

# PERFORMANCE MANAGEMENT TOOLKIT

City Budget Office | The City of Portland, Oregon

## PERFORMANCE DASHBOARDS

### DATA VISUALIZATION

The bureau performance dashboards on the City Budget Office's webpage feature all bureaus' key performance measures, a select set of indicators tracking the outcomes of core programs and services.

The dashboards compare results against annual targets for each measure, while the interactive graphs display the strategic goal and historical trends. CBO's budget maps show budget spending and performance by neighborhood.

Easily accessible, up-to-date reporting on program performance communicates how well we're serving the residents of Portland, and can help decision-makers address adverse trends and promote program success.

## WORLD COUNCIL ON CITY DATA

### GLOBAL BENCHMARKING

The City Budget Office and the Bureau of Planning and Sustainability are jointly coordinating the city's engagement with the World Council on City Data (WCCD), an international network of global cities that are improving services and quality of life using open and verifiable performance data.

WCCD will certify data on transportation, health, economic and education indicators in Portland following an international standard. This data is hosted on an interactive site to allow experts and the public to compare Portland's results to that of other global cities.

This initiative, a collaboration with Portland State University will allow Portland to learn from international smart cities, increasing data transparency and enabling a new form of community engagement.

## WHAT WORKS CITIES

### BENCHMARKING, DATA-DRIVEN DECISIONS

What Works Cities is a national initiative to help 100 mid-sized cities enhance their use of data and evidence to improve services, inform local decision-making and engage residents.

The initiative, sponsored by Bloomberg Philanthropies, connects Portland to an active network of cities advancing innovative approaches in government administration, and offers free technical assistance from experts at the Sunlight Foundation and the Behavioral Insights Team, among others.

The City Budget Office and the Bureau of Planning and Sustainability are co-leading this Citywide engagement to improve our policies and practices on open data, address gaps in our performance management system, and apply behavioral insights and conduct low-cost program evaluations on City programs and services.

## GATR SESSIONS

### DATA-DRIVEN DECISIONS

GATR Sessions are a series of data-driven executive level performance management meetings that are helping elected officials and bureau leadership work together to solve some of the City's biggest challenges.

These sessions have a focus on data and outcomes to help guide decision making, as well as timely follow up on action items.

GATR sessions have addressed:

Housing Development | Police Staffing | Affordable Housing Development | PF&R Rapid Response Vehicles  
Pedestrian Safety & Accessibility



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## PROCESS IMPROVEMENT

### DATA-DRIVEN DECISIONS

The City Budget Office and the Bureau of Human Resources have teamed up to offer a Process Improvement Pilot for employees that want to achieve more in the workplace.

The goal of the program is to make available a consistent set of tools, language, and approach for process improvement, as well as an ongoing structure to support employees in eliminating waste, adding value, and increasing job satisfaction.

Our approach is adapted from Denver Peak Academy, where employees have saved over \$15 million in five years by applying the tools of continuous improvement based on lean process philosophy.

## HACK OREGON

### COMMUNITY ENGAGEMENT

The City Budget Office, Portland Housing Bureau, and Portland Fire & Rescue are collaborating this year to sponsor a web application project with Hack Oregon, an organization driving opportunities for civic engagement in the local tech community.

Hack Oregon volunteers build open data projects to promote engagement, awareness, and quality of life. The organization teaches coding skills in an active production environment. The data shared by our bureaus will be hosted on a single web domain, creating a demonstration open source, open data portal for the City.

This innovative partnership creates a new community dialog on how to best communicate our program results, and demonstrates the value of treating City data as a strategic asset.

## PERFORMANCE MANAGEMENT ASSISTANCE

### DATA-DRIVEN DECISIONS

At the City Budget Office, we have a saying that “Performance is Budget is Performance”, since the real impacts of budget decisions are in the results we produce for the public. Portland has a long history of reporting bureau performance measures in the annual Adopted Budget.

CBO seeks to build on this tradition by providing technical assistance to continuously improve the quality and relevance of these performance measures.

For bureaus and Commissioners interested in improving measures, CBO now also offers a structured six-week engagement. The series supports bureau staff to develop a revised set of measures, identify resources and processes for data collection, and establish a reporting system for their Commissioner-in-Charge.

## TABLEAU USERGROUP

### DATA VISUALIZATION

The City Budget Office and Parks & Recreation co-lead bimonthly meetings for Tableau users from all bureaus across the City.

The sessions provide support for employees using cutting-edge business intelligence software to analyze large data sets. Bringing large data sets into a visual, interactive format enables improved insight and channels for communication with decision-makers and the public.

The City is building grassroots data analytics capacity by leveraging analyst expertise, data management and visualization techniques. Recent dashboards shared include data visualizations by employees from Parks, Housing, Enterprise Business Solutions, the City Budget Office and Multnomah County.

