

Memorandum from Mahan, 2/24/2021 (1)



Memorandum

TO: CITY COUNCIL

FROM: Councilmember Matt Mahan

**SUBJECT: CITY ROADMAP
PRIORITY NOMINATION
NO. NP7 – CITYWIDE
GOALS AND KEY
PERFORMANCE
INDICATOR DASHBOARD**

DATE: 2/24/21

APPROVED:

DATE 2/24/21

RECOMMENDATIONS:

Ask my colleagues to support priority nomination NP7, the development of a publicly accessible dashboard that reflects the City's top citywide goals, as proposed by the Administration and approved by City Council, and associated key performance indicators (KPIs), updated at least monthly, thereby enabling:

1. San José residents to easily understand their city government's top goals, which should reflect our collective values and agreed upon prioritization of limited public resources, as well as performance metrics that reflect the work city staff is doing to achieve those goals.
2. City staff to deepen its focus on outcomes, data analysis and rapid iteration of service delivery strategies, thereby empowering staff to understand their impact, identify gaps, and propose better methods of achieving the outcomes goals that matter most to our community.

BACKGROUND:

In 2017, the City Manager developed a list of eight Enterprise Priorities, establishing a concise and focused set of objectives to guide the work of his senior staff. I applaud this action and believe that any high-performing organization—especially a large city government that employs over 6,000 staff and spends over \$4 billion per year to serve more than 1 million residents—must be clear about how it defines success.

My proposal for a citywide Goals & Key Performance Indicator (KPI) Dashboard is meant to build on the City Manager's Enterprise Priorities by encouraging the City to focus on the measurable

outcomes we are collectively working toward, real-time assessment of our progress, frequent opportunities for learning and adjustment, and increased transparency for the public.

To begin, I believe the City Manager should propose a set of goals (i.e. measurable outcomes) that reflect the Enterprise Priorities, making any necessary adjustments to take into account newer priorities related to COVID-19. For example, the City Manager might propose goals related to vaccination deployment rates, economic recovery objectives, crime reduction targets, housing units developed, road pavement conditions, usage of parks and libraries, measures of fiscal stability, and so forth.

To help identify and rank the proposed goals, I would expect the Administration to engage with City Council, members of the public through stakeholder engagement strategies that seek out diverse viewpoints use culturally competent methods, and data analysis of scientifically sound public opinion research. Ideally, proposed goals also would be benchmarked against peer cities and desired improvements to the city's past performance. Finally, these goals should be open to revision as we receive new information. For example, COVID-19 significantly altered our goals and how we operate, thereby drawing resources away from other priorities. This change should be reflected in the Enterprise Priorities and the city-level goals we prioritize within the dashboard.

Once we identify an initial set of measurable city-level goals, city staff will continue to be responsible for identifying and implementing the strategies—existing or new—that they believe will achieve these goals in the most high-quality, equitable and effective manner. Many of these strategies are currently reflected in departments' existing workplans, projects reflected on the City Roadmap, and the annual Operating Budget's departmental sections. Taken together, these strategies and projects represent our current best practices and operating hypotheses for how to achieve the goals we've agreed upon.

My proposal for a public dashboard therefore includes identifying, measuring, reporting and analyzing key performance indicators (KPIs) associated with the key strategies our departments implement to achieve prioritized city-level goals. While City Council has the ability to evaluate and provide guidance on both goals and implementation strategies, we would greatly benefit from having access to more frequent and detailed performance data and analysis. City government rarely has direct control over the outcomes we desire, but we do control the strategies we implement for achieving them.

Therefore, the proposed dashboard would include two levels of data reporting: 1) a small set of measurable city-level goals and 2) a larger set of related performance indicators that reflect our key strategies for achieving those goals. Ideally, both types of measures would be updated via the dashboard continuously, but at least on a monthly basis.

Critically, our city-level goals and KPIs should reflect our collective aspiration to be an equitable and inclusive city that provides a high level and quality of service to every resident. While we cannot immediately remove every historical and institutional barrier faced by many members of our community, we can and should hold ourselves accountable for empowering traditionally marginalized communities in San José through the means at our disposal. To start, we can and should use KPIs to identify gaps in service delivery, specific populations and areas for which city

services are not producing expected outcomes, and opportunities to increase investments that lift up our most vulnerable residents.

Individual members of City staff will also benefit from the performance management approach embodied in this proposal. Decentralized, shared knowledge of the organization's direction, goals, and performance will allow City staff to better understand their impact, in turn boosting morale and productivity. Clear goals and KPIs should empower city staff to suggest creative solutions and process improvements in their daily work that would serve the public good.

Finally, this dashboard will promote transparency and public trust. Like City Council and City staff, residents will also regularly monitor how well our current strategies are working. San Joseans will be able to see their tax dollars at work and will be able to hold their elected representatives accountable for our collective spending decisions .

While the 2021-2022 City Roadmap will undoubtedly attract many important priority nominations, I believe that a citywide Goals & Key Performance Indicator (KPI) Dashboard deserves to be included because of the foundational value it would provide across every city service, in every neighborhood, and for years to come.

Moreover, to thrive as a city that aspires to achieve extraordinary outcomes with limited resources, we must do more to leverage technology and data to improve how we operate. I believe that this proposal will enable us to ensure residents are getting the most from their City government. A strategic, well-designed KPI Dashboard would allow the City of San José, as the Capital of Silicon Valley, to continue to lead data-driven civic innovation in the service of the public.