

November 18, 2015

**FOR YOUR INFORMATION**

**To:** Mayor and Members of Council  
**From:** Harry Black, City Manager **HB**  
**Subject:** Office of Performance & Data Analytics

---

One year ago Chad Kenney began his tenure, officially signifying the start of the City of Cincinnati's performance management program. Creating Cincinnati's first Office of Performance & Data Analytics (OPDA) is something I have spoken extensively about throughout my recruitment, and since assuming the duties of City Manager.

I am very proud of the progress we have made in such short time. In six months, all three primary components of the OPDA (CincyStat, Innovation Lab and Performance Management Agreements) were operational.

This was only possible thanks to the unconditional support received every step of the way from the Mayor and City Council.

In the six months since launching OPDA, significant progress has been made in making Cincinnati the best managed City in the US. For your file, I am attaching the memo Mr. Kenney sent me outlining the progress made over the last year.

With your support, the Administration has:

- Built and launched the Office of Performance & Data Analytics
- Completed a strategic planning process and implemented department director performance management agreements
- Held 81 CincyStat sessions to date
- Restructured and streamlined development and permitting processes
- Held 3 Innovation Lab events
- Launched Open Data Cincinnati
- Launched a predictive analytics partnership with the University of Chicago's Data Science for Social Good Fellowship, focused on proactive blight reduction

I want to thank Mr. Kenney and his team for their leadership as well as the entire City Administration, who at every level has sincerely embraced this new process as a way to get better.

While I am pleased with what has been accomplished so far, I am truly excited for what lies ahead. The OPDA program is only in its infancy. I am confident the successes will only continue in number and magnitude.

Attachment

**MEMORANDUM:**

November 17, 2015

**TO:** Harry Black, City Manager

**FROM:** Chad Kenney, Chief Performance Officer



**SUBJECT:** Implementing a Comprehensive, Integrated Suite of Performance Management Initiatives: One Year Update

As November 17 marks my one-year anniversary as Cincinnati's first Chief Performance Officer, this memo provides a complete update on progress made on executing your vision of establishing a best-in-class, comprehensive suite of performance management tools and initiatives to drive improved performance across the municipal organization.

First, I want to thank you for this incredible opportunity to join your team. It has been an honor and a pleasure to work for you in this capacity.

Citywide performance management programs cannot be successful without complete, direct executive buy-in. There is no way to partially execute these performance management initiatives – you cannot implement “CincyStat lite.” Before I even accepted this position, you made it absolutely clear as the executive that this is a top priority. You have articulated that to the leaders of the City of Cincinnati government, and you have consistently reinforced that message.

You have not only provided a strong leadership vision but you engage in the daily management necessary to sustain these efforts. As an illustration: last month we were running a Public Services stat-session in the new CincyStat facility diving deeply into the details of operations, and we could hear crews rolling construction material down the hallway to take up to what is now a brand new customer-oriented Permit Center, staffed with employees who regularly participate in PermitStat performance management sessions and the Innovation Lab.

These are concrete manifestations of the new era of customer and taxpayer focus you have ushered in. This was done through a serious-minded approach, collaborative hard work and tangible outputs. This type of culture change towards greater accountability and quality in service delivery only reaches the front lines of the organization when the proper tone is initiated from the top. You have set this tone.

With your support, and the support of the Mayor and City Council, we were able to operationalize this comprehensive effort in under a year. While the accomplishments outlined in detail below occurred swiftly and represent significant progress, there is a lot more we must do to grow and sustain these critical efforts. I look forward to working with you over the next year on this task.

As always, please let me know if you have any questions or concerns regarding these matters. Thank you, again, for the opportunity to work with you in creating a best practice in municipal government.

Highlights: Office of Performance & Data Analytics  
1<sup>st</sup> Year Accomplishments

- **Building & Launching the Office of Performance & Data Analytics.**

A large portion of the work in the first year has been architecting the operations of the Office of Performance & Data Analytics programs that the City Manager uses as a foundation to drive improved performance. With the help of Jamie Accurso, architect in the Department of Public Services, the City designed a state-of-the-art, integrated facility that includes the CincyStat Room, the Innovation Lab, and office space. The Chief Performance Officer hired two full-time analysts – Leigh Tami and Dante Perez – who joined the team in April and May and have done exceptional work. The City Manager officially launched the office and facility May 27, 2015.

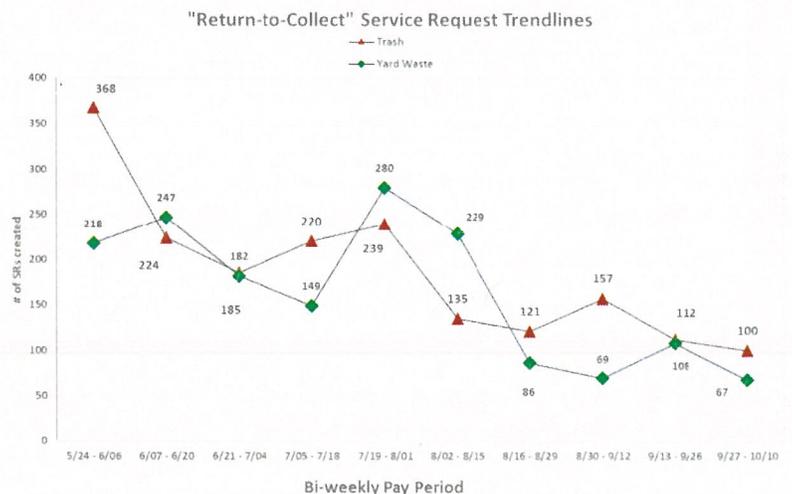
- **Strategic Planning & Performance Agreements.** The City Manager established the Administration's five priority goals: Safer Streets, Growing Economy, Thriving & Healthy Neighborhoods, Innovative Government, and Fiscal Sustainability & Strategic Investment. The Chief Performance Officer worked with Harry Kangis of One Page Solutions LLC to facilitate a strategic planning process to identify 20 specific initiatives tied to these priorities. In addition, via the inaugural department Performance Agreement process, the City Manager executed 24 agreements that lay out the priorities, goals and objectives for each department.

- **CincyStat Data-Driven Performance Management Sessions.** The first CincyStat session took place May 28, 2015. Modeled after the Baltimore CitiStat program, CincyStat applies the tenants of accurate and timely intelligence, rapid deployment of resources, effective tactics and strategies, and relentless follow-up and assessment to the continuous improvement of municipal services.

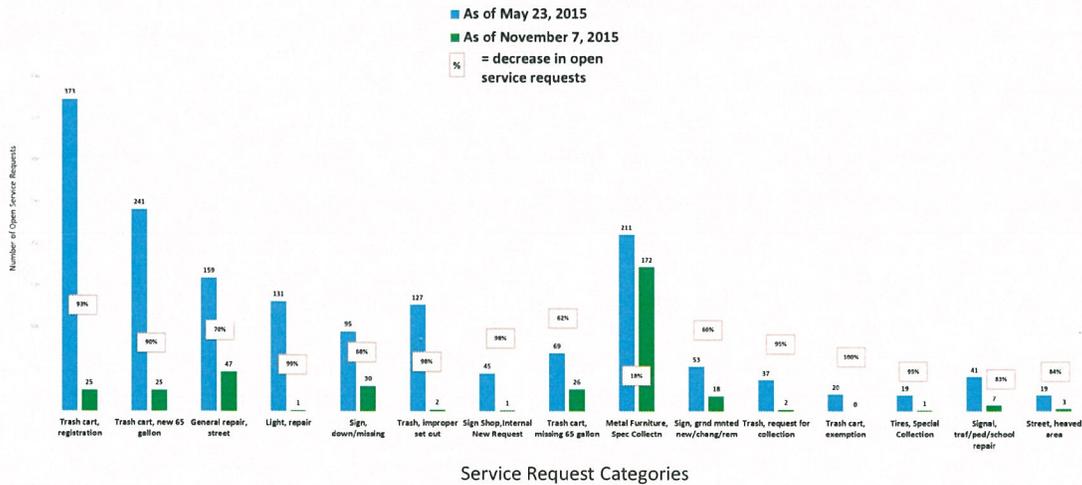
**OPDA Stats**

- 24:** Performance Agreements
- 81:** CincyStat Sessions Held to date
- 79:** Performance Trackers Created
- 3:** Innovation Lab Events
- 24:** Open Data datasets posted
- 1:** Predictive Analytics Project

Departments participating in the process report data bi-weekly. Coupled with specifically requested follow-up information, this data and information forms the basis for the sessions led by the City Manager and Chief Performance Officer. Departments are questioned on efforts to improve performance, and the panel works with the department to identify effective follow-up actions. This chart shows how metrics like customer service request backlogs are measured and tracked.



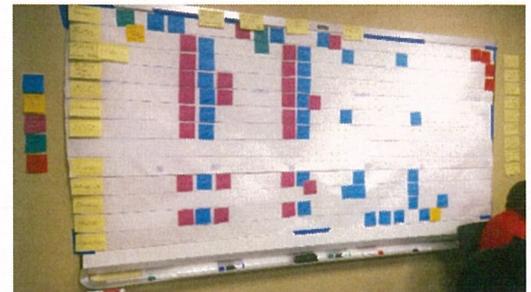
**Customer Service Requests:  
Request Backlogs for High Volume Requests  
Reduction Over Time**



In the less than six months since launch, the City Manager has held more than 50 sessions primarily focused on the City’s major operational departments: Police, Fire, Public Services, Transportation & Engineering, and Water Works.

We have also added PermitStat to focus on intergovernmental efforts to improve the quality of the City’s building permit process. In partnership with Budget & Evaluation and in preparation for the upcoming Budget Update, we launched BudgetStat sessions for every City department to provide oversight of the \$1 billion operating budget by reviewing detailed, monthly financial data.

- Permit Restructuring and Streamlining.** The Chief Performance Officer has helped lead the City Manager’s efforts to overhaul the building permit and development process to significantly increase the quality of the service provided and reduce the turnaround times on review and approvals.
- Innovation Lab.** This is a facility and program designed to re-engineer and streamline cross-functional municipal processes to deliver better, faster, cheaper, and smarter service. The program uses facilitators to work with front-line employees. They utilize LEAN and six-sigma principles to design improved processes that significantly increase the quality of service delivery. Three events have been held to date – Building Permit Citywide Streamlining, Duke Utility Bill Payment Timeliness, and Permit Center Front Desk Intake.



- **Open Data Cincinnati.** In April, the City launched the Open Data Cincinnati platform at [data.cincinnati-oh.gov](http://data.cincinnati-oh.gov) with more than 20 high quality datasets. Chief Data Officer Brandon Crowley deserves accolades for this effort.
- **Predictive Analytics.** This summer, the City partnered with the University of Chicago's Data Science for Social Good fellowship to pilot a predictive analytics project focused on proactive blight reduction via code enforcement inspections. The project successfully established the value proposition for these data science projects that use data to help operations go from reactive to proactive.

Related to these efforts, the Chief Data Officer role has been elevated from one solely focused on Open Data to helping OPDA take a truly enterprising approach to the access and management of City data. Many residents likely do not realize the first barrier to external transparency with City data is internal transparency and access. In the past, every department operated its own silo of data meaning central access to information for the City Manager's Office has been limited or nonexistent. The Chief Data Officer has helped OPDA develop an enterprise analytics approach to systematically address this issue.

- **Recognition.** The work highlighted above has attracted national attention from sources such as *Government Technology*, *Government Executive*, and writer Susan Crawford – co-author of *The Responsive City*. The initiatives have also been recognized locally in *The Cincinnati Enquirer*, *WCPO.com*, and several other media outlets. The Mayor of Amman, Jordan attended a CincyStat session as he is considering instituting the program there, and the Syracuse Innovation Team spent two days with City staff learning about the work of the Office and several City department initiatives.

#### Attachments

OPDA Accomplishments & Impact List  
Timeline

---

---

<b>Initiative</b>
<b>STRATEGIC PLANNING &amp; PERFORMANCE AGREEMENTS</b>
Helped establish Administration 5 Priority Goals
Facilitated development of FY16-17 One Page Strategic Plan by working with the City Manager's Office and Harry Kangis of One Page Solutions LLC identify 20 specific initiatives tied to the priority goals
Developed & executed 24 FY16 Department Performance Agreements establishing priorities and identified over 1500 initial performance data points
Initiated Integration of Strategic Planning, Performance Agreements, and Budgeting
<b>PERMIT RESTRUCTURING AND STREAMLINING</b>
Managed re-organization of administrative functions to ensure effective governance of the development process
Initiated re-design & construction of the permit center
Initiated building permit fee study
<b>CINCYSTAT</b>
Developed the policies, procedures, and toolkit for the bi-weekly CincyStat performance management & accountability sessions
<b>Launched Public Services Stat</b>
591-6000 Call Center Operations
Department Customer Service Requests Turnaround time and quality
Private Lot Abatement Program (PLAP) - Code Enforcement, Citation Revenue Collections, and Abatements
Neighborhood Operations Staffing Leave & Availability
Right of Way Greenspace Maintenance
Winter Operations Readiness
<b>Launched PoliceStat</b>
Part 1 Violent & Property Crime
Integrated Offender and Problem Solving Based Violence Reduction Strategy
Increasing ease of Field Based Reporting to reduce report time
Digitizing Time & Labor Officer Reporting
Overtime Monitoring
Calls for Service volume and response times, Officer Deployment, & Availability
<b>Launched Transportation &amp; Engineering Stat</b>
Street Rehabilitation - Monitoring FY15 Paving and FY16 Capital Acceleration Program (CAP) implementation
Construction Co-ordination across utilities
Department Customer Service Requests Monitoring, Turnaround Times, and Quality
Right of Way Permitting
<b>Launched FireStat</b>
Suppression & EMS Response Efficiency
Staffing Availability & Overtime Expenditure Control
Auditing effectiveness of EMS Revenue Collections
Computer Aided Dispatch & Department Technology

<b>Initiative</b>
<b>Launched WaterworksStat</b>
Utility Service Rates
Utility Billing Revenue Collections
Waterworks Call Center
Waterworks service requests and work orders turnaround time and quality
<b>Launched PermitStat</b>
Application Pre-Screening
Pre-Development Process
Department Co-Location & Process Consolidation
Establishing Consistent Standards for Plan Reviews
Electronic Application Plan Submittal & Review
Employee Training
<b>Other CincyStat Initiatives</b>
Launched BudgetStat monthly expenditure monitoring - Accountability and expenditure control for \$1.053B operating budget
Established customer service feedback surveys - 591600 & Cincy FixIt! - Increased Customer Service Quality - Initial results show 66% customer satisfaction. Goal to raise to 80%+
Initiated CincyStat employee recognition
<b>INNOVATION LAB</b>
Developed the Policies, Procedures, and Toolkit for the Innovation Lab program
Held Building Permit Citywide Streamlining 4-Day Innovation Lab - Target to reduce approval times from 11 weeks down to 3-5 weeks for complex projects
Permit Counter Front Desk 1-Day Innovation Lab - Target reduction in unnecessary delay time to customers totalling 10-16 years in annual delays. ~\$300K in employee time saved
Held 3-Day Innovation Lab and follow-up sessions for timely payment of Duke Utility Bills - eliminate ~\$133K in annual late fees to Duke energy
Initiating Innovation Lab on Citywide Revenue Collections - Increased Revenue through improved collection rate on existing bills and fines
<b>ANALYTICS INFRASTRUCTURE &amp; PREDICTIVE ANALYTICS</b>
Developed framework for enterprise Analytics Infrastructure - governance structure, policies, procedures, and toolkit
Data Science for Social Good (DSSG) Fellowship - \$150K of in-kind data science talent received to help establish value proposition of predictive analytics
<b>OPEN DATA</b>
Re-launched Open Data Cincinnati Platform - 20+ quality datasets posted to the site
Performance Agreements Posted to Open Data
CincyStat Session Reports & Performance Data Posted to Open Data - meeting summaries and performance data posted for 50+ sessions held
<b>OTHER INITIATIVES</b>
Implementing Cincinnati Initiative to Reduce Violence (CIRV) Performance Reporting & Data Analysis
Designed Manager's Advisory Group (MAG) comprehensive quarterly data report on elements of collaborative agreement
Support enhancement of the City's enterprise Information Technology Governance to maximize efficient use of IT and reduce IT redundancy

