



Overview of Data-Driven Decisions March 24, 2014

The City continues the performance management initiative to measure and show how our goals, objectives, and services to the community are consistently being met in an effective and efficient manner. Building on the value of data-driven decisions, the Leadership Team met on March 12, 2014 and agreed to use the following framework as their department proposals are developed:

- Ensure that each proposal is tied to performance measures and that data has been used in the preparation of proposals (i.e., considering the performance target that exists as established in previous proposals, the RFR and purchasing strategies, the level of resource is tailored to provide that result);
- Consider and pursue where feasible:
 - Eliminate or cut back activities and services that “over-perform” or do not contribute to the outcome;
 - Consider modifications to current methods of doing business or innovations that could reduce costs or free up resources; and
 - Seek out potential opportunities for cross-departmental collaboration;
- Ensure that all costs are captured in new or enhanced proposals, including a way to make sure that related support services departments’ funding within the proposal is adequate to address the proposed enhancement and/or changes to programs/projects.

In moving towards a more data-driven organization, as new resources are requested, City staff will seek to assure that data supports the needs identified in their proposals.

For instance:

- Tracking the effectiveness of the outcome or objectives of the program (Are we meeting our objectives?)
 - Examples might be:
 - customer satisfaction
 - backlog statistics/or work not being completed.
- Determining if there is an area for improvement which builds capacity by tracking workload statistics and time to process. (Can we be more efficient?)
 - Examples might be:
 - Workload statistics (how much work in coming in)
 - Timeline to process work
 - Other efficiency metrics.
- Understanding the complexity or changes in the workload that may also indicate a resource need.
 - Examples might be:
 - Has the work shifted in composition? (are there more complex items vs. more routine items)

The end result is determining what data helps define the problem and what data support the need for new resources. Each department has data that can address these questions.