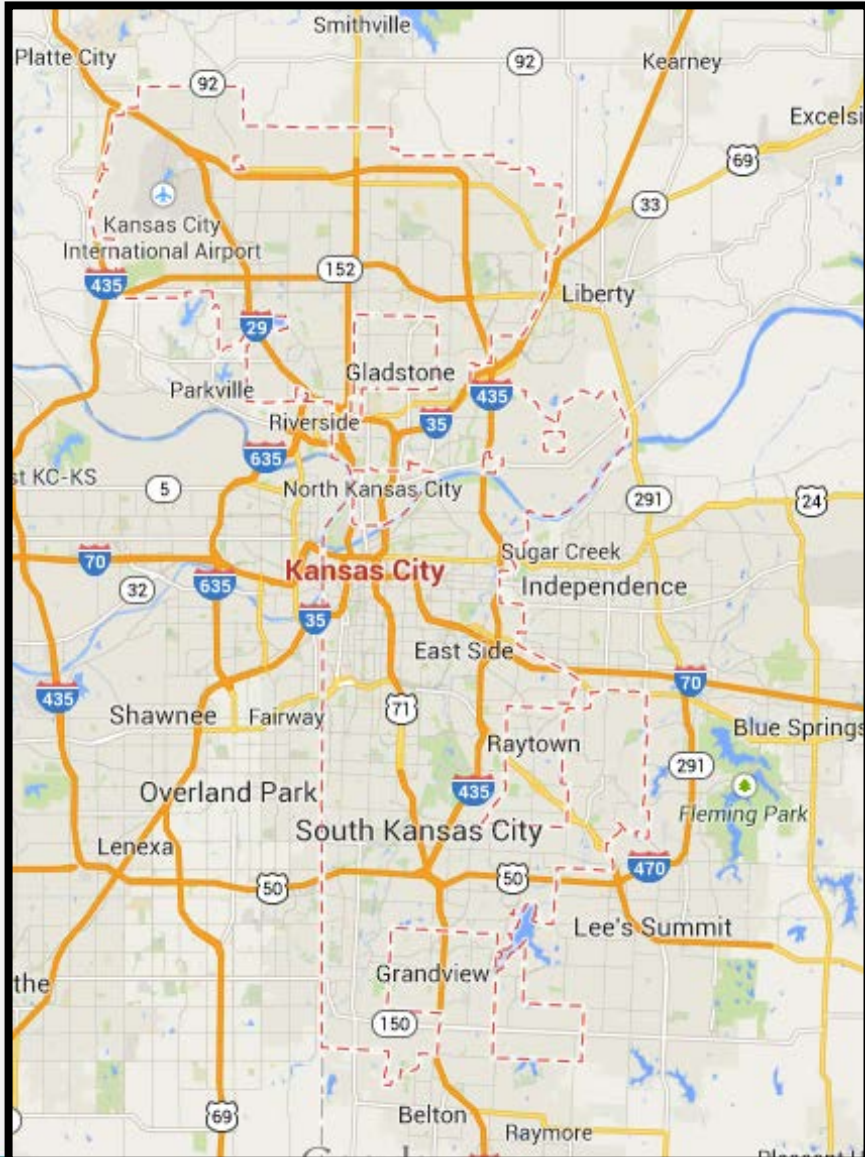# Telling Stories with Your Data

Where the Stories Take Place: About Kansas City

- **Population:** 464,310

- **Square Miles**: 316

- **Form of Gov't:** Council/Manager

- **Sits beside state line with Kansas, which is a benefit and a challenge**

- **Number of BBQ Restaurants:** 100 plus*

*unofficial

City of Kansas City, Missouri

About the Office of Performance Management:

- Division of City Manger's Office
- Team of three staff members
- Centralized collection point for department metrics
- *Oversees Weekly Performance Management (PM) Meetings and Monthly KCStat sessions*

What data means to KC:

- Beyond Anecdote to Empirical
- Test Assumptions
- Prioritize Scarce Resources
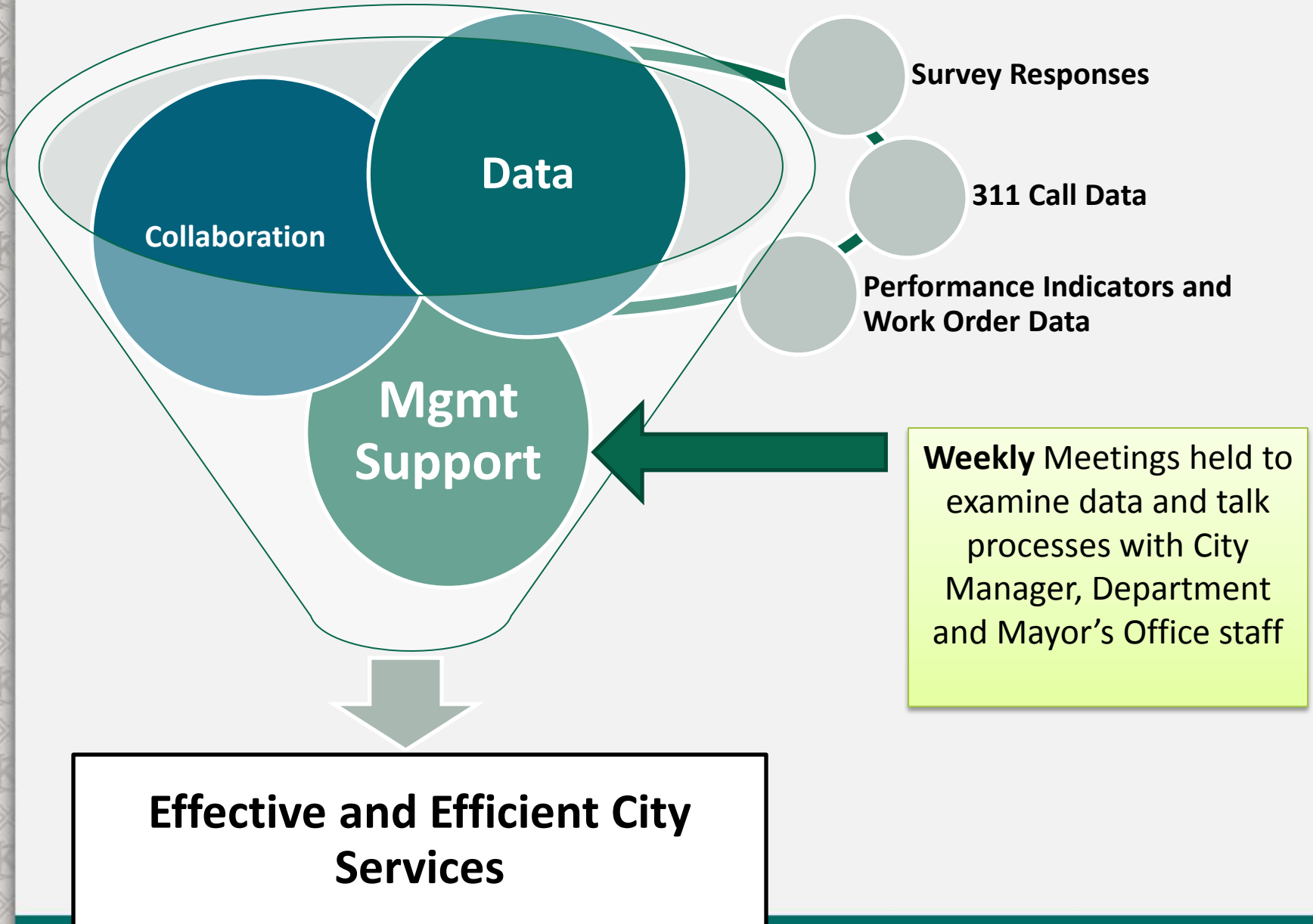
City of Kansas City, Missouri

Measurement vs. Management

*"Performance measures will not lead inevitably to improved performance. Although the act of measuring an operation for its results draws attention to that function and may thereby inspire greater efforts and improved performance, such results cannot be guaranteed. Performance measurement is merely a tool. If wielded properly, it can identify areas of performance adequacy and areas of performance deficiency; however, it can neither explain the former nor prescribe remedies for the latter. **Reliable explanations and appropriate prescriptions require subsequent analysis of those targeted operations.**"*

- Dr. David Ammons

What is Performance Management in KC?

Collaboration

Data

Mgmt Support

Survey Responses

311 Call Data

Performance Indicators and Work Order Data

Weekly Meetings held to examine data and talk processes with City Manager, Department and Mayor's Office staff

Effective and Efficient City Services

What is KCStat?

A public-facing element of the PM process that emphasizes accountability and results.

Cross Departmental Collaboration

Data

Accountability thru City Manager

Elected Official Input

KCStat

Citizen and Stakeholder Input
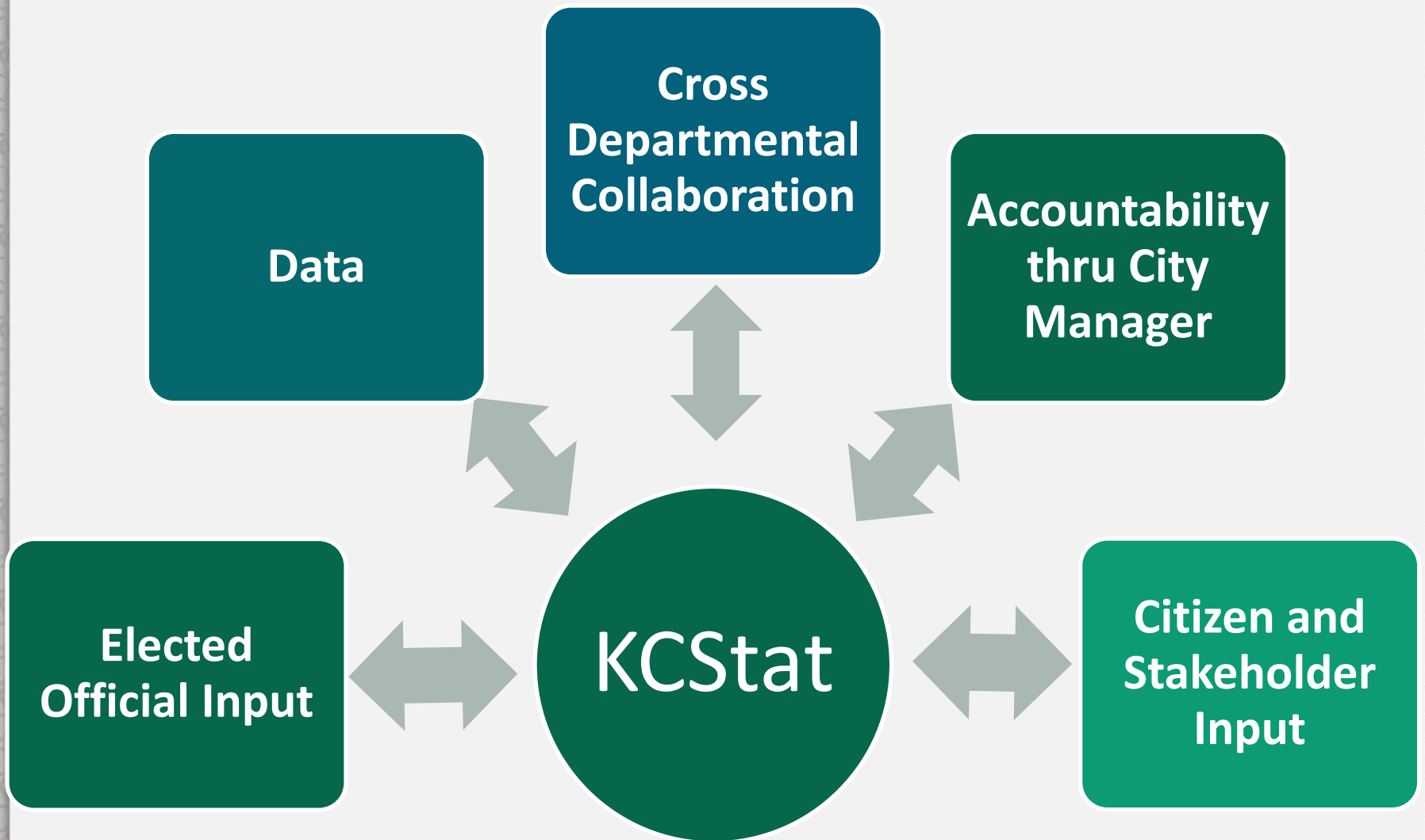
Data and Data Sources

Data	Source	Purpose
Service Level	311 Call Center Citizen Requests for Service	• Volume of Requests • Geographic Distribution of Service Needs • Department Timeliness • Customer Satisfaction with Service and Customer Service
Citizen Satisfaction	Annual Citizen Satisfaction Survey	• Citizen Perception City Services • Help Set Priorities for Improvement • Geographic Variations in Satisfaction
Work Order and Operational Data	Individual Department Work Order Systems	• Services Not Captured by Service Request Data
Key Performance Indicators	Department Reporting to City Manager's Office	• Measures of Demand, Output • Related to Budget

City of Kansas City, Missouri

Why Now?

- Technology has improved reporting capabilities

- *Supportive Leadership (City Manager and Elected Officials)*

- Scarce Resources requiring prioritization and targeting

- Improved ability to benchmark because of national movement toward transparency (ICMA-CPM and others)

- The luxury of dedicated staff

How KC Started Telling Stories

March 2010   December 2011   January 2014

| Performance Management Meetings Started | KCStat becomes public-facing forum to discuss performance data | | PM Refocus on Department-Specific Topics |

Alignment of KCStat with Council Priorities

| Initial Council Strategic Priority Setting Session | Updates to Council Priorities | Measures Assigned to Council Priorities | KCStat Dashboard Launched |

May 2011   May 2012   Winter 2012   October 2013

City Council Priorities

Healthy Communities **Public Infrastructure**

Public Safety **Economic Development**
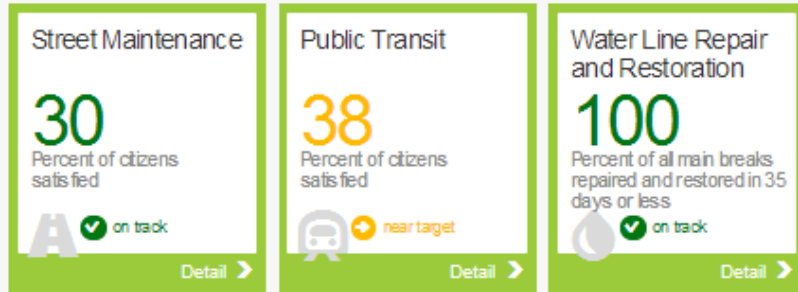
Neighborhood Livability **Governance**
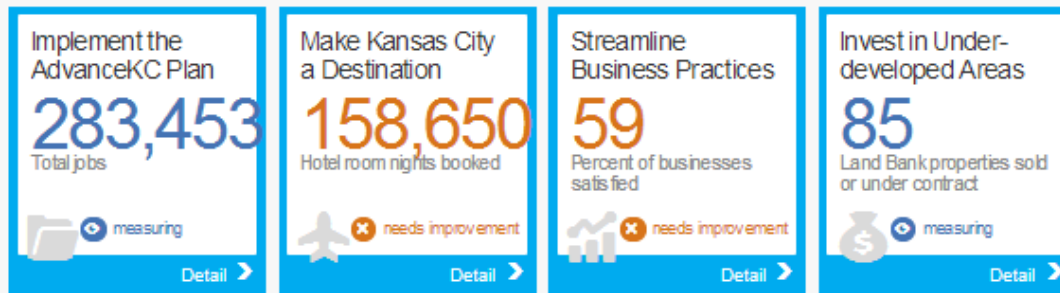
Customer Service and Communication
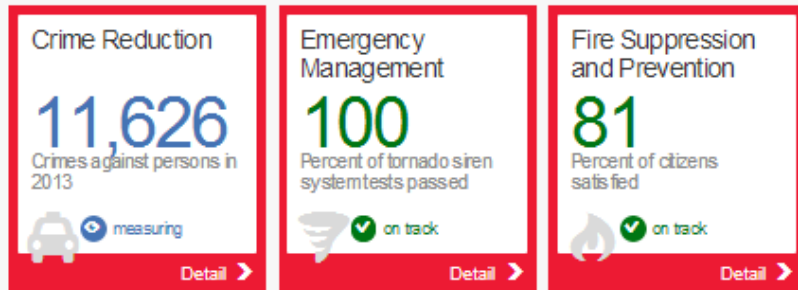
Need for a Way to Report Out

Public Infrastructure

Street Maintenance
30
Percent of citizens satisfied

✅ on track

Detail ›

Public Transit
38
Percent of citizens satisfied

→ near target

Detail ›

Water Line Repair and Restoration
100
Percent of all main breaks repaired and restored in 35 days or less

✅ on track

Detail ›

Economic Development

Implement the AdvanceKC Plan
283,453
Total jobs

○ measuring

Detail ›

Make Kansas City a Destination
158,650
Hotel room nights booked

❌ needs improvement

Detail ›

Streamline Business Practices
59
Percent of businesses satisfied

❌ needs improvement

Detail ›

Invest in Under-developed Areas
85
Land Bank properties sold or under contract

○ measuring

Detail ›

Public Safety

Crime Reduction
11,626
Crimes against persons in 2013

○ measuring

Detail ›

Emergency Management
100
Percent of tornado siren system tests passed

✅ on track

Detail ›

Fire Suppression and Prevention
81
Percent of citizens satisfied

✅ on track
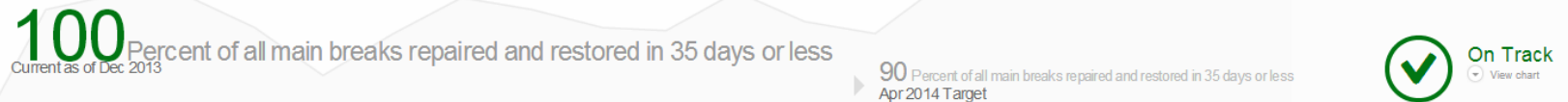
Detail ›

https://kcstat.kcmo.org

Water Services Department
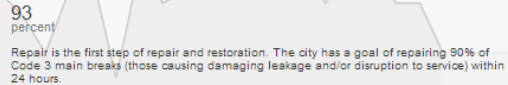
A Story About How Data Can Drive Change

Public Infrastructure

Kansas City will build on a positive trend of timely repair of water leaks and restoration of the surrounding area.
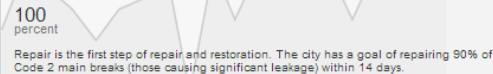
This goal is measured by tracking the number of combined days it takes to repair a water main break and to restore the surrounding street and area. A timely response to water main breaks minimizes the impacts on customers, such as interrupted water service or closed streets. The target is to repair and restore 90% of all breaks in 35 days or less. Explore the data ›
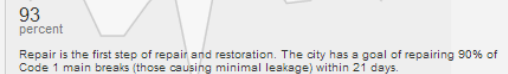
100 Percent of all main breaks repaired and restored in 35 days or less
Current as of Dec 2013

90 Percent of all main breaks repaired and restored in 35 days or less
Apr 2014 Target

✓ **On Track**
View chart

| Apr 2012 | Jul 2012 | Oct 2012 | Jan 2013 | Apr 2013 | Jul 2013 | Oct 2013 | Jan 2014 | Apr 2014 | Apr 2014 |

✓ Percent of Code 3 (Critical) Water Main Breaks Repaired within 24 hrs

93 percent

Repair is the first step of repair and restoration. The city has a goal of repairing 90% of Code 3 main breaks (those causing damaging leakage and/or disruption to service) within 24 hours.

✓ Percent of Code 2 Water Main Breaks Repaired within 14 days

100 percent

Repair is the first step of repair and restoration. The city has a goal of repairing 90% of Code 2 main breaks (those causing significant leakage) within 14 days.

✓ Percent of Code 1 Water Main Breaks Repaired within 21 days

93 percent

Repair is the first step of repair and restoration. The city has a goal of repairing 90% of Code 1 main breaks (those causing minimal leakage) within 21 days.

Why is this a priority?

Water main breaks are a normal occurrence in all cities, but are more likely to happen in older cities like Kansas City due to the age of the water pipes. In recognition of how water main breaks negatively affect customers, the city has renewed its commitment to repairing them in a reliably quick time frame.

How can we measure this?

In addition to how long it takes to repair water main breaks, the city looks at the overall number of breaks. Since timeliness is not the only factor for customers, the city also monitors customer satisfaction with the quality of service for breaks reported through the 311 Call Center. Finally, the city uses the information from the annual Citizen Survey to get a bigger picture of citizen perception.

https://kcstat.kcmo.org

Implementing Economic Development Strategic Plan

A Story About Starting Somewhere

Economic Development

Grow the economy and population of Kansas City by implementing AdvanceKC, the city's strategic plan for economic development.

The key measurement for this priority is Kansas City's total employment, since growth in the number of total jobs signifies increased economic opportunity for residents and businesses alike. Kansas City's employment has remained relatively stable over time. No goal has been established for this measurement. Explore the data›

283,453 Total jobs
Current as of Dec 2011

Measuring
View chart

Dec 2002 Jan 2004 Jan 2005 Jan 2006 Jan 2007 Jan 2008 Jan 2009 Jan 2010 Jan 2011 Jan 2012 Jan 2013 Jan 2014 Dec 2014

Kansas City Population
464,310
number of people

Population growth supports economic growth by creating density and demand for business services. Kansas City's population has seen slow growth over the last decade. No goal has been set for this measurement.

Kansas City's Unemployment Rate
5.3
percent unemployed

Lower unemployment means more productivity for the city and more income for its residents. No goal has been set for this measurement. These figures come from the Bureau of Labor Statistics, a reliable source for this type of economic data, and covers the entire Kansas City Metropolitan Statistical Area (MSA).

Average Annual Wage
54,352
dollars

Average annual wage shows how jobs translate into income for the City's residents. Growth in this figure represents increased economic opportunity for residents and an increased tax base for the city. No goal has been set for this measurement.

Why is this a priority?

The City of Kansas City, Mo.'s AdvanceKC initiative was launched in the fall of 2011 to determine how Kansas City, Mo., can grow its economy by capitalizing on its unique competitive assets. The AdvanceKC strategy does not reinvent the wheel - it pulls together past recommendations and studies into one holistic and cohesive plan that lays out far-reaching recommendations within 10 categories of competitiveness: Arts and Leisure, Business Climate, Connectivity and Collaboration, Infrastructure Development,

https://kcstat.kcmo.org

Street Maintenance

A Story About Perspective

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 ›

30 Percent of citizens satisfied
Current as of Dec 2013

31 Percent of citizens satisfied
Dec 2015 Target

On Track
View chart

Jul 2008 | Jan 2009 | Jan 2010 | Jan 2011 | Jan 2012 | Jan 2013 | Jan 2014 | Jan 2015 | Dec 2015

Why is this a priority?

On August 7, 2012, the citizens of Kansas City voted to create the Street Utility Fund, which dedicates a portion (7.5%) of the city's earnings tax to maintenance of streets. The city's initiative to set aside this revenue resulted in part from citizens' consistent emphasis on the importance of street maintenance in the annual citizen survey.

How can we measure it?

To assess progress in maintaining our street infrastructure, the highest level measure is citizen satisfaction with street maintenance, as shown above and discussed further below. Another essential measure of street infrastructure, the pavement condition index, is in the process of being recalibrated by the City to further align with industry standards. At a basic level, the city tracks the direct outputs from its street maintenance operations, including streets paved and timeliness of response to pothole complaints.

https://kcstat.kcmo.org
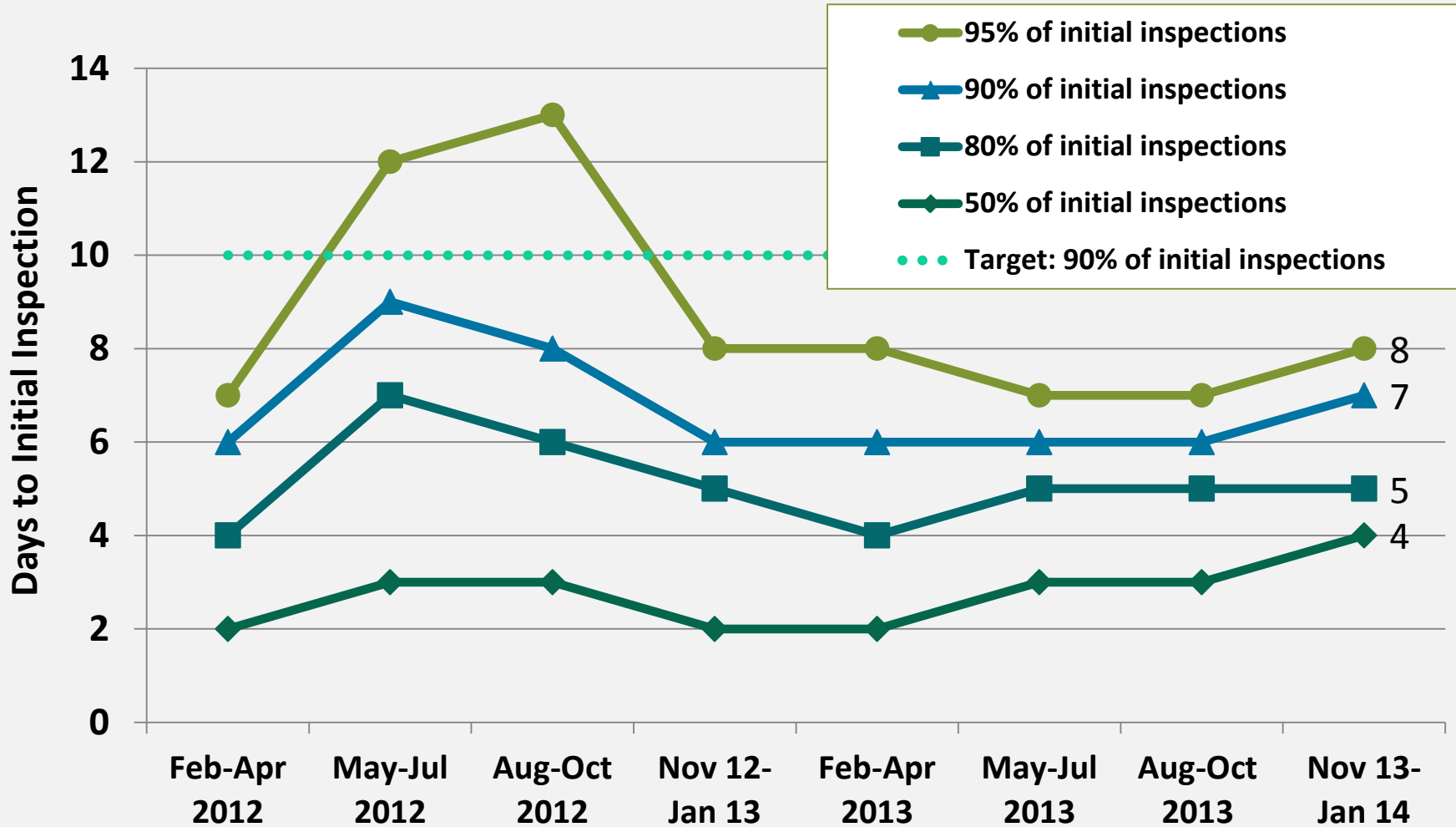
Important Themes:
Data Evolves

Performance metrics and performance management programs are grow and change over time. What is measured and important one year may be different the next. Adaptation is key.

Important Themes:
Its about better service not individual performance

Individuals can be held accountable if the performance of their group does not improve once they are aware of the issues, but the bottom line is – service and service delivery are what is under the microscope, not individuals.

Important Themes:
Collaborate and Connect

Using data to play "gotcha" may work sometimes, but collaborating around an issue using data as your base works nearly every time.

Important Themes:
Embrace and Celebrate

Don't hide from your data. It is a source of both challenging and positive news. If the news is bad, seek improvements; if the news is good, celebrate.

Important Themes: Management Matters

Data is only useful if it is used. Management has the power to set the tone for how seriously and widely the organization uses performance measures and performance management.