



CUSTOMER
2014 SUMMIT

THE FUTURE OF PERFORMANCE MANAGEMENT

How data, performance and predictive analytics are converging

Steve Goldsmith



The Responsive City | #theresponsivecity | theresponsivecity.com

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Opportunity to Massively Change

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Transparency + Co-Creation + Empowerment + Measurement

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Breakthrough

1

From Activities to Public Value



Before: Serving the Homeless



After: Preventing and Reducing Homelessness

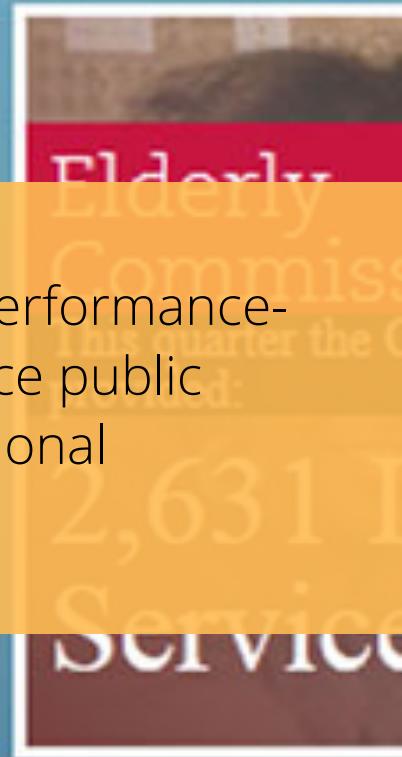
From Activities to Public Value

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Boston About Results

Performance Management



Performance Management

Human

Innovation &

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Inspection



Greg Fisher, LouieStat

LouieStat brings individual Metro departments before the Mayor every 6-8 weeks to identify, through consistent metrics tracking and data analysis, what agencies can do to improve service delivery.



- Set Goals
- Regular Staffed, Data Driven Meetings
- Constructive
- Leadership
- Well Visualized for employee and public

0 Days by February

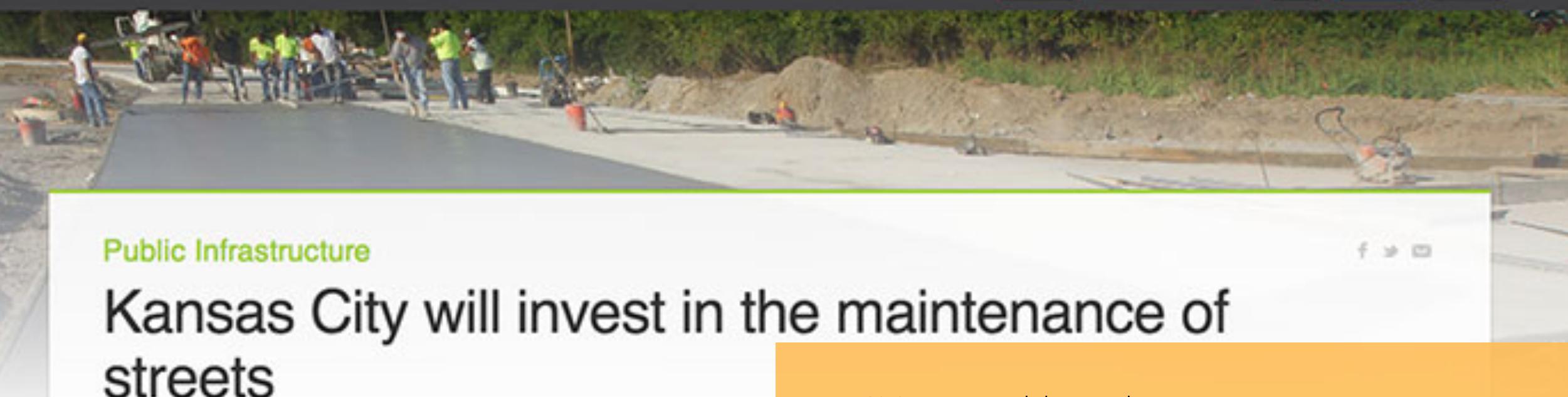
[See the data >](#)

99

Days to 90% completion



Needs Improvement



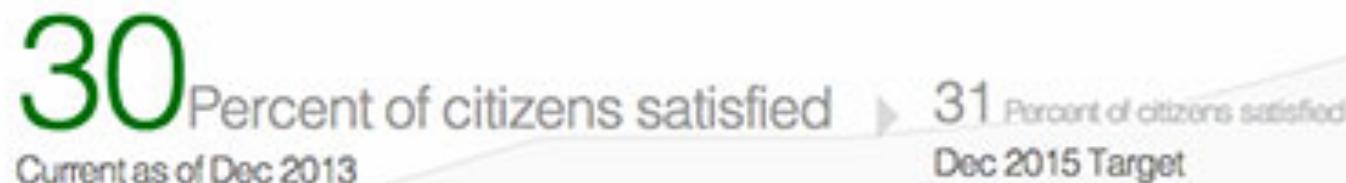
Public Infrastructure



Kansas City will invest in the maintenance of streets

The key measurement for this priority is citizen satisfaction with street maintenance. The goal is to increase satisfaction by at least 2% per year, which translates into a target of at least 31% of citizens satisfied by 2015. [Explore the data](#)

- Citizen Dashboard
- Collaborative Solutions
- Storytelling



On Track
[View chart](#)

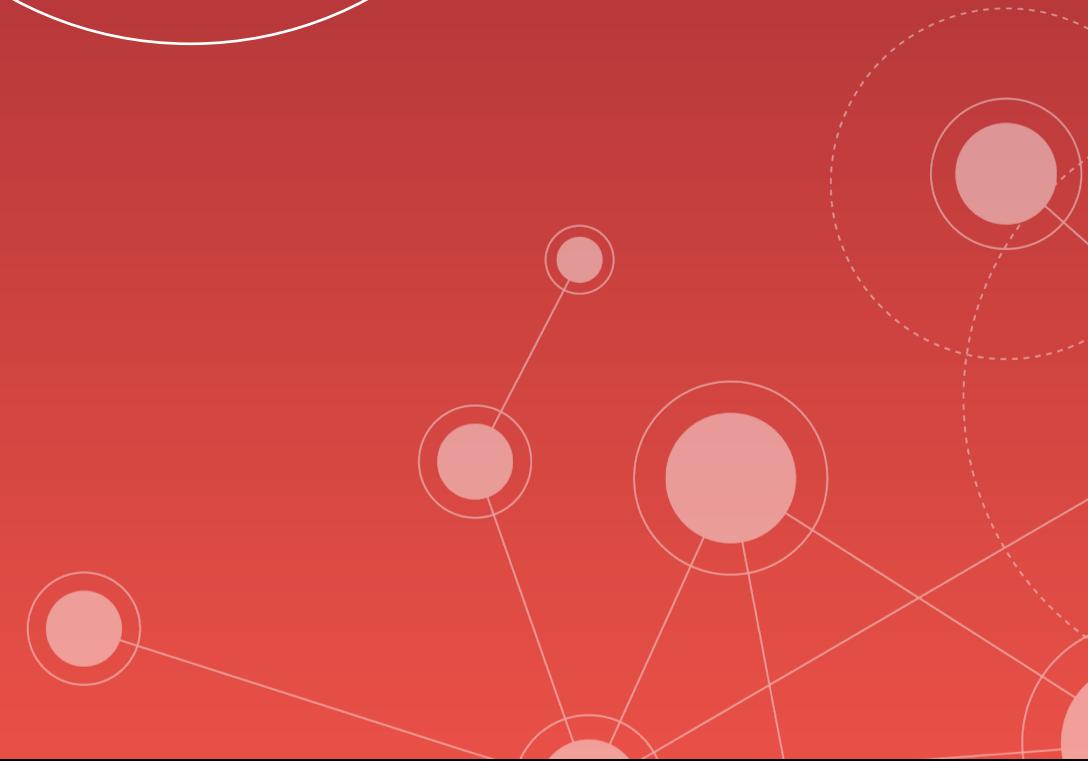


- Move traffic better, not just widen roads
- Less street construction activity, more results

Breakthrough

2

Proactive Instead of Reactive



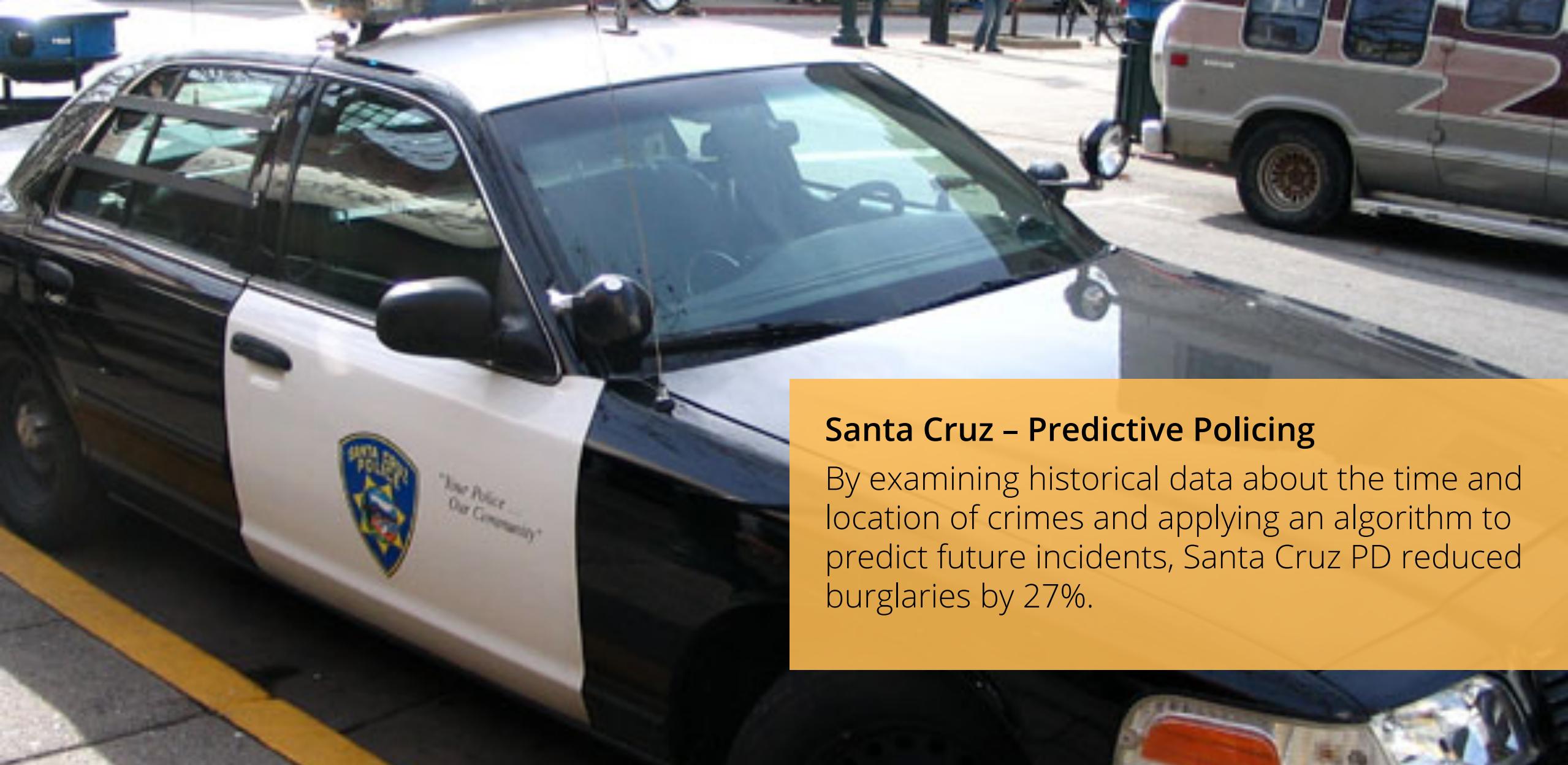


NYC - Targeted Fire Inspections

The new predictive model synthesizes 60 factors that are correlated with deadly fires, including the age of a building, electrical issues, and the number of sprinklers, and builds an algorithm that assigns each building with a risk score.

Proactive Instead of Reactive

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Santa Cruz – Predictive Policing

By examining historical data about the time and location of crimes and applying an algorithm to predict future incidents, Santa Cruz PD reduced burglaries by 27%.

Examining the Past to Anticipate the Future

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Philadelphia – Parole Violations

A new risk-forecasting tool helps save the city time and money, while also reducing the likelihood of violent recidivism, by identifying high-risk probationers before release.

Concentrating on the Outliers

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Breakthrough

3

A New Sense of Engaged Citizenship and Trust

- Usable Open Data
- Connecting to Communities
- Residents Forcing Responsiveness
- Coproducing Solutions



[Home](#)[City Services](#)[People We Serve](#)[Programs & Initiatives](#)[Chicago Government](#)[About Chicago](#)

Flu Facts

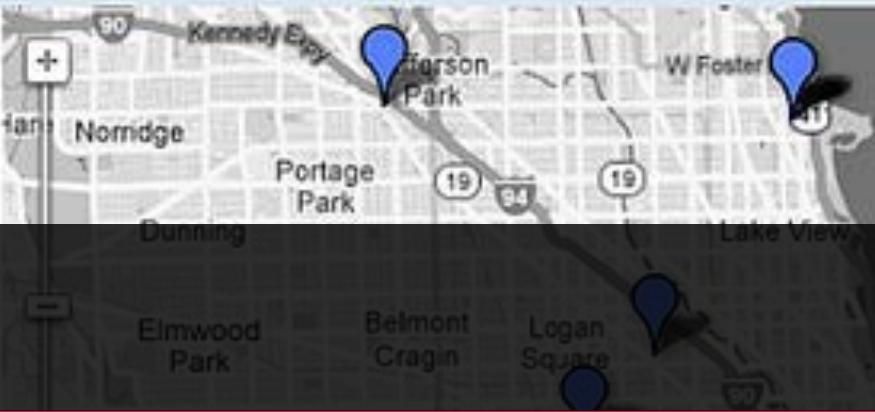


This map was not developed by the City and the City makes no representations as to the accuracy of the information provided by this map application. Built by [Tom Kompare](#), a volunteer from [Open Government Chicago\(-land\)](#). Hosting provided by [Smart Chicago Collaborative](#).

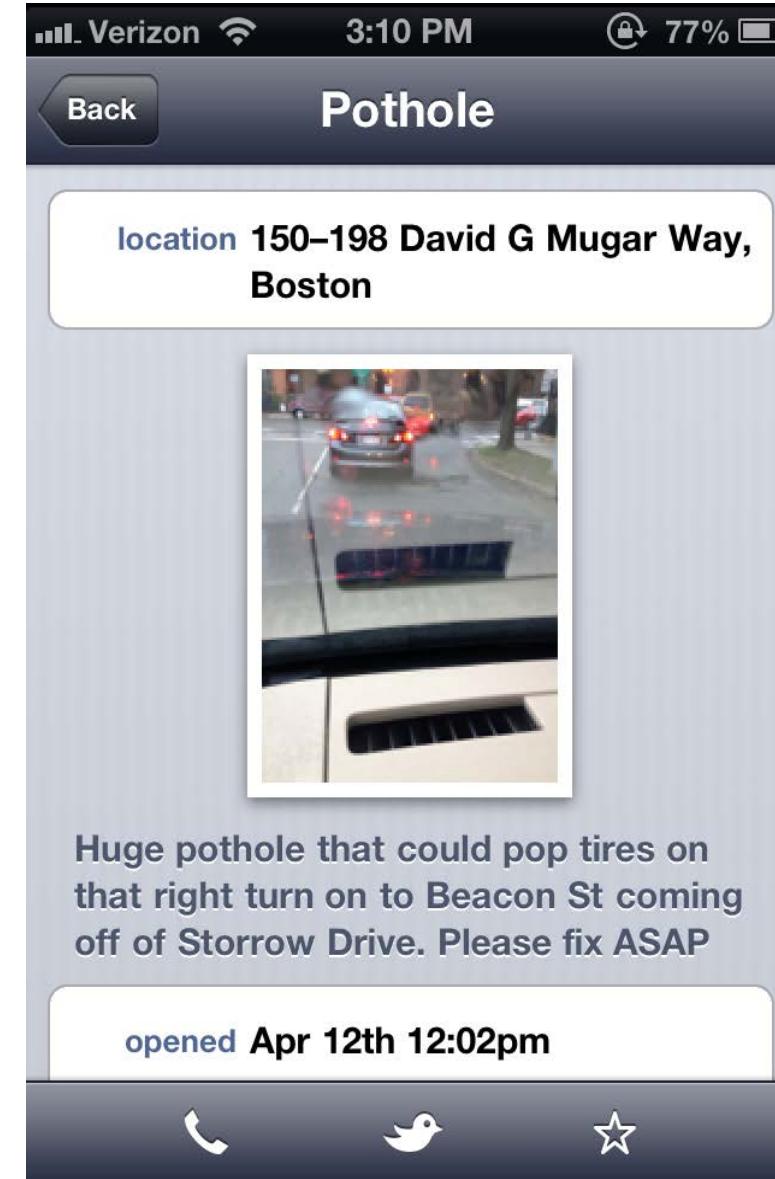
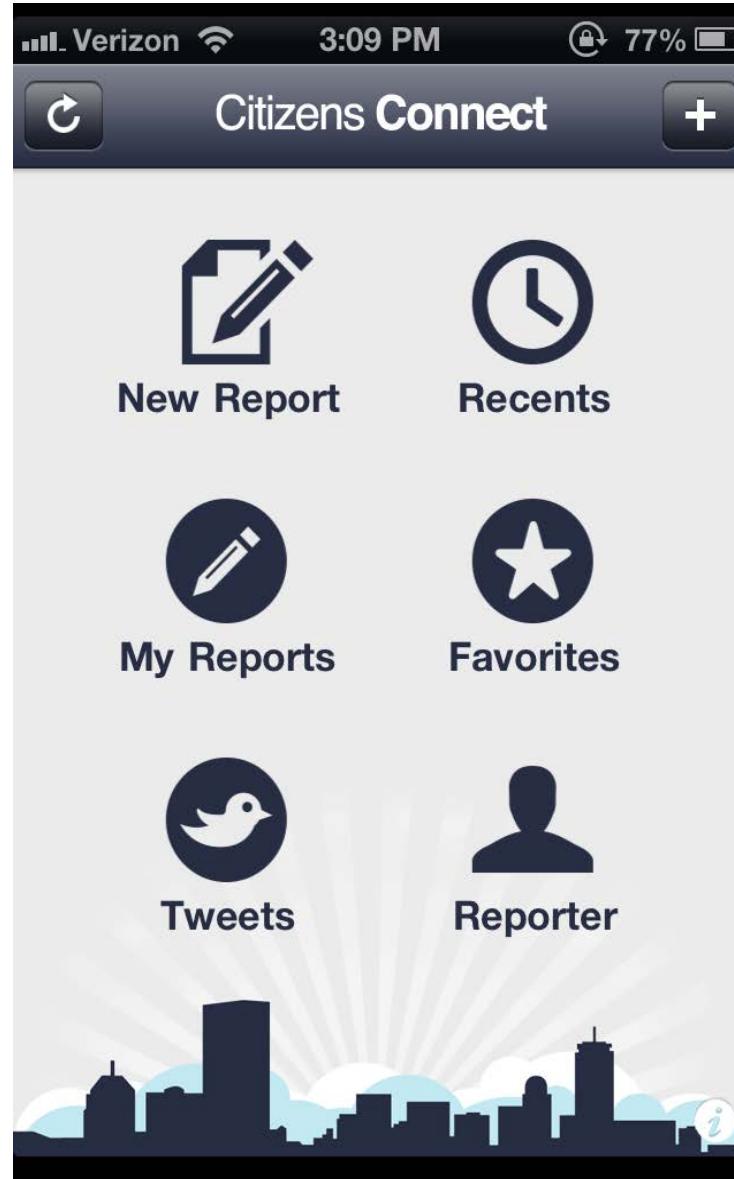


GET A FLU SHOT

The Chicago Department of Public Health is offering dozens of free flu shot clinic events this year. Find one near Encourage Third Party Use



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Engage Citizens in Creating and Using Data

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[Topics](#)[About](#)

Search Ideas

[Sign Up Now](#)[Log In](#)

TOPIC QUESTION



How can we make it easier and safer to walk or bike to parks?

Views

3595

Interactions

437

Closed

 [Return to the Category Page](#)[Select Language](#)

Powered by Google Translate



UPDATED: DEC 31, 2012 Matthew M4

Lower Speed Limits & Enforce no Stopping in Bike Lanes

29 11 0



UPDATED: JAN 11, 2013 JJ S

Better Signposting along the Panhandle Bike Path

149 11 4



UPDATED: DEC 06, 2012 Hunter Franks Community Manager

Educational plant and flower information

21 10 0

Engage Citizens in Creating and Using Data

FEB 15, 2013 Jessica A1

CLOSE certain roads to cars completely.

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Virtual Activism Requires Intermediaries



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[ADD THIS](#)

Text Resize



Department of Motor Vehicles

Help Grade DMV!

Your input determines the agency grade. Fill out the survey on DMV. Tell us what you think--good or bad--and help us to improve our service to you.

DMV's Monthly Grade

November Customer Grade

B

October Customer Grade

B

Positive and Negative Customer Reviews



Make Data Actionable Within Government

Negative Themes:

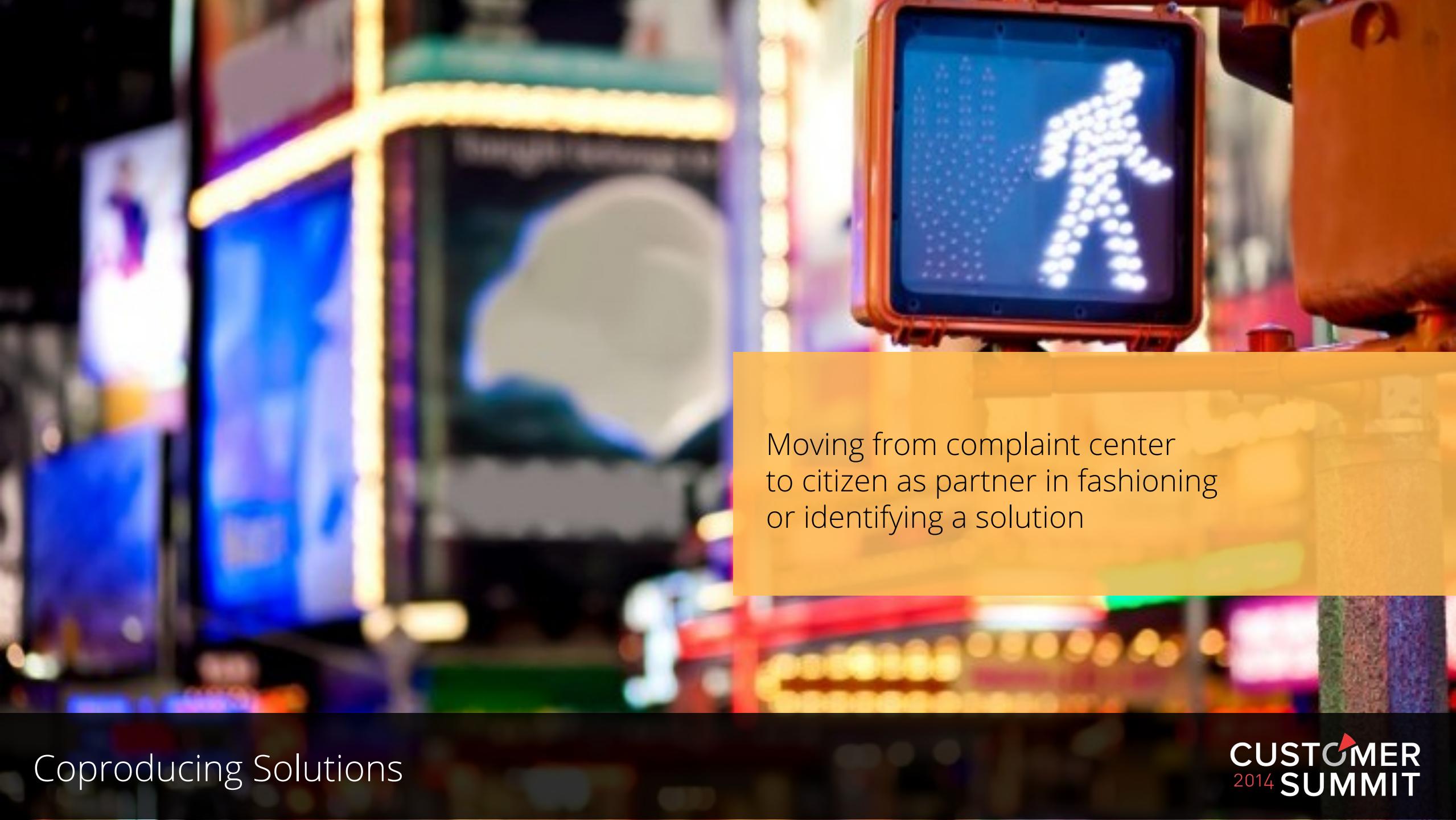
- Staff - Helpful
- Staff - Rude and slow

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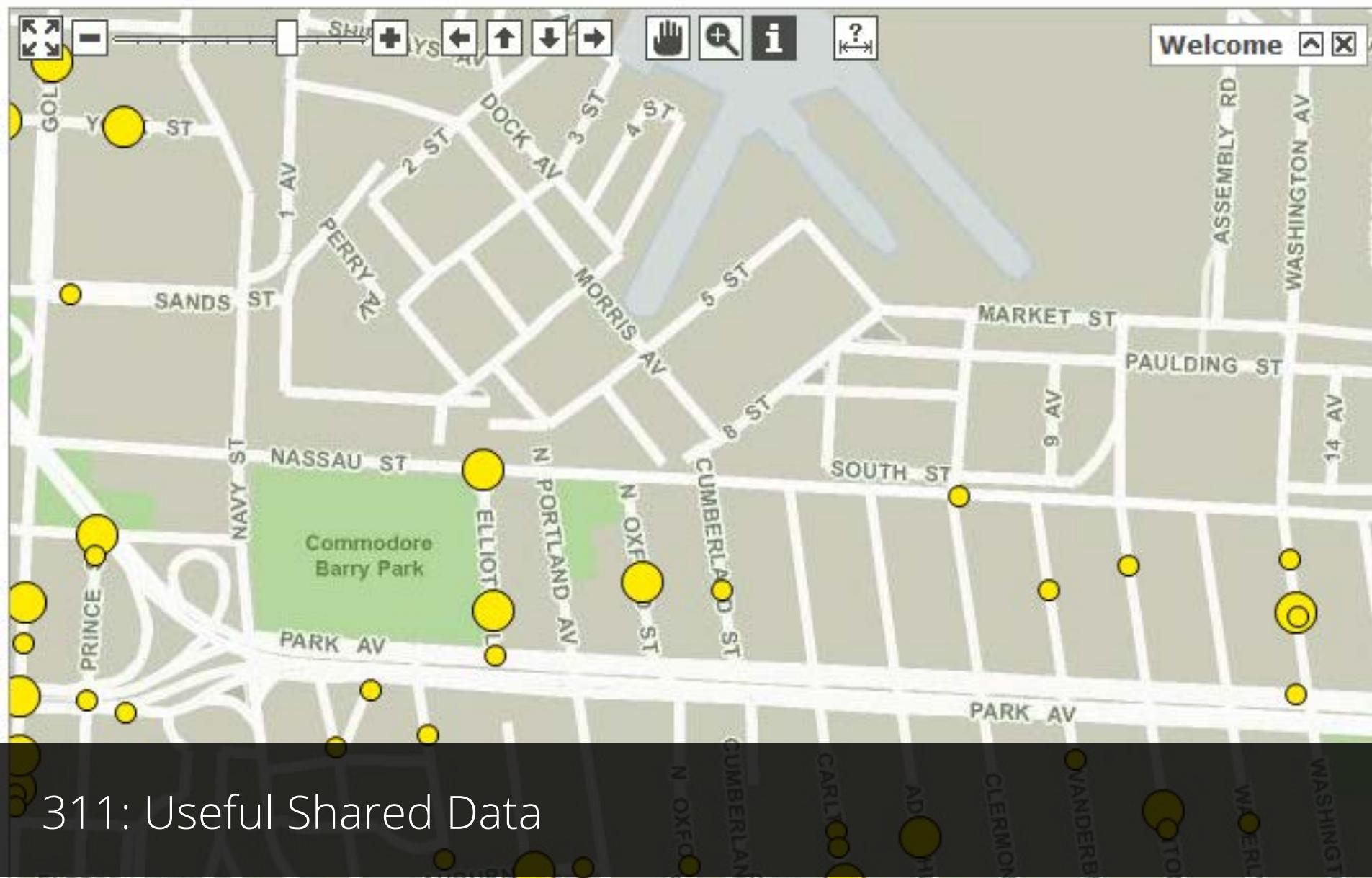


Renewed Sense of Citizenship

Digital technology will enable citizens to work with local government on shared solutions to the grand challenges that confront all Americans.



Moving from complaint center
to citizen as partner in fashioning
or identifying a solution

[Home](#)[About 311](#)[Feedback](#)

Welcome

[SEARCH](#)[LAYERS](#)**Search**

LOCATION TYPE

All of NYC

SERVICE REQUEST CATEGORY

All Categories

[Advanced Search](#) **Search****Service Request Count by Location**

1 Request

2 to 137 Requests

138 to 272 Requests

273 to 407 Requests

311: Useful Shared Data

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You are now viewing Service



- Breaking Hierarchical Ceilings
- Increasing Discretion without Losing Accountability
- Integrating Data Across Agencies



Hierarchical Ceilings

Vertical Agencies

Horizontal Solutions

Open Data Solutions



Breaking Hierarchical Ceilings

Department of Transportation – IdeaHub

This program is changing the way that management and employees interact, shifting the old paradigm of top-down bureaucracy to one where everyone can collaborate and share expertise.



Alternative Accountability: Boston City Worker

- More accountable to citizens
- Supervisors more effective

Discretion Coupled with Accountability

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	Avg. time to deliver new recycling bins	Avg. time to fix burned-out street lights	Avg. time to fulfill park maintenance
Before CRM system	30 days	17.5 days	10 days
After CRM system	7 days	7 days	6 days

Improvements in response times

Boston's new Customer Relationship Management (CRM) system

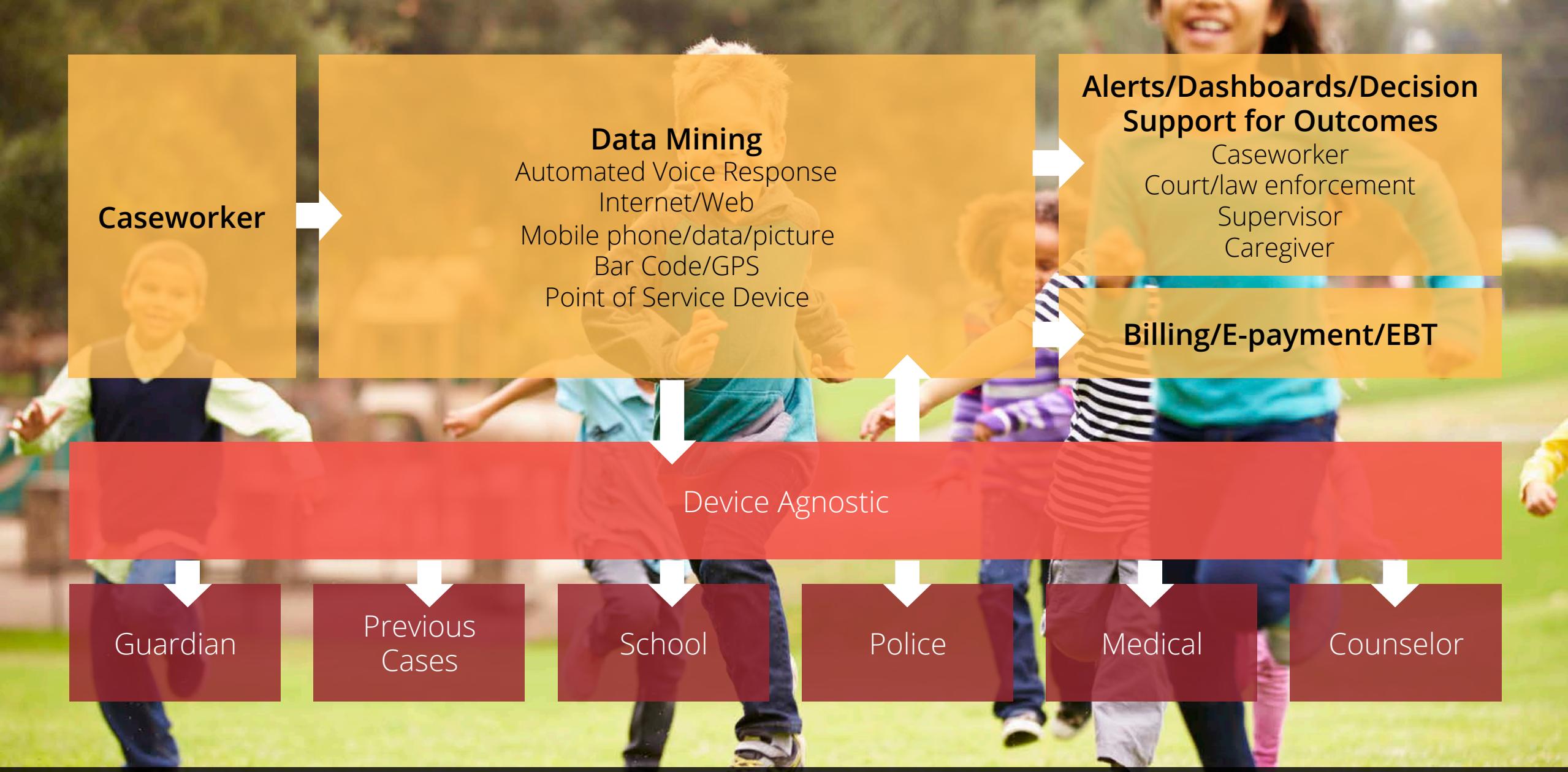


Indiana – Data-Sharing for Child Welfare Workers

Indiana has launched the country's leading effort to eliminate paper in child welfare services, to promote cross-agency data sharing, and to ensure full integration of case information.

Integrating Data Across Agencies

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Los Compadres Taco Truck

35 reviews | Rating Details

Categories: Mexican, Food Stands [Edit]

2nd St & Dow Pl
San Francisco, CA 94105
Neighborhood: SOMA

Health Score: 98 out of 100

Takes Reservations: No

Accepts Credit Cards: No

Parking: Street

Attire: Casual

Good for Groups: Yes

Good for Kids: Yes

Good for Date Night: Yes

Good for Shopping: Yes

Good for Nightlife: Yes

Good for Work: Yes

Check out the full report

Send to Friend | Bookmark | Send to Phone

What's This? Write a Review

La Calaca Loca 301 reviews

Open until 8 pm

kt b. said: "A little more than I like to pay at taquerias, but good food and generally worth it. Great burritos and grilled fish tacos. Quesadillas are also great. Salads are..." read more

35 reviews for Los Compadres Taco Truck

Review Highlights: What's this?

"The best al pastor tacos I have ever had, period." In 9 reviews

"my favorite is the super burrito or the taco plate." In 24 reviews

"I usually get their carne asada burrito." In 6 reviews

Rating Distribution | Trend

5 stars 4 stars 3 stars 2 stars 1 star

Sort by: Yelp Sort ▾ | Date | Rating | Useful | Funny | Cool | Total Votes | Friends' | Elites'

Reviews from Your Friends

Scott T. 167 reviews Mission, San Francisco, CA

Compliment | Send Message | Follow This Reviewer

2/7/2012 10 Check-ins Here

This little truck sits in a run down alley off 2nd, tucked between parking lots and construction sites. The line around lunch can easily be a 15 minute wait, which is slightly offset by rarely waiting more than 5 minutes to get your food.

Search for (e.g. taco, cheap dinner, Max's)

Near (Address, Neighborhood, City, State or Zip)

San Francisco, CA

Member Search

TRY OUR AMAZING NEW MENU SEE FOR YOURSELF

Los Compadres Taco Truck | Health Inspections

Los Compadres Taco Truck

October 22, 2012 – Routine Inspection

Violations

Hands not clean/improperly washed/gloves improperly used
Food Contact surfaces not clean/sanitized
Improper hot/cold holding temperatures

Previous Inspections

Date	Inspection Type	Violations	Score
January 12, 2011	Routine	3	94
October 5, 2010	Follow Up		
April 29, 2010	Routine		
September 30, 2009	Initial		

Health Score

98
out of 100

About Health Inspection Scores

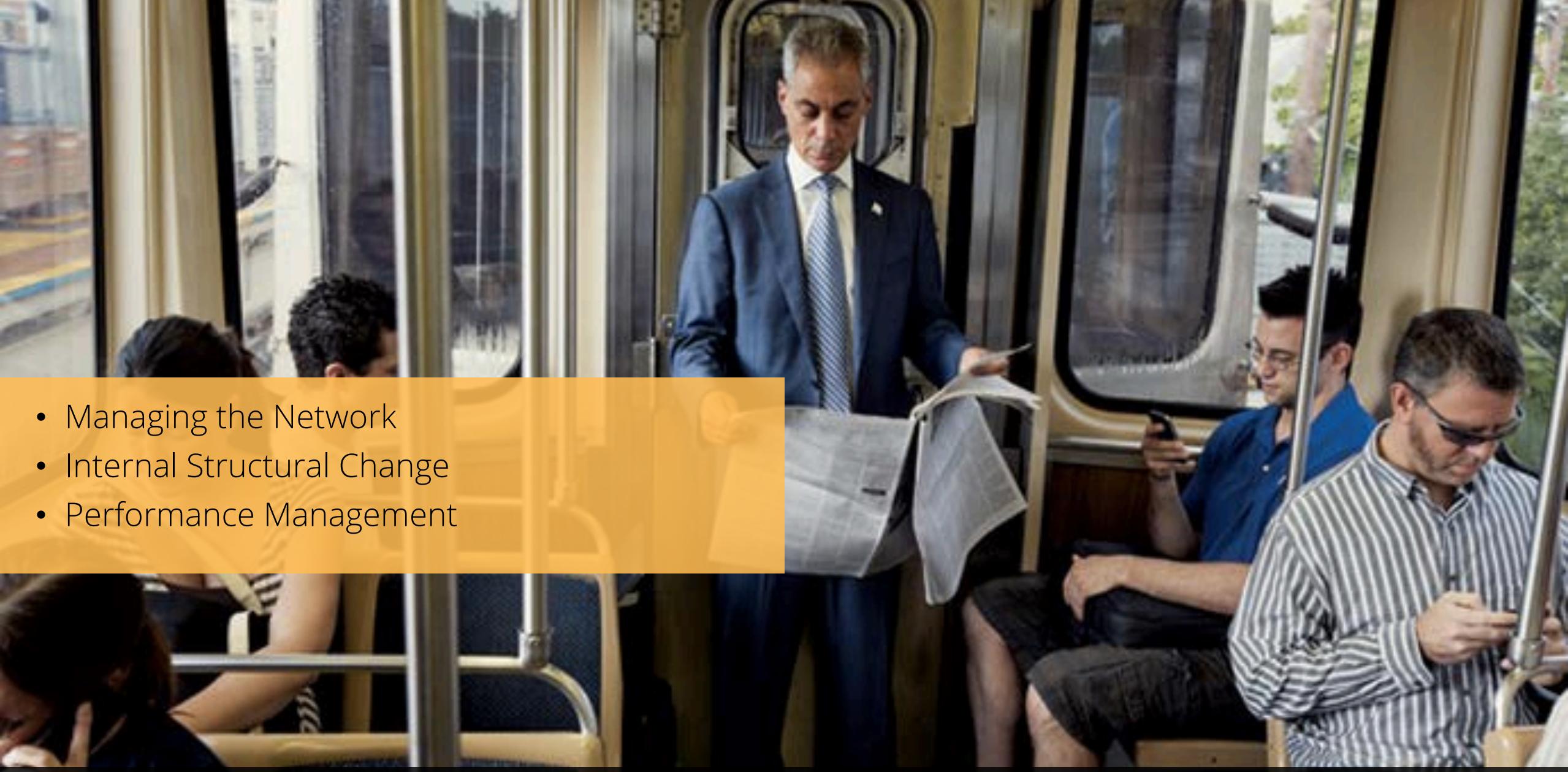
We collect public inspection data directly from your city's health department. Due to the city health department's inspection schedule as well as the time it takes to pass that information on to us, it is possible that a business has corrected their previous violations before they are updated on Yelp. Please report any such inaccuracies to your city's Health Department.

Regulatory value from combining public and private

Open Data-Driven Regulation

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- Managing the Network
- Internal Structural Change
- Performance Management



The Innovative Leader

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Disruptive Innovation Models (Executive-Driven)

- Offices of Innovation
- Mayor's Office of New Urban Mechanics
- Enterprise Development Office

Internal Structural Change

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Elected Official

Government Efficiency/Innovation Office

Focus on continuous improvements in service, operations and cost reductions

Representative from Each Agency

Program Reviews

Procurement Reform, Cost Savings and Operational Excellence Opportunities

Use Data Analytics to Improve Performance, Define Outcomes and Unlock Value

Elected Official

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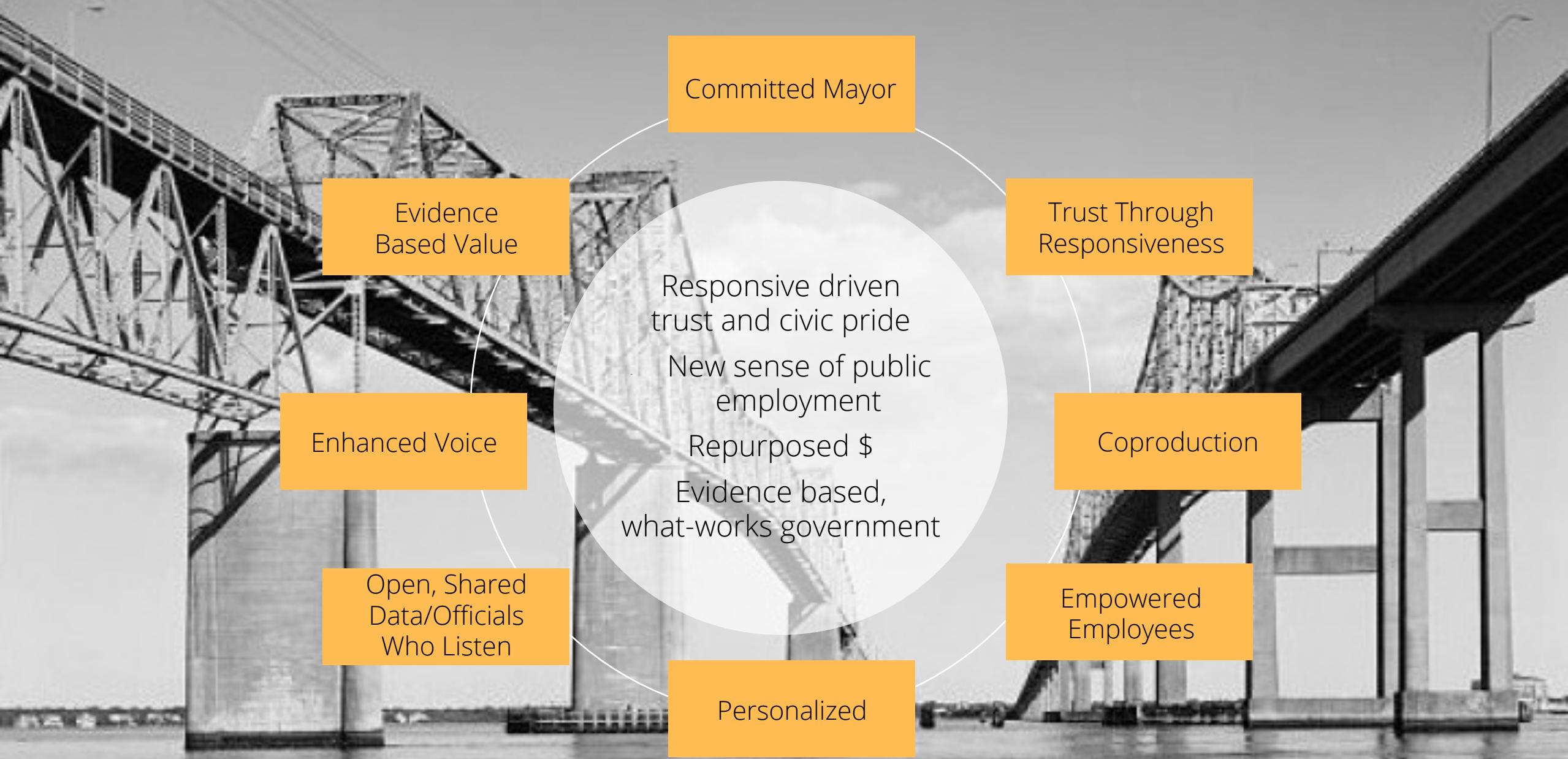


Obstacles

- Perceived legal walls
- Legacy CIOs
- Talent
- Tone Deaf Professionalism
- Imagination

Privacy

- Protect citizen anonymity
- Ensure secure storage
- Respect confidentiality
- Increase transparency



Bridge to New Governance

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