

2019

PROFILES IN HIGH-PERFORMANCE GOVERNMENT:

Cities on the move

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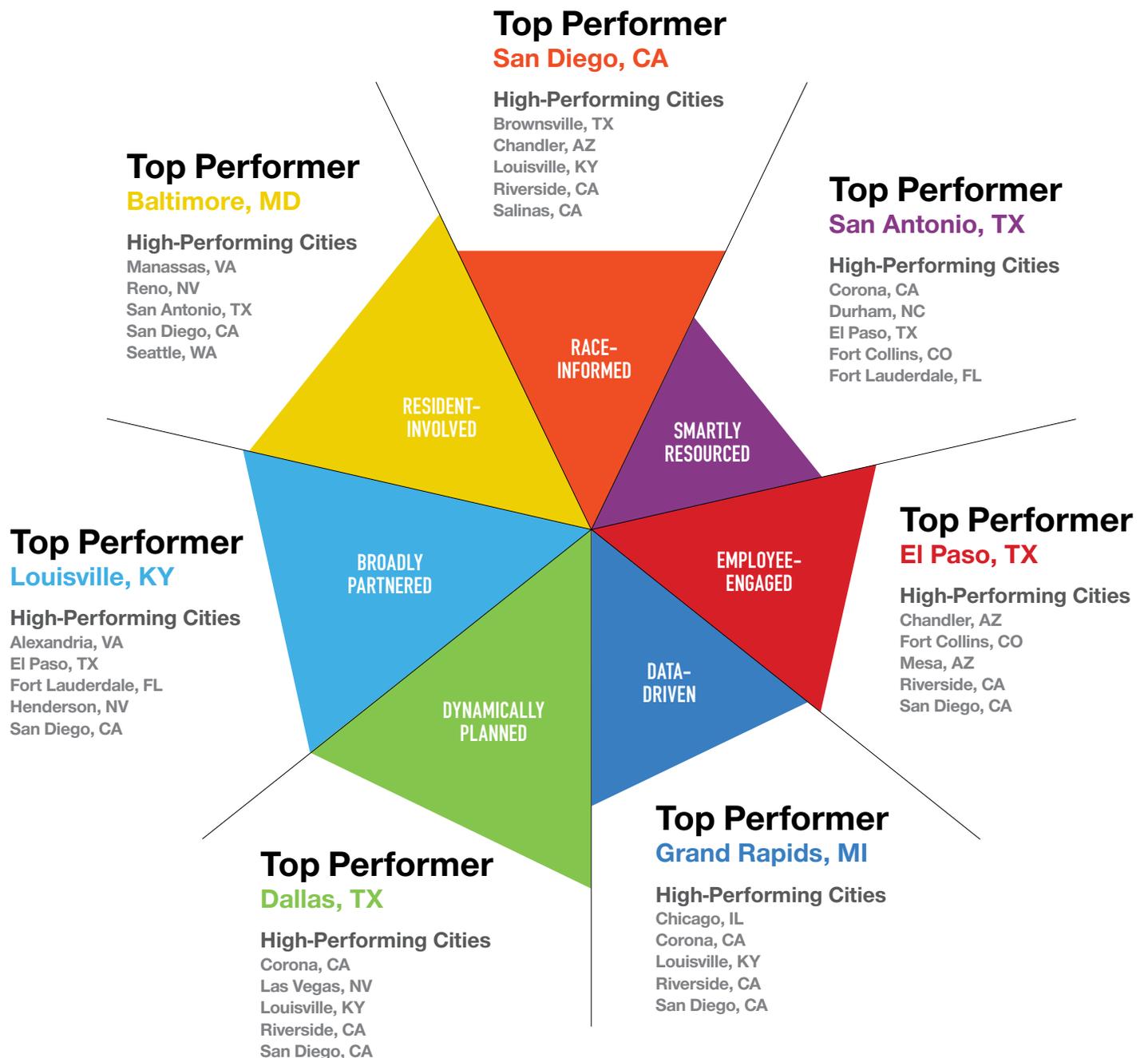
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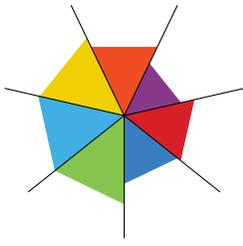
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CONCLUSION

THE CLASS OF 2019 TOP AND HIGH PERFORMERS

Top Performer Overall **San Diego, CA**





EXECUTIVE SUMMARY



One hundred and forty-four of America's largest cities. One survey administered annually over three years.

Equip to Innovate has emerged as a widely adopted framework for civic leaders, planners and practitioners to prepare their cities to be high-performance governments. The framework has proven equally valuable in preparing cities for volatility — economic, social and political — and helping them hang together through the complex systems of a modern municipality.

Equip puts a name to those elements: dynamically planned, broadly partnered, resident-involved, race-informed, smartly resourced, employee-engaged and data-driven. The framework's structure — a collaborative effort among former Living Cities' Executive Steven Bosacker, *Governing* Publisher Mark Funkhouser and teams from both organizations — assumes linkages between and among them all. Three years of data affirms the starting assumption.

CLASS OF 2019

In the latest analysis, San Diego, CA, emerged as the overall top performer. We have also identified top-performing cities in each element:

- ▶ **DYNAMICALLY PLANNED** — Dallas, TX
- ▶ **BROADLY PARTNERED** — Louisville, KY
- ▶ **RESIDENT-INVOLVED** — Baltimore, MD
- ▶ **RACE-INFORMED** — San Diego, CA
- ▶ **SMARTLY RESOURCED** — San Antonio, TX
- ▶ **EMPLOYEE-ENGAGED** — El Paso, TX
- ▶ **DATA-DRIVEN** — Grand Rapids, MI

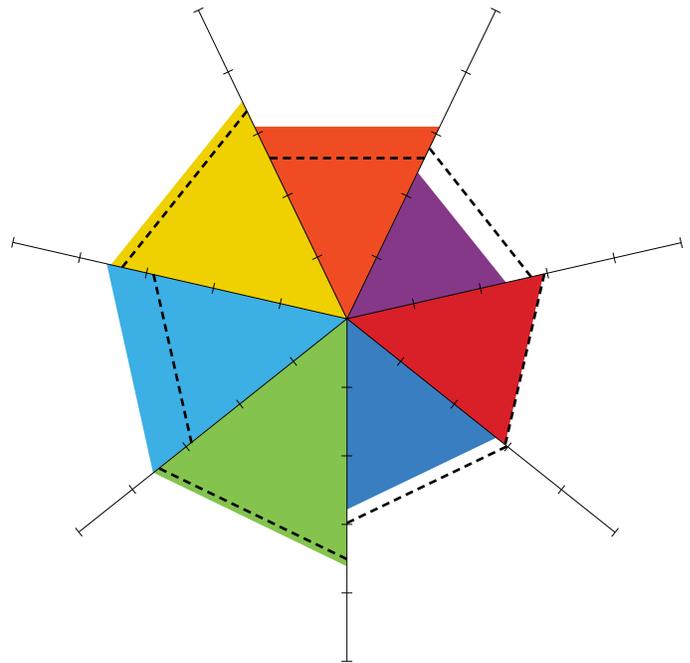
Familiar names among the top- and high-performing cities have appeared over the last three years. Notably, Dallas, Baltimore and Grand Rapids broke through as first-time top performers in their respective elements this year.

What's more, the national averages in three elements changed remarkably in 2019. As visualized in the *Equipt* rose, responding cities stepped up partnering by 14 percent since 2018. They collaborated more frequently with neighboring jurisdictions, states, education institutions, nonprofits and businesses. They also increased internal collaboration among departments and divisions. The exception to this trend is partnerships with the federal government, which have been unstable since the 2016 election.

With its introduction in 2017, *Equipt* became the first in a crowded field of public policy and management assessments to identify the importance of a racial equity lens in measuring a government's preparedness to perform (or navigate) in a changing environment. The cities' self-assessment on being race-informed rose by 9 percent this year over 2018. The most telling development in this year's findings is that half of respondents report their cities have formally acknowledged their history of racism. Full redress may remain a long way off, but cities are taking meaningful measures — they report a 10 percent increase in using race-disaggregated data to inform policymaking. More than half have established a racial equity office or officer. And while only 1 in 5 cities report having a racial equity plan, 42 percent say they are developing one.

The 2019 results also changed markedly in the smartly resourced element — in this case, moving downward by 9 percent. Comments from respondents reflect concerns about potential softening of the economy and reduced confidence in their financial tools and outlook. For example, respondents say they need to improve their use of evidence-based approaches to inform policy. They also indicate that innovation funds, while useful for experimenting with problem-solving solutions, are not by themselves helpful in closing financial gaps.

This year's results also affirm the important role of people in the life of communities. Inside city governments, respondents report



The *Equipt* rose shows the relative growth of cities on the seven elements of the *Equipt* framework, each of which is given its own petal. The colored petals represent the national average of cities in each element out of 100 percent. The dotted line represents 2018 averages in each element.

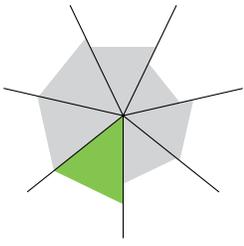
employees are encouraged to take risks to solve problems. At the same time, cities report greater use of resident feedback tools and concerted efforts to engage with hard-to-reach populations. These moves come alongside purposeful policy decisions to make more data available (and usable) to their residents through open data portals.

This year's findings echo many of the findings from earlier iterations of the *Equipt* surveys:

- Responding cities were divided between those led by a city manager and a strong mayor.
- Cities that perform well in one element are likely to perform well in two or more elements, suggesting a mutually reinforcing effect among the capabilities and competencies that make cities work.
- No overall top 10 performing city was a top performer in more than half of the seven elements.
- Investments made in one area are likely to build or reinforce good practice and competencies in other areas, developing strength across what previously may have been considered discrete functions or disciplines.

What emerges from these three years of survey work is a landscape of cities that are leaning into the future. Cities and their diverse networks of public, private and civic institutions are now responsible for investing in and building the many things that make communities good places for people to live.

As detailed in the report that follows, this year's results reveal a rich tapestry of innovation and practical results — often realized through challenging circumstances — that can be instructive to other cities. Or, to put it more plainly, they are ideas other cities can borrow to become *Equipt to Innovate*.



DYNAMICALLY PLANNED



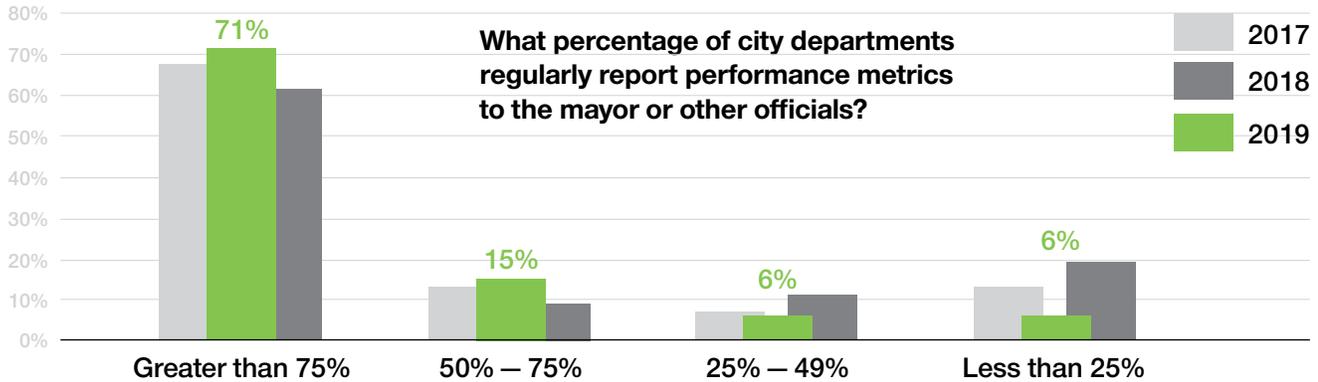
DYNAMICALLY PLANNED IN ACTION: TOP PERFORMER DALLAS

The city of Dallas makes its strategic plan available online and posts agendas, notes and minutes from city council meetings for the public to view. In addition, city departments collaborate well with the mayor's office and other relevant jurisdictions. Approximately 80 percent of the city's departments regularly report to the mayor and other chief administrators.

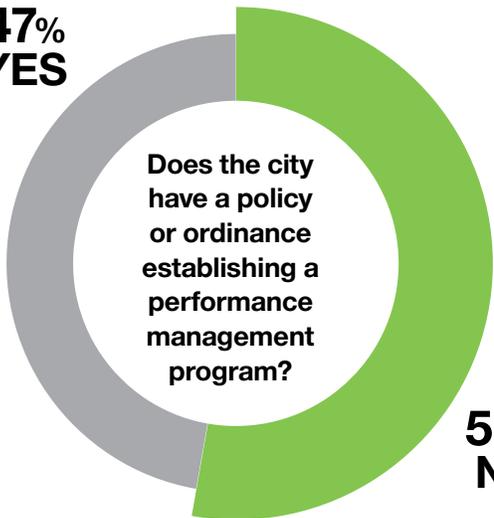
City leaders understand that multiple and sometimes conflicting standards exist for the Internet of Things (IoT) and smart city data. The city government supports the use of open and transparent practices so stakeholders and the public can understand the goals of smart city projects currently underway. City leaders say this approach encourages interoperability and flexibility without stifling innovation, given the nascent nature of smart city standards of practice.

WHERE CITIES EXCEL

Dynamically planned continues to be one of the strongest elements for city respondents. Nearly all cities have a long-term strategic plan and the majority (76 percent) look ahead three to 10 years – a 10 percent increase over last year. Overall, cities have a positive perception of their planning efforts. For instance, most say they are doing well when it comes to being transparent with the public, incorporating stakeholder input and achieving measurable impact. And tracking performance remains a strength: 82 percent use open data sets and publish performance metrics to publicly show progress toward strategic goals. In addition, a greater number of departments are regularly reporting performance metrics to city administrators.



**47%
YES**



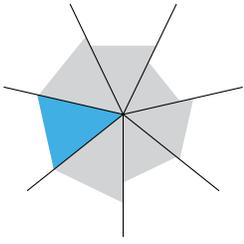
**53%
NO**

WHERE CITIES CAN STILL GROW

While responding cities progressed in many areas of dynamic planning compared to previous survey years, fewer city departmental plans this year tie directly to the overall strategic plan than in 2017. And although many cities track performance, few have strategies in place to effectively improve program performance. Fifty-five percent say they need to use more evidence-based approaches when developing programs, and more than half do not have a performance management program. Moving forward, it will be important for cities to establish these practices to determine if they are targeting resources toward the right initiatives and whether programs are effective.

AREAS OF INNOVATION

- **Louisville, KY**, works with the local housing authority, city utility companies, school systems and area nonprofits to foster relationships and collaborate on initiatives related to the mayor’s strategic plan.
- To build out its parks and recreation system, **San Diego** created a three-year, four-phase Parks Master Plan Update and outreach effort.
- **Atlanta** launched an internal Strategic Priority Portal to help departments track their initiatives.
- In **Houston**, an annual set of meetings held around the city ensures residents have a chance to provide input into upcoming capital improvement projects.
- **Tacoma, WA**, evaluates every budget proposal for its impact on achieving the city’s 2025 goals and equity goals, regardless of whether the proposal is for an increase in funding, a funding cut or a redirection of funds.



BROADLY PARTNERED



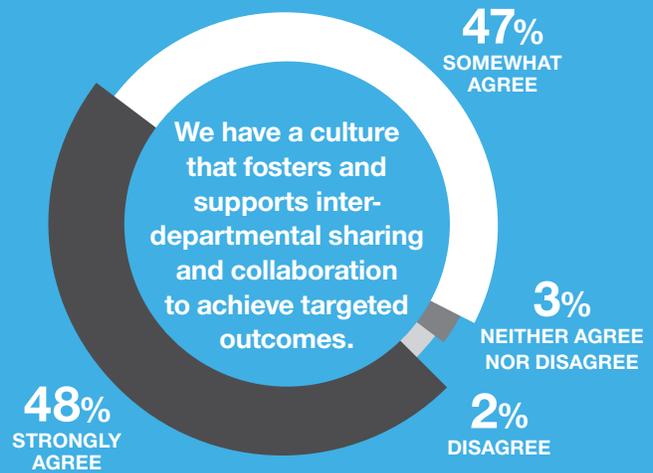
BROADLY PARTNERED IN ACTION: TOP PERFORMER LOUISVILLE

Louisville, KY, develops relationships and partnerships with regional institutions, counties, school districts and neighborhood groups to improve the lives of city residents. Among its innovations:

- The Office of Performance Improvement and Innovation works closely with its partners to achieve the goals of the mayor's strategic plan. The office develops templates, processes and best practices, and shares them widely with various partners, including the housing authority, the city's utility companies and school systems, and area nonprofits.
- In the area of criminal justice, KentuckianaWorks developed the "Reimage" program to focus on diversion, felony prevention and violence reduction for 16- to 24-year-olds who have been involved with the justice systems.
- The Office for Safe and Healthy Neighborhoods is implementing Louisville's Cure Violence Program, which is intended to stop the spread of violence by using strategies associated with disease control — detecting and interrupting conflicts, identifying and treating the highest-risk individuals and changing social norms. The office works with nonprofits, the school system, a local hospital and other Louisville Metro government offices to establish the program in local communities.
- In 2018, Louisville Promise was launched to help thousands of Jefferson County Public School (JCPS) graduates pursue a college education. Louisville Promise offers scholarships to every JCPS graduate, which helps make a two-year college degree affordable and achievable. The program also created a coalition of community, government and education organizations that work together to deliver services students need.

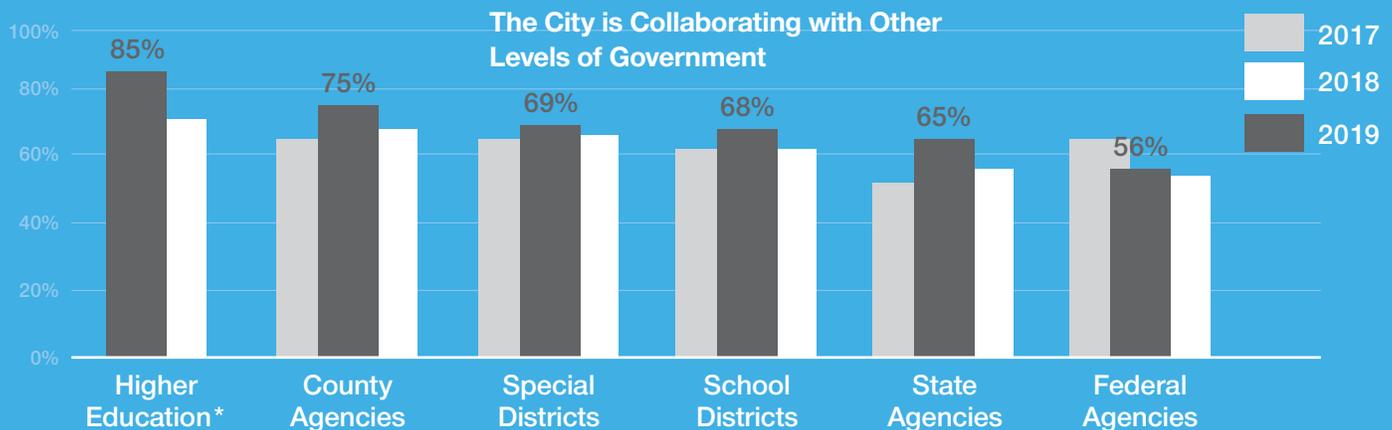
WHERE CITIES EXCEL

Cities had the most growth in this element compared to the 2018 survey results. Internal collaboration continues to be the greatest strength. Nearly all participants (95 percent) either strongly or somewhat agree their city supports inter-departmental sharing and collaboration. And 65 percent of respondents say their city's executive branch and city council are very collaborative. Cities also continue to see value in participating in cross-sector initiatives — involving private, nonprofit and philanthropic organizations — to improve outcomes. The number of respondents who say their cities participate in these efforts increased 18 percent this year over 2018.



WHERE CITIES CAN STILL GROW

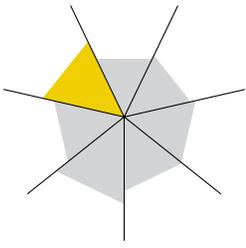
While internal collaboration is a strength, external collaboration remains an area of potential growth for cities. Respondents rate their relationships with state and federal agencies lowest among other levels of government, although collaboration between cities and states increased notably this year compared to 2017 and 2018. More than a third of cities say their most recent strategic plan does not include goals for external partnerships. Better collaboration between cities and other levels of government will be essential to address homelessness, the opioid epidemic and other complex issues.



*Not asked in 2017

AREAS OF INNOVATION

- Due to its geographic location, the **El Paso, TX**, Office of Emergency Management regionally responds, trains and coordinates closely with emergency management officials in Ciudad Juárez, Mexico; New Mexico; and the Ysleta Del Sur Pueblo tribe.
- **Fort Lauderdale, FL**, recently embarked on a cross-jurisdictional community court initiative to address the unique issues surrounding people experiencing homelessness.
- The Technology Resource Center in **South Bend, IN**, connects different stakeholders in the community with tools to collect, analyze and use data to improve the way they function and encourages collaboration across education, business, public service and nonprofit sectors.
- **Providence, RI**, convened an Urban Innovation Partnership representing 10 educational and health care anchor institutions committed to inclusive economic development.
- The budget department in **Boulder, CO**, works with the state to examine budgeting for resilience on climate initiatives. For example, the department works with the University of Colorado on air quality testing. The city's IT organization also partners with federal labs, the university and the local school district and allows them to use the city's fiber network.



RESIDENT-INVOLVED



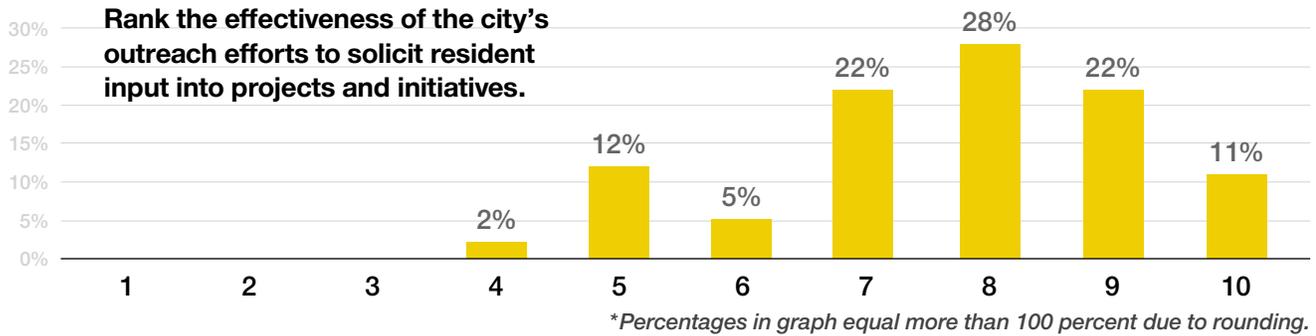
RESIDENT-INVOLVED IN ACTION: TOP PERFORMER BALTIMORE

Baltimore involves its residents in solving community issues by holding bi-weekly “Call to Action” meetings where residents are invited to join city officials over breakfast to discuss community concerns, share data and build solutions. These meetings prioritize public safety and unite residents, businesses, organizations and agencies around topics such as community violence reduction, youth development, training and employment, neighborhood beautification, and mental and behavioral health services. An important goal of the meetings is to generate community feedback about ongoing or proposed programs.

The city also involves residents in its hiring and recruiting efforts. For instance, the Baltimore Police Department conducted qualitative interviews with the community to discover the top three traits they think are critical for being a police officer: strong interpersonal skills, honesty and integrity, and a commitment to service. This helped the department create a series of candidate personas to better target its recruitment efforts.

WHERE CITIES EXCEL

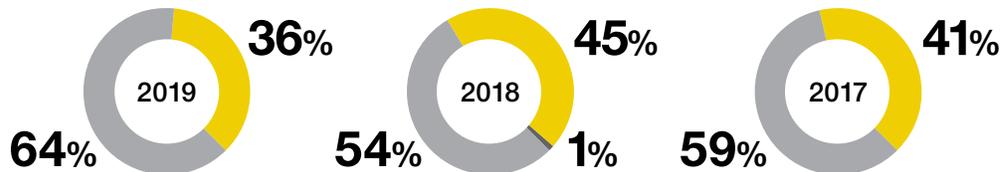
A resident-involved city engages all populations in the community, incorporates their feedback into decision-making and is transparent about how input is used. The 2019 survey found cities continue to do well in their overall engagement efforts. Eighty-three percent rank the effectiveness of their outreach a 7 or higher on a 10-point scale. Compared to previous years, more cities believe they are effectively reaching younger residents. And as in previous years, most cities provide information and services in multiple languages. Cities also use multiple methods to capture resident input, especially via technology. Nearly three-quarters field a resident survey to gather feedback and understand unmet needs, while 86 percent — close to a 10 percent increase from 2018 — have mobile apps established for resident input.



WHERE CITIES CAN STILL GROW

As in past years, cities could improve their engagement with underrepresented and harder-to-reach populations, as well as how they provide feedback on the ways resident input is used. Despite their outreach efforts to younger residents improving, city respondents say they still have a hard time reaching other populations, especially elderly residents and recent immigrants. And even though cities are implementing more technologies to gather resident input, the main way they communicate with the public is still through public town hall meetings — which could present a barrier to low-income residents and others that lack reliable transportation options. While more cities now have a follow-up mechanism to let residents know when and how their ideas are used, 36 percent still do not have this capability. The more residents know their input is being heard — and acted upon — the more likely they are to remain engaged.

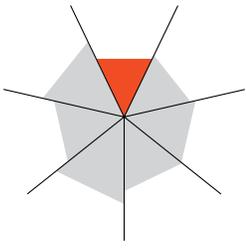
When the public provides input, is there a follow-up mechanism in place so they know when their ideas are being used?



Yes
 No
 N/A — we have no outreach efforts to solicit resident input

AREAS OF INNOVATION

- The **Reno Citizens Institute** in Nevada holds public education seminars so residents can better understand their government and who represents them.
- In **San Antonio**, the recently launched www.SASpeakUp.com consolidates all public input opportunities into one easily accessible location.
- **San Diego** gathers resident input by conducting a comprehensive biennial resident satisfaction survey.
- SpeakUp DSM is an initiative in **Des Moines, IA**, to encourage community members to weigh in on the city's future. It has been used to gather input on the city budget, zoning code updates and the transportation master plan.
- **Kansas City, MO**, created a dashboard in 2018 that publicly shares its resident survey data. The dashboard lets residents slice and dice the data across demographic groups and geographies.



RACE- INFORMED



RACE-INFORMED IN ACTION: TOP PERFORMER SAN DIEGO

San Diego city leaders prioritize community race relations. For example, as a show of collaboration with Tijuana, the city's neighbor to the south, San Diego leaders recently supported a cross-border airport terminal and several infrastructure upgrades. They also engage in quarterly meetings with Tijuana's city department directors.

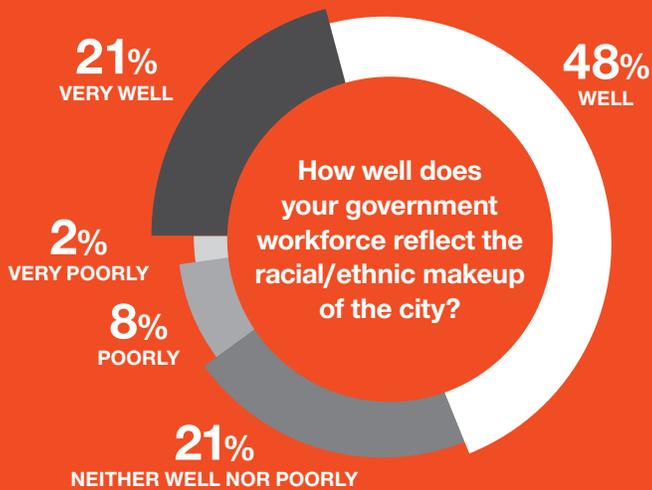
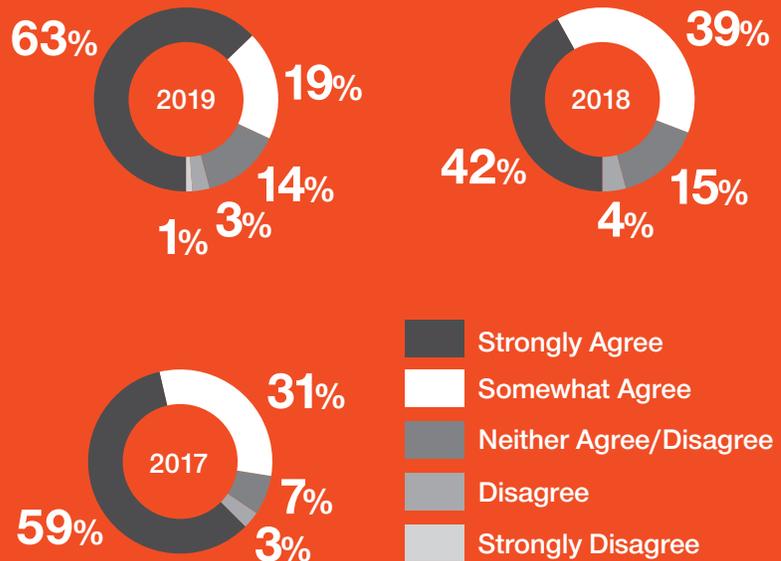
In addition, city leaders created a committee focused on equity that cuts across departments and uses data disaggregated by race to inform policy decisions. And city leaders organized a resident advisory board on police/community relations that regularly advises the mayor and the city council on policies, practices and programs designed to make law enforcement more sensitive, effective and responsive to resident needs. The board also makes recommendations on how to inform residents of their rights and responsibilities.

WHERE CITIES EXCEL

Cities are growing more intentional when it comes to addressing racial disparities. Sixty-two percent of respondents say they have a racial equity plan in place or they're in the process of developing one, and nearly two-thirds (63 percent) of participants say they "strongly agree" their city is intentional about addressing racial disparities. In 2018, just 40 percent of respondents said they strongly agreed with that statement.

Cities are also investing in race-related training programs. Thirty-eight percent of respondents say all employees are expected to participate in such programs. Finally, 68 percent of cities in 2019 say they are using data disaggregated by race to inform policy. In 2018, that number was just 58 percent.

Is your city intentional about addressing racial disparities?



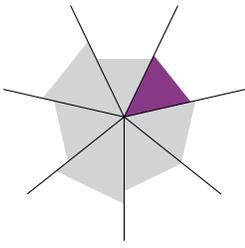
WHERE CITIES CAN STILL GROW

Cities appear to be growing more cognizant of racial disparities across several areas, including public safety, housing, health and public transportation, but they still have work to do. For example, 55 percent of cities say their individual departments do not have a racial equity plan for their own lines of business. The good news is 35 percent of them are in the process of developing such plans.

When it comes to the outlook around race relations, 45 percent of respondents say they believe race relations are improving. However, 27 percent say race relations are about the same as they've been in previous years. Most survey participants also say their city government workforce reflects the racial/ethnic makeup of the city, but 10 percent say their city is doing "poorly" or "very poorly" in that area.

AREAS OF INNOVATION

- The city of **Chandler, AZ**, has multiple links on its website designed to help the public understand the city's diversity goals as they relate to language, culture, housing and homelessness.
- The equity plan developed by **Louisville, KY**, includes action items focused on procurement, government workforce and youth to ensure policies and programs are created through an equitable lens.
- **Salinas, CA**, recently completed the California Government Alliance on Race and Equity program, a year-long training on the role of government in advancing racial equity.
- **Miami** partners with the School of Communications at Florida International University to train police officers to improve communication skills and community relations. Efforts are also underway to improve communications between police officers and teenagers in underserved neighborhoods working in conjunction with a professional facilitator.
- The purchasing department in **Knoxville, TN**, seeks opportunities to cultivate relationships with local small businesses, including women and minority-owned firms. The city also created the Diversity Enterprise Business Awards to recognize diverse businesses for outstanding performance.



SMARTLY RESOURCED



SMARTLY RESOURCED IN ACTION: TOP PERFORMER SAN ANTONIO

In 2018, San Antonio earned its AAA bond rating for the ninth consecutive year. All three major credit rating agencies reaffirmed the city's AAA — a distinction that is unique to San Antonio among the largest cities across the country. The city also uses a variety of innovative funding strategies, including participating in public-private partnerships (P3s), implementing fee waivers to encourage reinvestment in the inner city, utilizing energy performance contracting to finance energy conservation improvements and providing financial incentives for multifamily housing projects in the downtown area. These innovative strategies are in addition to the May 2017 voter-approved \$850 million bond program, which is the largest in the city's history.

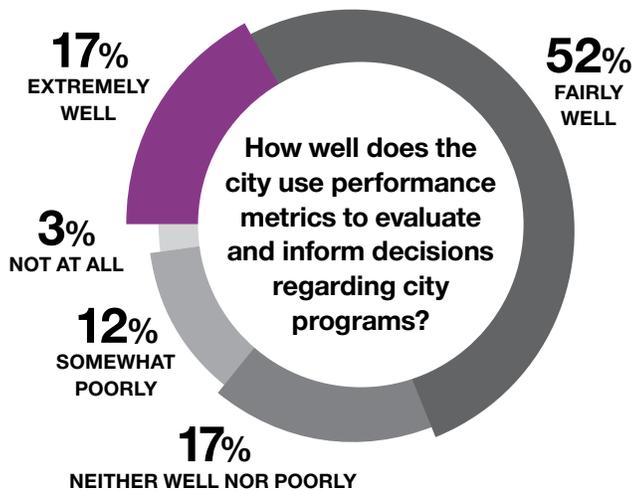
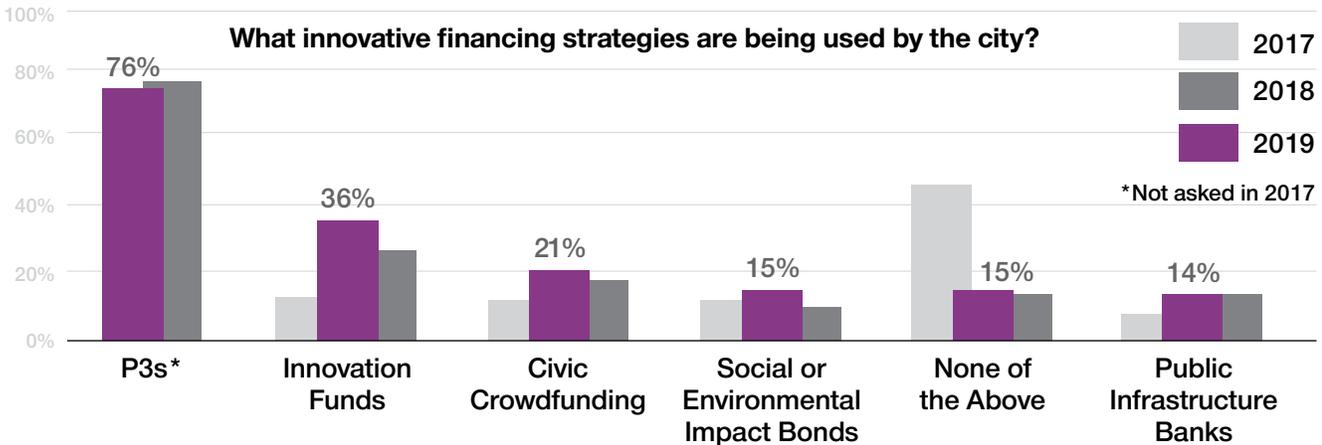
The city's Office of Innovation is another key to its success in the smartly resourced element. The office conducts annual department evaluations, recommending process improvements and service modifications. Some recent successes include:

- The purchase of police vehicles that identified \$1.7 million in savings through a more exact ordering process and contract compliance
- The consolidation of city facilities, saving \$700,000
- The elimination of unnecessary travel and increasing use of mobile technology in the Transportation and Capital Improvements Department, saving the city \$900,000

Since its inception in 2007, the Office of Innovation estimates it has saved more than \$20 million through process improvements.

WHERE CITIES EXCEL

To help with budget constraints, cities are turning to innovative funding models more than ever. Thirty-six percent of cities, a percentage that has consistently increased each year of the survey, now tap into innovation funds and 76 percent utilize public-private partnerships. In 2019, more cities (45 percent) strongly agree that resources are expended to support innovation. Planning also remains a strength — nearly all city budgets include long-term fiscal and capital plans.



*Percentages in graph equal more than 100 percent due to rounding.

WHERE CITIES CAN STILL GROW

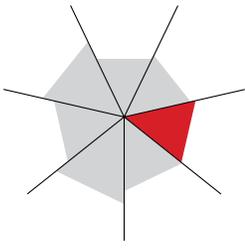
Even though 80 percent of cities conduct performance audits, cities still struggle to use performance metrics to determine the effectiveness of programs. The majority of cities do not have a formal way to modify programs that aren't meeting objectives and only 17 percent of respondents say their cities use performance metrics "extremely well" to inform decisions regarding programs. Furthermore, there was a decline in the use of pay-for-success strategies compared to previous years. Cities are finding it difficult to measure whether certain social outcomes have been achieved.

AREAS OF INNOVATION

- For the past 12 years, **Fort Collins, CO**, has used a zero-based, budgeting-for-outcomes process, and in recent budget cycles the city has increased its focus on metrics and data-driven decision-making.
- The Balancing Act tool in **Ft. Lauderdale, FL**, allows residents to view the city's proposed general fund budget and suggest modified funding allotments.
- **Provo, UT**, transformed its budget process by conducting 10-year financial projections based on adopted budget policies,

adding more performance measures, and linking budget requests to its strategic plan and long-term goals.

- By launching a data warehouse, **Philadelphia's** revenue department is striving to reduce delinquency on accounts, identify tax avoidance strategies, and enact legislative and regulatory changes to help close these gaps.
- **Corona, CA**, is leveraging zero-based budgeting and is making better use of its data with business intelligence, predictive analytics and artificial intelligence.



EMPLOYEE- ENGAGED



EMPLOYEE-ENGAGED IN ACTION: TOP PERFORMER EL PASO

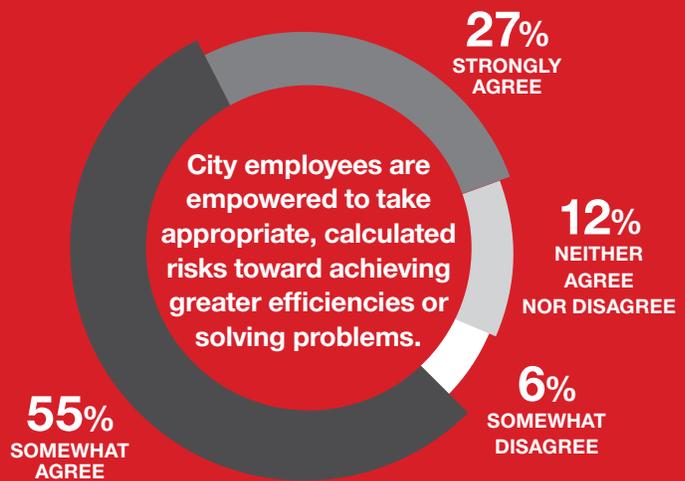
City of El Paso leaders foster an organizational culture characterized by open communication, high performance and an engaged workforce. One example of employee engagement is the city's Process Improvement Program, which focuses on making city government more effective and efficient. More than 400 employees representing departments city-wide are engaged in Process Improvement Program initiatives, applying Lean Six Sigma methods and tools to deliver better services, lower costs and increase customer satisfaction. El Paso leaders estimate the program has saved the city \$38.4 million and added more than 89,000 hours of capacity thus far.

City leaders say initiatives like the Process Improvement Program are instrumental to develop and improve employees' analytical, leadership and communication skills. Results of the city's 2018 Employee Engagement Survey indicate 98 percent of respondents agree or strongly agree with the statement: "I understand how my work contributes to the city." Additionally, 94 percent of El Paso employees agree or strongly agree that they understand the city's vision and mission.

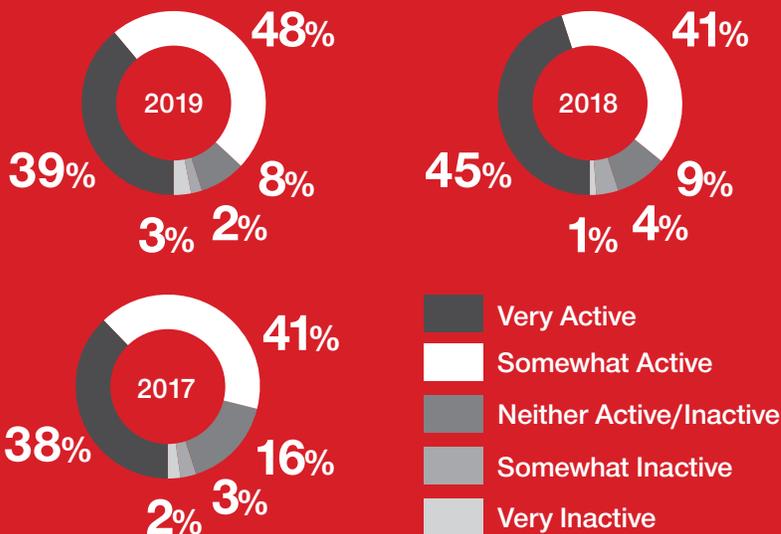
WHERE CITIES EXCEL

Cities continue to improve efforts to engage and solicit feedback from employees. Sixty-five percent of all cities say they now conduct employee engagement surveys, and nearly as many (62 percent) say they incorporate the results of those surveys into employee development programs. Nearly all participants say employees are provided an opportunity to understand how their departmental activities connect to the goals and vision of the city.

To retain employees and encourage personal growth, cities are promoting professional development. Professional development tools are now readily available in nearly all cities. Cities are also encouraging employees to take a more active role in problem-solving.



How active is your city in promoting itself as a prospective employer?



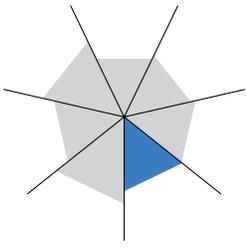
WHERE CITIES CAN STILL GROW

Cities are improving employee engagement overall compared to previous years of the survey, but flexibility can prove challenging. Only five percent of respondents say their agency is extremely flexible when it comes to shifting employees between projects or agencies based on employee interest. The majority report their agencies are only somewhat flexible, and 25 percent rate their agency low when it comes to flexibility.

Although cities have simplified and streamlined hiring processes, they have room to improve when it comes to promoting themselves as prospective employers. In 2018, 45 percent of respondents reported their agencies were “very active” in promoting themselves to prospective employees. In 2019, that number dropped to 39 percent.

AREAS OF INNOVATION

- **Chandler, AZ**, offers mentoring sessions where employees are matched with colleagues to improve their skills and learn about different areas of the city over a three-month period.
- The Riverside at Work program in **Riverside, CA**, is a collaborative effort between the city, the County Workforce Development Board, the county Department of Public Social Services and Goodwill to provide housing, supportive services and on-the-job training to unemployed and homeless residents, enabling them to attain housing stability and self-sufficiency.
- **San Diego's** Rewards and Recognition Program lets supervisors recognize employees through one-time monetary awards, discretionary days off and other methods.
- **Milwaukee, WI**, implemented a management trainee program, which brings in five to six new career track employees each year. Candidates receive a one-year temporary appointment in a department running a program or initiative. Participants interact with other parts of city government, brief elected officials and learn the public sector under the tutelage of senior management, with an eye on future opportunities.
- The city of **Mesa, AZ**, created the Mesa Hispanic Network to recruit, retain and promote Hispanic employees. Among other things, the group provides mentorship, networking and career development training.



DATA-DRIVEN



DATA-DRIVEN IN ACTION: TOP PERFORMER GRAND RAPIDS

Grand Rapids, MI, is a leader when it comes to open data. Only information that is prevented by law from being shared is kept off the city's open data portal, known as GRData. The city also recently began creating data hubs within GRData to meet the needs of external stakeholders who do not have the infrastructure, funding or capacity to store or share data on their own open data sites.

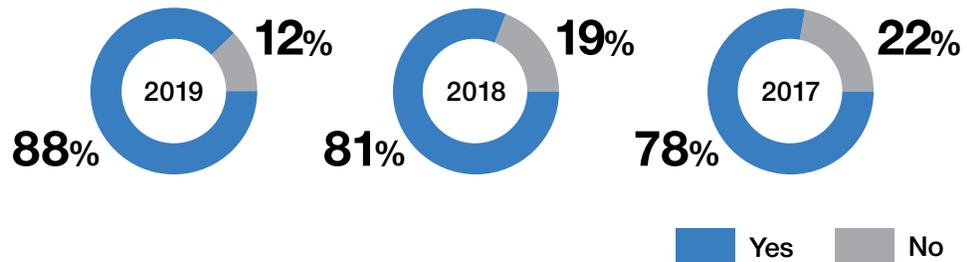
Grand Rapids was recently named a Bloomberg Mayors Challenge Champion City for its work on mathematical modeling to determine the impact of economic development on neighborhoods. The study helped city leaders understand the displacement of persons of color and how to predict changes to a neighborhood should similar economic development happen in the future.

WHERE CITIES EXCEL

Open data initiatives are becoming more common. Nearly all cities (88 percent) report having an open data portal in 2019. In 2018, that number was 81 percent; in 2017 it was 78 percent. In addition, more cities now have an open data policy. Sixty-four percent of respondents indicate they have an open data policy today, an increase from 62 percent in 2018 and 53 percent in 2017.

Cities are also keen to partner with other organizations to share data and use it to offer disadvantaged populations access to digital skills training. Three-quarters of all cities say they are actively trying to make data/internet access and education available to residents through libraries.

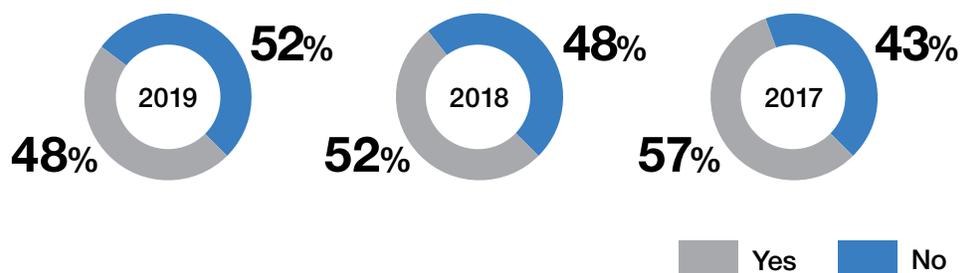
Does your city have an open data portal and routine processes to add and update data?



WHERE CITIES CAN STILL GROW

Open data portals are common, but most cities (81 percent) make less than half of their data available on their portal. Fortunately, nearly all cities (91 percent) say they plan to add more data to their portals in the future. Cities are also mixed when it comes to how effectively data is used by managers to assess performance. The use of analytics to evaluate data is another area for improvement. Over half (68 percent) of cities say less than 50 percent of their departments use predictive analytics. Over the last three years, that number has remained stagnant. And while cities report being more interested in sharing data with libraries or other organizations, they appear less interested in sharing data among agencies. In 2019, only 48 percent of cities report having an inter-agency data sharing policy in place. In 2018, that number was 52 percent, down from 57 percent in 2017.

Does your city have an inter-agency data use and data sharing policy in place?



AREAS OF INNOVATION

- The Office of Open Data and Digital Transformation in **Philadelphia** develops visualizations to accompany data releases, allowing community members, nonprofits or entrepreneurs to use the data even if they do not have data analysis skills or technical backgrounds.
- Connect Chicago provides **Chicago** residents with more than 250 places where they can find free internet and computer access, digital skills training and online learning resources.
- The city of **Riverside, CA**, launched a Digital Equity Program that provides free computers, software, internet access and training to underprivileged families and community organizations.
- **Louisville, KY**, offers citywide low-cost internet and partners with community organizations to run a donation program that distributes refurbished computers to residents in need.
- **Seattle** invested in services that address the technology needs of residents through skills training, internet connectivity, computer device access and online services. In 2018, city contracts worth \$1.4 million were awarded to community organizations focused on digital equity and 4,692 residents received training (basic skills, job and career skills, STEM/digital learning skills) with cooperation from 23 community organizations.