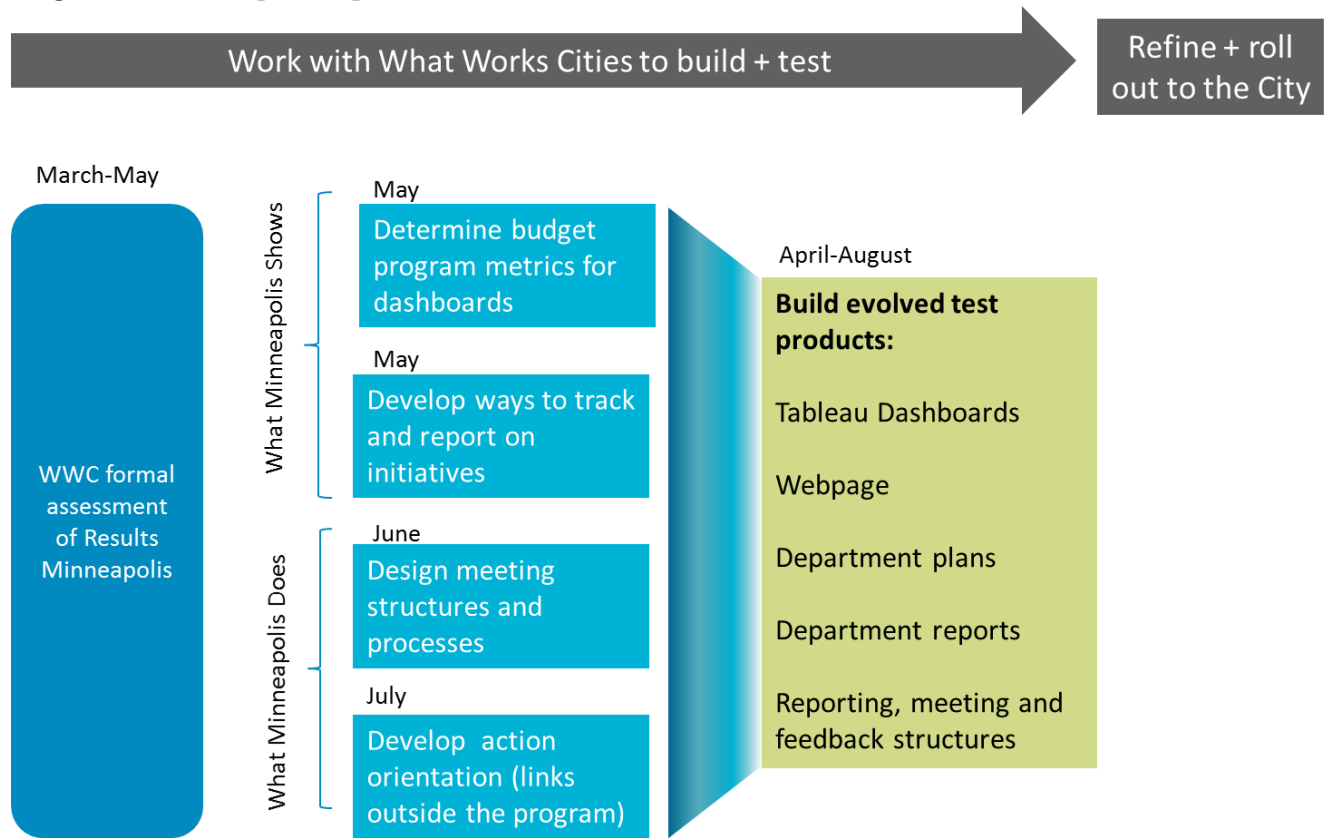
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Appendices

Appendices A and B are available below. Appendix C is available in full upon request.

A. What Works Cities Background
B. What Works Cities Process and Summary of GovEx Scope of Work
C. Full Results Minneapolis Survey Questions and Results

Appendix A: What Works Cities Background

What Works Cities is a national initiative working with cities across the United States to enhance their use of data and evidence to engage residents, make government more effective, and improve lives. Launched by Bloomberg Philanthropies in April 2015, WWC is one of the largest philanthropic efforts to improve local governments' data and evidence practices and was named by Forbes as "one of the biggest philanthropic bets on social change from 2015."

Through world-class partners, the initiative provides technical assistance to cities with populations between 100,000 and 1,000,000 that are committed to improve the way they use data in governance. WWC collaborates with participating municipalities to review their current use of data and evidence, understand where they are using best practices, and identify areas for growth. WWC then designs a customized approach to help mayors and city leaders use data and evidence to address a variety of local issues, including economic development and job creation, public health, and social services.

As of May 2017, more than 150 cities from across the United States have applied to be part of WWC and 77 (including Minneapolis) have been selected to participate in the initiative. Participating cities receive expert guidance and technical assistance from WWC partner organizations[2]:

- **Results for America** ensures a world-class experience for all participating cities, coordinates the operations of the What Works Cities initiative, and advances a nationwide dialogue on the need for cities to use data and evidence in decision making.
- **The Center for Government Excellence at Johns Hopkins University (GovEx)** works with cities to assess the current state of What Works practices, and supports implementation and enhancement of data management, open data, and performance and analytics programs.
- **The Government Performance Lab at the Harvard Kennedy School** supports cities in improving the results they achieve with their contracted dollars.
- **The Sunlight Foundation** helps cities craft meaningful, sustainable open data policies.
- **The Behavioral Insights Team** helps cities conduct rapid, low-cost evaluations of programs so they can continually improve city services.

What Works Cities' support is guided by the **WWC Standard**, which reflects a set of principles and systems that create a strong foundation for the effective use of data and evidence in city government. The components of the WWC Standard reflect the kinds of work city leaders have taken on across the United States to advance What Works practices in their cities:

Figure 15 – What Works Cities Standard

| Commit	Measure	Take Stock	Act
What Works leaders make powerful, public commitments to getting better results for their residents by using data and evidence.	What Works cities advance toward goals by measuring progress and outcomes, prioritizing transparency, and using appropriate tools.	What Works Cities leaders consistently review and reflect to measure progress, learn, and make adjustments and improvements.	What Works Cities leaders use data and evidence to inform major decisions and take action.

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[2] Further information on WWC partner organizations available upon request

Appendix B: What Works Cities Process and Summary of GovEx Scope of Work

Each city that applies to WWC goes through a progression of participation (summarized in diagram 1). During Phase 1, cities indicate interest and explore potential areas of work with WWC partners. During Phase 2, cities work actively with partners to improve their use of data. During Phase 3, cities continue their data work with light assistance from WWC partners.

Figure 16 – What Works Cities Process
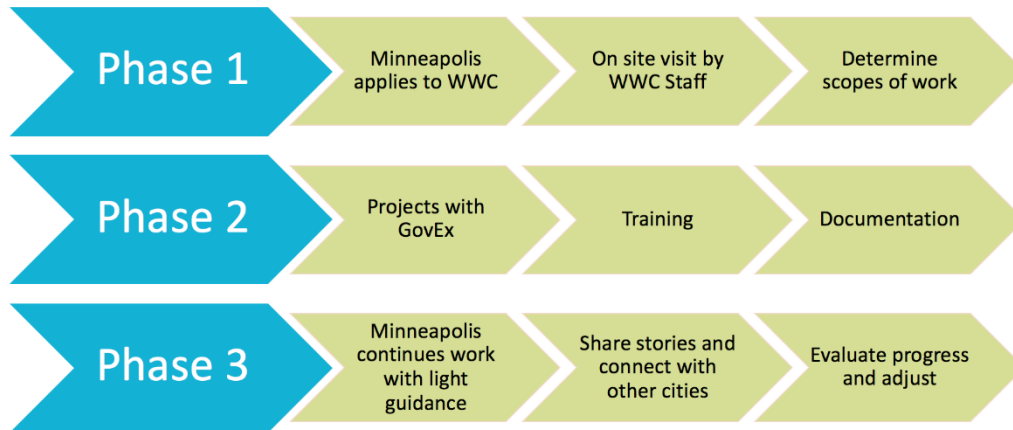
Following Minneapolis's application to WWC, the GovEx team conducted a site visit with Mayor Betsy Hodges, City Manager Spencer Cronk, and members of the city's senior leadership team for a half day to discover challenges and opportunities with data use in Minneapolis. During the discovery session, Results Minneapolis was a focal point of discussion around data use across the City.

Building on this discussion, GovEx and Minneapolis jointly developed a scope of work focused on finding ways to enhance Results Minneapolis and strengthen the City's performance analytics systems and processes. GovEx and Minneapolis agreed on two major outcomes as goals for the WWC Scope of Work (SOW) following the site visit:[3]

- Determine what's working in the Results Minneapolis program and develop strategies to build on past success and strengthen program weaknesses.
- Make Results Minneapolis and Minneapolis's performance analytics systems more useful and action-oriented by engaging internal and external stakeholders and increasing focus on accountability, transparency, accessibility, collaboration, and partnership.

To accomplish these outcomes, GovEx and Minneapolis outlined a series of activities to be completed in approximately 120 days from March 15 to July 28, 2017. This report details the activities related to the first major outcome and makes recommendations for implementation to help Minneapolis and GovEx accomplish the second major outcome in the SOW.

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[3] Complete Scope of Work available upon request