

What Works Cities

Bloomberg
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SUMMIT ON
TRANSFORMING
DATA
≡ INTO ≡
ACTION

7

Performance Management



GovEx

A Tale of Three Cities



Launching
Performance
Management



Rebooting
Performance
Management



Priority
Performance
Management

Launching Performance Management: JackStat



**Jackson,
Mississippi**

“How do we make sure the work we’re doing is sustainable and really lasting? The only way is by measuring and collecting all kinds of data.”

- Mayor Tony T. Yarber



JackStats Performance Dashboard



What Works: Jackson, Mississippi

In this section, check out a listing of articles centered around improvements happening in the City of Jackson that are being noted in national conversations.

We Are Committed

Remove Blighted and Poorly Maintained Properties

This goal is to ensure the effective pursuit to eradicate blight in the City of Jackson. Since the move of Community Improvement and Code Enforcement to the Jackson Police Department, the City has been eliminating its backlog of code related 311 calls. [Explore the data](#)

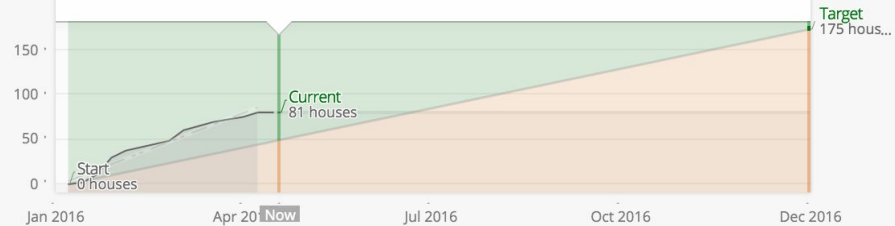
81 houses
Current as of Apr 2016

175 houses
Dec 2016 Target



On Track

[Hide chart](#)



Perform Regular Inspections

2,310 houses

[Explore the data](#)

This goal is measured by tracking the number of inspections by houses.

Address 311 Complaints

126.88 %

[Explore the data](#)

This goal is measured by tracking 311 complaint closure rate for all Community Improvement calls.

Measure Cost Savings: Blight

75,245.46 dollars saved

[Explore the data](#)

This goal is measured by tracking how much money the City is saved when owners or outside parties taking responsibility for their violations.

City Feature: Jackson, MS

On the path to better data driven decisions



Setting the Stage

Mayor Tony Yarber and his team came into office in Jackson with some serious challenges. The previous five years saw the unexpected departure of two consecutive mayors and the accumulation of a \$1.4 billion infrastructure deficit. Yet the Mayor and his team had a clear vision for change and modernization.

The Prospect to Advance Change

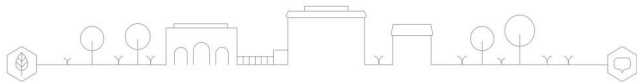
Despite some individual successes, including a dramatic increase in responses to blighted properties, and the presence of high-level strategic priorities, Mayor Yarber and his senior leadership team noted that the city faced a set of more fundamental challenges. Jackson city leadership had an inconsistent understanding of the city's outcomes in key areas, and were unable to use the data they had to mark progress towards the city's goals of public safety, economic development, and infrastructure improvements.

Although the Departments of Public Works and Police had begun to measure performance, the city did not have a comprehensive strategy to review its performance or measure its progress.

In addition, the mayor's team was acutely aware that city successes were not adequately communicated to residents. Public perception of the Jackson city government suffered as a result. The city had made progress on their three main goals, but they lacked visibility. Further, Mayor Yarber described how the lack of available data hindered his team's ability to make compelling arguments, both internally when deciding whether to support a project or externally when highlighting progress.

Our Work Together

With commitment from the Mayor and enthusiasm from his team, What Works Cities (WWC) identified two ways for



Jackson to partner with the experts at the Center for Government Excellence at Johns Hopkins University (GovEx), Results for America, and the Sunlight Foundation.

First, the city focused on sharing the city's data with the public. City staff and leadership spoke to a lack of visibility around city government decision-making and recent successes. To address this gap, Jackson developed and passed a comprehensive open data policy, while also creating a process for releasing their data. This included proactively making data available to the public and linking open data to the city's performance dashboard, when available, to ensure data that is used for city decision-making is open and transparent.

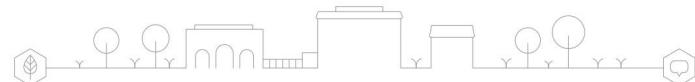
Second, the city built out a citywide performance analytics program, "Jackstat," to help the city use data to improve decision-making and track progress toward its goals. The Jackson Police Department (JPD) reported that the city saved over \$525,792 (in FY 2015) by property owners voluntarily cleaning up their properties after receiving a letter from JPD. Since the beginning of FY 2016, which started Oct. 1, 2015, the city saved \$101,469. This is in addition to the more than 100 properties that were demolished after responsibility for this task was moved to JPD. This information was not previously shared with department leadership. The Mayor's administration and Finance Department will work to improve tracking of the cost-savings and determine the impact it will have on the budget.

Underlying both the open data and performance management work was an opportunity to begin dismantling departmental silos, reorienting the culture of government to data-driven decision-making, and incorporating data and evidence to all aspects of city decision-making.

Key Accomplishments

- Developed a data governance plan for Jackson, resulting in the establishment of an Open Data Governance Committee and the appointment of its members;
- Enacted an open data executive order, the first Open Data policy in Mississippi;
- Incorporated external stakeholders into the open data process by including community organizations and the press, hosting listening sessions, and conducting an open data community survey;
- Convened and engaged the new Governance Committee in key foundational decisions, including how to prioritize data sets for release to the public;
- Completed an initial inventory of datasets across various city departments;
- Launched cross-departmental performance analytics program, "Jackstat," to track progress on key citywide priorities.

The city of Jackson has made significant strides towards Mayor Yarber's vision of a more responsive and open government. While the city continues to strengthen its practices, Jackson city staff have now developed the foundational processes and systems to fuel a culture of continual self-improvement and innovation based on the use of data and evidence.



Rebooting Performance Management: DepartmentStat



**Kansas City,
Missouri**

"We're closer to where we want to be, but I know we can do better. I'm going to continue efforts to right-size incentives while continuing to foster development by collecting and analyzing data so we know the impacts – positive or negative – of economic development incentives."

- Mayor Sly James

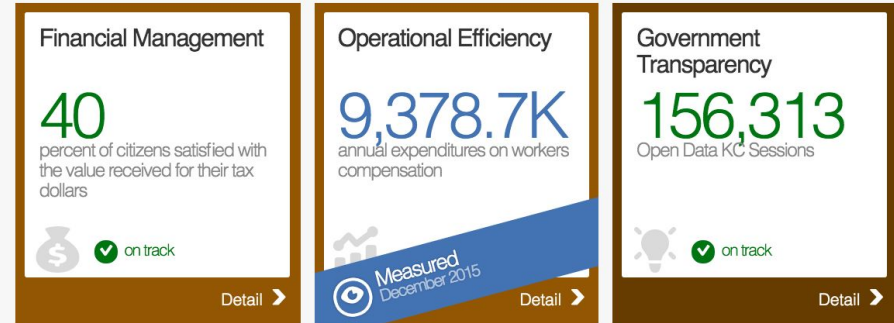
Integrating Data into Decision-Making

Department	Goal	Current Status
CPDStat	Maximizing access to/consistent use of technology through citywide Energov implementation, ongoing training for all platforms and integration with business process	<ul style="list-style-type: none"> • Reviewing available data
GSDStat	Identify benchmarks for non-targeted repairs in Fleet and achieve cost savings and safe employees	<ul style="list-style-type: none"> • Testing new reporting systems for departments on non-targeted repairs
GSDStat	Use data to develop a prioritized list of facility maintenance needs that meet the needs of employees	<ul style="list-style-type: none"> • Reviewing available data
NeighborhoodsStat	Identify data needs and collaborate with data owners to help use data to make decisions about investments and services.	<ul style="list-style-type: none"> • Developing data inventory for NHS
NeighborhoodsStat	To create a current and comprehensive housing policy that creates a balance of housing choices throughout city	<ul style="list-style-type: none"> • Reviewing examples of other housing policies
ParksStat	Improve the work environment	<ul style="list-style-type: none"> • Reviewing data from Parks' ElevateKC effort
ParksStat	Develop a strategic, achievable asset management plan	<ul style="list-style-type: none"> • Determining the state of data
PWStat	Develop a logical and fair funding plan for sidewalks	<ul style="list-style-type: none"> • Working with university group to understand sidewalk policy models in other cities

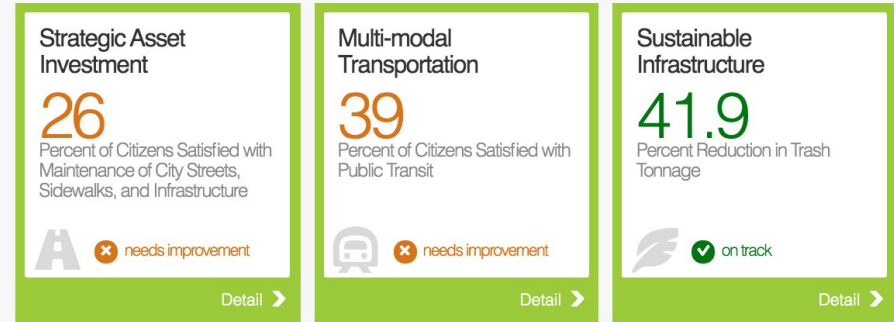
Upcoming Meetings

Day	Date	Time	Council Priority Area
Tuesday	April 5, 2016	10 a.m. – 12:30 p.m.	Planning, Zoning and Economic Development
Tuesday	May 3, 2016	9 – 11:30 a.m.	Public Safety
Tuesday	June 7, 2016	9 – 11:30 a.m.	Finance and Government
Tuesday	July 5, 2016	9 – 11:30 a.m.	Customer Service/Communications
Tuesday	Aug. 2, 2016	2 – 4 p.m.	Neighborhood Livability
Tuesday	Sept. 6, 2016	9 – 11:30 a.m.	Infrastructure and Transportation
Tuesday	Oct. 4, 2016	9 – 11:30 a.m.	Planning, Zoning and Economic Development
Tuesday	Nov. 1, 2016	9 – 11:30 a.m.	Public Safety
Tuesday	Dec. 6, 2016	9 – 11:30 a.m.	Finance and Government

Finance and Governance



Infrastructure and Transportation



Priority Performance Management: HALAStat



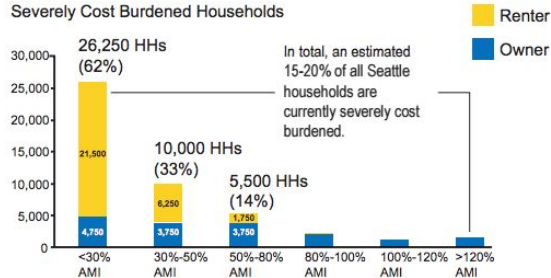
**Seattle,
Washington**

"We are facing our worst housing affordability crisis in decades. **My vision is a city where people who work in Seattle can afford to live here.** Housing affordability is just one building block to a more equitable city...Together, this plan will take us there."

- Mayor Ed Murray

Top four facts about this affordability crisis

1. Seattle's lowest income households struggle to pay for basic necessities to afford housing.



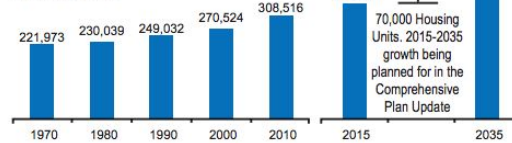
Severely Cost Burdened Households

Source: U.S. Department of Housing & Urban Development, CHAS, 2006-2010 5-Year American Community Survey, Seattle city. Note: These are rough estimates.

2. Seattle's population is projected to increase by another 120,000 people by 2035.



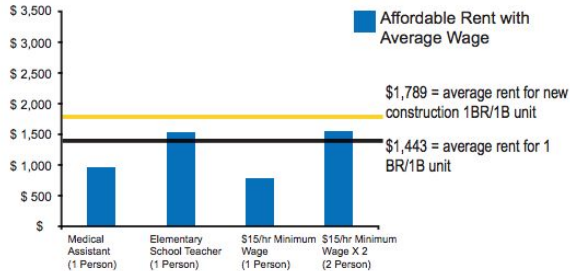
Housing Units



Seattle's Growing Population and Housing Stock

Source: U.S. Census Bureau, Decennial Census; 2015 to 2035 growth estimate in "Updating Seattle's Comprehensive Plan Background Report"; 2015 housing informal projection by SPC Demographer.

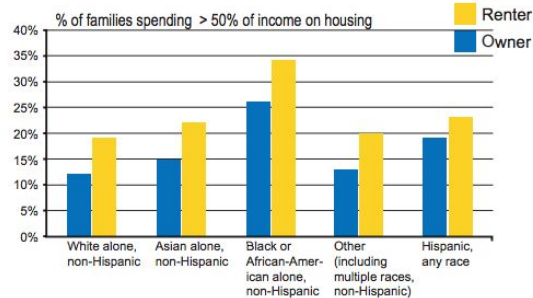
3. Many people in occupations critical to our economy are unable to afford housing.



Housing Affordability for Working Households-1 Bedroom

Source: Dupre+Scott Apartment Advisors, Apartment Vacancy Report, 20+ unit buildings, Fall 2014, Seattle-14 market areas; WA Employment Security Department, Occupational Employment & Wage Estimates, Seattle-Bellevue-Everett, WA MO, 2014.

4. People of color are disproportionately impacted by high housing costs.



Severe Housing Cost Burden by Race/Ethnicity

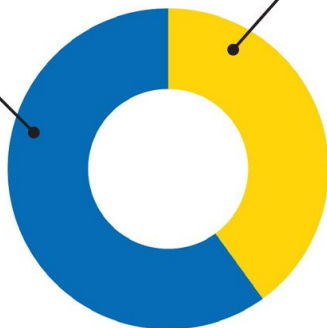
Source: U.S. Department of Housing & Urban Development, CHAS, 2006-2010; 5-Year American Community Survey, Seattle city.



HOUSING AFFORDABILITY

30,000 Market-Rate Units

- Increase land for multifamily housing
- More options within Single Family zones
- Streamline regulatory and design process



20,000 Affordable Units

- Boost the preservation and production of income-restricted units
- Create new resources for rental housing (0-60% AMI) and homeownership (60-80% AMI)
- Tax incentives
- Mandatory Inclusionary Housing and Commercial Linkage Fee

#WhatWorks



- Executive leadership matters.
- Performance management runs on people not technology -- find a challenge that impacts all departments and unite around it.
- Laying a strong foundation sets the stage for advanced analytics.

**Your next
station is**

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