

May 9, 2017

**FOR YOUR INFORMATION**

To: Mayor and Members of Council

From: Harry Black, City Manager **HB**

Subject: Performance Management Year 2 Fiscal & Customer Service Impact

With your strong support, the City is making tremendous strides in implementing your priorities in order to transform the City of Cincinnati into the best managed local government in the nation.

What follows is a reporting of the stellar work done since the Office of Performance & Data Analytics (OPDA) was commissioned. Programs include CincyStat, the Innovation Lab, Open Data and the execution of department director performance management agreements.

Critically important is the fact that these efforts are not done in a vacuum. They are interwoven into everything we do beginning with the Administration's 5 Strategic Priority Goals (Safer Streets, A Growing Economy, Thriving & Healthy Neighborhoods, Innovative Government and Fiscal Sustainability & Strategic Investment) and actualized through the annual operating budget. This approach, uniquely ours, is resulting in remarkable achievement.

On behalf of the entire City Administration, including the countless staff who have worked so diligently to embrace this work, I am proud to highlight the many successes to date. We know these efforts are making a tangible difference because they have been built in a manner allowing us to closely track progress against benchmarks.

**Fiscal Impact**

The attached report details a more than \$3.3 million cumulative fiscal impact. This comprises costs savings and cost avoidance, as well as revenue enhancement.

- **CollectionsStat.** Regular meetings with Law and respective City departments in order to understand, quantify and triage outstanding claims and bills has resulted in \$523,840 in Calendar Year (CY) 2016 savings.
- **FireStat.** \$972,491 in reduced firefighter limited duty costs has been realized by closely monitoring overtime to ensure resources are deployed strategically.
  - An additional \$150,000 in Fiscal Year (FY) 2017 EMS revenue was realized through FireStat.
- **PoliceStat.** In 2012, due to cost, the City ceased contracting with Rand Inc. who designed and maintained a traffic stop early warning system as called for in the Collaborative Agreement. OPDA, working with CPD is able to absorb this vital function in-house, representing \$350,000 in cost avoidance.

- **Data Infrastructure.** As municipalities rely more heavily on data analytic capabilities the ability to process, manage and centralize data infrastructure is of tremendous importance. By building and maintaining this data warehouse in-house the City has avoided \$500,000 in specialized consultants and data management services.
- **IT Infrastructure.** Started as part of the Open Data Initiative, OPDA has avoided \$860,000 by purchasing, developing, centralizing and automating IT services through our Chief Data Officer. Excitingly, these systems represent a robust foundation for the future.

### Customer Service Enhancements

The value of the performance management approach is not solely quantifiable in dollars and cents. At the end of the day it must be about transparency and improving the customer experience.

- **CincyInsights.** This website maps massive amounts of City data allowing users to interact in real-time. Anyone interested is invited to explore road conditions, potholes filled, heroin overdoses, crime statistics and much more. Totalling 16 dashboards, this tool has proven quite popular with over 58,000 hits since the December 2016 launch. <https://insights.cincinnati-oh.gov/>
- **Customer Service Survey.** April 2017, 75% of survey respondents were satisfied with how Customer Service Requests (CSRs) were handled and closed out. This represents a more than 10% increase in customer satisfaction since October 2015, and a 6% increase over the last year.
- **Greenspace Beautification.** Greenspaces representing some of the most visible neighborhood gateways are now cleaned and maintained 300% more compared to the same period last year.
- **Complaints.** Litter and tall grass/weed CSRs have plummeted 59% since FY16.
- **Private Lot Abatement Program (PLAP).** The number of blighted properties abated is now pacing more than 1,000 per year compared with 250 two years ago.
- **Customer Responsiveness.** The time it takes to review permit applications has been reduced by more than half.

### Conclusion

The City's suite of performance management programs is allowing us to work smarter, faster and with greater customer responsiveness. They allow us to accomplish more with what we have through innovation, hard work and the utilization of data and technology. These improvements are built to be sustainable and foster an environment conducive to exponential innovation.

On behalf of those we serve, I remain grateful for the opportunity provided by the Mayor and the City Council to jump in with both feet in bringing these performance management tools to the City of Cincinnati. Without your steadfast support, the hard work of Ms. Leigh Tami and her team at OPDA and the many departmental staff involved, this is simply not possible.

Attachment

## FOR YOUR INFORMATION

MAY 8, 2017

**TO:** Harry Black, City Manager

**FROM:** Leigh Tami, Chief Performance Officer

**SUBJECT:** Office of Performance & Data Analytics Impact Update: Year 2

The purpose of this memorandum is to provide an update on the cumulative impact realized by the Office of Performance & Data Analytics (OPDA) during its second year.

During year two, OPDA has realized more than \$3.3 million in cumulative fiscal impact (detailed below). Through the CincyStat process, we've seen significant increases in EMS billing revenue and citywide debt collection, while also seeing a reduction in firefighters on limited duty and redundant IT purchase requests enterprise wide. We've continued to use data to monitor public safety overtime costs, construction coordination in the right-of-way, and this year, we also began monitoring general fund contracts using the CincyStat process. Entities receiving significant general fund grants from the City presented their budgets, key performance indicators, and ROI models in the CincyStat room (and will continue to provide updates on a biannual basis).

While OPDA's first year was about establishing goals, identifying "quick wins," and cultivating a culture driven by performance, our second year was spent building on this foundation while also designing, developing, and deploying a sophisticated technological infrastructure that has enabled us to use "big data" to do big things. Through creativity and process automation, we've built a system that aggregates data from all over the City, cleans it, creates and updates interactive visual dashboards and publishes them as consumable insights — entirely automatically. I am proud to say that developing this infrastructure in-house (using limited resources) has generated enormous savings on a critical 21st century deliverable: clean, robust, centralized, real-time data, available for strategic decision-making and operational intelligence.

In addition to generating significant financial savings, this office has continued to promote government transparency and accountability. While more than doubling the City datasets published to our Open Data Portal, OPDA launched CincyInsights, a first-of-its-kind, public-facing dashboard portal designed to make public data usable and approachable for all users, even those with no relevant or prior experience. As a result, citizens can see, in real-time, the location of trash trucks and street sweepers, when streets have been treated during winter weather, how long customer service requests remain open, and geographic spikes in heroin overdose responses. Our interactive dashboards also allow users to, for example, drill down into a specific pavement condition, see customer service request activity on their street, and search by address to find neighborhood community councils.

Cities around the country have implemented performance and data analytics initiatives with varying outcomes, but have consistently reported on one point: this work is not possible without significant commitment and unwavering support from City administration and leadership. The strides we've taken have only been made possible through the support of the Mayor and City Council, and through your visionary leadership as City Manager. Without buy-in at the executive level, our data analytics infrastructure and initiatives could not have been deployed as quickly, effectively, or comprehensively.

A "smart" city is a data-driven city. Our goal is to increase the scope, volume, quality, and utility of City data to make Cincinnati even "smarter." As we move into our third year, OPDA will continue to use data in innovative ways to improve performance, enhance customer service, and generate efficiency through creative problem-solving while promoting government transparency and accountability.

**CINCYINSIGHTS**  
**>58,000**  
page views since launch. Dec. 2016



**OPENDATA**  
**26**  
new data sets FY2017  
46 total sets since launch



**CINCYSTAT**  
**115**  
meetings FY2017  
288 meetings since launch

**FISCAL IMPACT**  
**\$3.3M**  
FY2017  
\$6.1M Impact since launch

**iLAB**  
**17**  
events FY17  
24 total since launch

## FISCAL IMPACT

CollectionStat		
Increased Collections Revenue	\$523,840	Increased Revenue
PartnerStat		
General Fund Contract Monitoring & Oversight	In Progress	Savings: Monitoring & Oversight
ITStat		
IT Governance & Procurement Oversight	In Progress	Savings: Monitoring & Oversight
FireStat		
Increase EMS Revenue	\$150,000	Increased Revenue
Overtime: Financial Monitoring & Oversight	In Progress	Savings: Monitoring & Oversight
Limited Duty Reduction	\$972,491	Savings: Monitoring & Oversight
PoliceStat		
Collaborative Agreement: Data Analysis (Rand Study)	\$350,000	Cost Avoidance
TranStat		
Construction Coordination: Monitoring & Oversight	In Progress	Savings: Monitoring & Oversight
Street Rehabilitation & Preventative Maintenance	In Progress	Savings: Monitoring & Oversight
Project Monitoring		
ECCStat		
Overtime Monitoring	In Progress	Savings: Monitoring & Oversight
CAD Project Implementation Oversight	In Progress	Savings: Monitoring & Oversight
Staffing Level Monitoring	In Progress	Savings: Monitoring & Oversight
Innovation Lab		
Special Event Permits	In Progress	Cost Avoidance
Site Plan Review	In Progress	Cost Avoidance
Revocable Street Privileges	In Progress	Cost Avoidance

## OPEN DATA & DATA ANALYTICS INFRASTRUCTURE

Data Processing, Management, & Centralization		
Data Processing, Cleaning, Normalizing, Geocoding, Etc. For Enterprise Analysis & Operational Insight	\$500,000	Cost Avoidance
Open Data		
Personnel Savings: FOIA Request Efficiencies	In Progress	Cost Avoidance
IT: Personnel & Technology Infrastructure		
Database Administrator	\$85,000	Cost Avoidance
Application Developer	\$85,000	Cost Avoidance
IT Manager (ITAM)	\$90,000	Cost Avoidance
Hardware Support	\$85,000	Cost Avoidance
Tableau Server (Additional & External)	\$365,000	Cost Avoidance
Website Design & Ongoing Site Maintenance	\$50,000	Cost Avoidance
Tableau Visualizations	\$40,000	Cost Avoidance
Automation Oversight & Process Management	\$50,000	Cost Avoidance
Servers (Repurposing Rather Than Purchasing)	\$10,000	Cost Avoidance

**TOTAL IMPACT: \$3,356,331**

# CINCYSTAT & INNOVATION LAB

## CollectionStat

When OPDA began holding CollectionStat meetings with Law and other City departments in early 2016, the goal was to understand debt citywide; quantify and triage the City's backlog in outstanding claims; and collect on outstanding bills and claims during the window of peak debt "collectability."

During 2016, citywide debt collection increased by **\$523,840**. The chart to the right demonstrates the significant overall revenue increase over the course of Calendar Year (CY) 2016.

In addition to increasing revenue from debt collection, the Collections group in Law has completely triaged the outstanding debt backlog, allowing collection efforts to strategically focus on more recent (and more collectible) outstanding claims, while tracking the types of claims (and claim amounts) coming in from various City departments.

The following charts show how Law has begun strategically tracking outstanding debt accounts coming in from departments, as well as revenue collected (through both internal collection efforts and via referral to outside collections agencies).

Annual Collections 2015 vs. 2016





## ITStat

As part of a comprehensive, citywide review of central IT function, OPDA has worked with Enterprise Technology Solutions (ETS) to develop recommendations for the improvement and standardization of the City's IT service delivery model. This includes a deep dive into the City's enterprise-wide inventory of hardware, software, IT personnel, licenses, data solutions, IT vendor contracts, applications, and IT service needs.

To reduce redundant IT purchases of licenses, hardware and software, while leveraging existing contracts and technology subscriptions, the City began convening an executive IT Governance and Oversight Committee. The purpose of this committee is to oversee IT procurement (both capital and operational) to ensure digital solutions and technology purchases align with both department/line-of-business needs and the City's enterprise vision for information and technology management.

## PartnerStat

In January 2017, OPDA began holding External PartnerStat meetings with organizations directly supported in the City of Cincinnati All Funds Budget (pursuant to Council motion). These meetings are structured the same way as CincyStat meetings. PartnerStat meetings will be held at least twice per fiscal year, and to ensure the process is thorough and objective, all participating organizations are required to submit the following information in advance of scheduled meetings:

- Mission statement and scope of work;
- Budget (particular emphasis on funds received from the City of Cincinnati);
- Key initiatives and projects;
- Key Performance Indicators for each key initiative/project; and
- Any additional information pertinent to the City's ROI derived from the funding provided for the specified work.

The following 16 organizations participated in the first round of PartnerStat meetings:

- African American Chamber of Commerce
- Cincinnati Works
- CincyTech
- Cintrifuse
- Closing the Health Gap
- Community Action Agency
- Community Development Corporation
- Film Cincinnati
- Greater Cincinnati Energy Alliance
- MORTAR
- Port Authority
- REDI
- Strategies to End Homelessness
- Talbert House
- UC Economics Center
- United Way

The goal of PartnerStat meetings is to provide objective oversight through performance management to ensure optimal ROI for the City's investment in local organizations.

## PoliceStat

**Collaborative Agreement: RAND Study.** This year, the City is embarking on a voluntary "refresh" of the Collaborative Agreement. As part of this agreement, the Cincinnati Police Department (CPD) partnered with the RAND Corporation to collect, analyze, and maintain data related to policing activity, with emphasis on traffic stops and citations. Rand designed and maintained an early warning system to detect potentially problematic traffic stop practices by identifying patterns and outliers among peer officers.

While RAND's work with CPD was discontinued in 2012 due to cost, CPD has been working closely with OPDA and has made great strides in overall police data management, oversight, and transparency through publication of data to the Open Data Portal, analysis for the Cincinnati Initiative to Reduce Violence (CIRV), and the Manager's Advisory Group (MAG). Moving forward, OPDA will also be working with CPD to redesign and maintain the early warning traffic system previously created by RAND.

The cost avoidance associated with bringing this work in-house is **\$350,000 annually**.

# FireStat

**EMS Revenue.** Approximately 86% of all Cincinnati Fire Department (CFD) responses are for emergency medical services (EMS), for which the department is able to bill. In order to maximize collectible EMS revenue, the team worked with CFD's billing vendor, McKesson, to generate reports showing how much revenue has been collected, as well as the collectability of that revenue (based on insurance, adjudication, etc.). CFD has also begun offering financial aid to patients without insurance, which has resulted in increased revenue from self-pay patients.

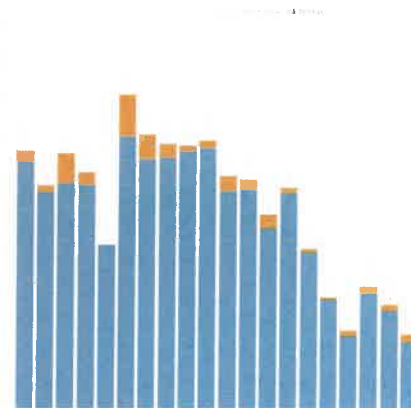
The following charts show how these revenue increases have been tracked.



Over the past two fiscal years, EMS revenue has increased significantly: projected revenue increase for this fiscal year is approximately **\$150,000**.

**Overtime Monitoring & Limited Duty Reduction.** As the demand for public safety emergency response continues to increase, monitoring overtime has become a key component of ensuring resources are strategically deployed. In addition to continuously monitoring overtime spending, the team has continued to see reductions in limited duty assignment over the past two years. Reducing the number of personnel on limited duty increases the number of firefighters available for deployment, therefore reducing the costs of overtime related to meeting minimum staffing (193 firefighters per day).

The annual savings associated with the reduction is an estimated **\$972,491**.



## Innovation Lab

Over the last year, OPDA has continued to streamline processes, improve customer service, and find ways to utilize technology to creatively problem solve while improving citizen user experience. In addition to IT review-related innovation lab events, OPDA has also focused on improving the following processes:

### Centralized Site Plan Review

- **Goal:** creating a centralized application process for developers to ensure centralized, unified, coordinated City review by multiple departments for major land development projects
- **Deployment:** Summer/Fall 2017

### Special Event Permitting

- **Goal:** Redesigning customer user experience in applying for special event permits by creating a “one-stop shop” via online application
- **Deployment:** Summer 2017

### Revocable Street Privilege Inventory & Data Management

- **Goal:** Creating a streamlined process for revocable street privilege application, contract approval, and data recording
- **Deployment:** Winter/Spring 2017

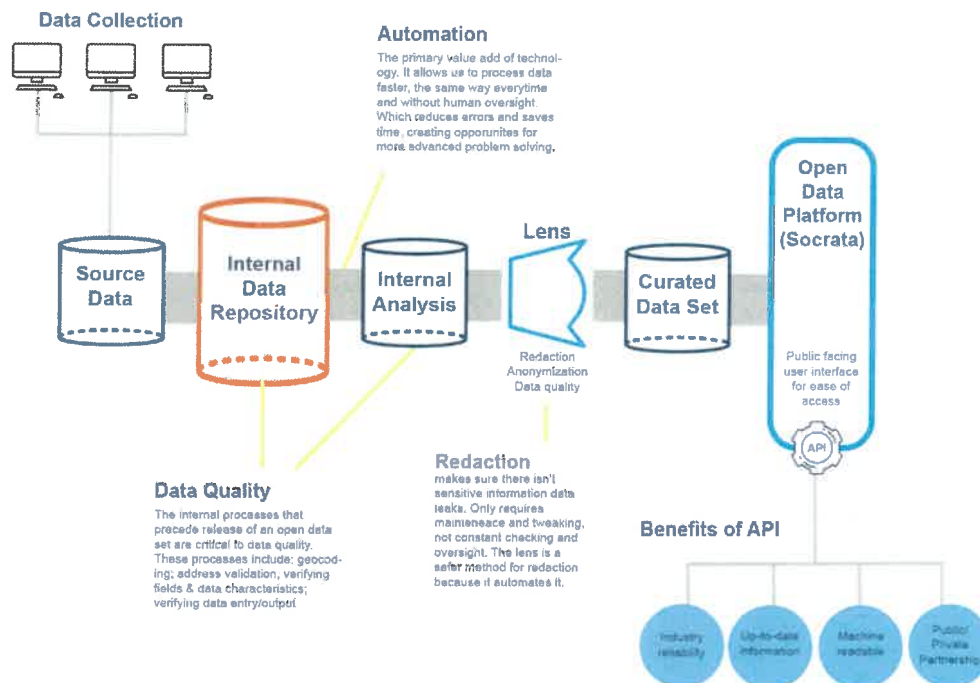
## OPEN DATA & DATA ANALYTICS INFRASTRUCTURE

### Data Processing, Management & Centralization

This year, OPDA dedicated an enormous amount of brainpower and resources to creating an infrastructure for processing data from around the City. Achieving clean, high quality data is a heavy lift, one that is often delegated to specialized consultants. When done correctly, it requires answers to a lot of difficult questions:

- What business process does this data represent?
- How are the data structured?
- What information populates these data categories?
- How is this data input?
- Is this data incomplete? How can I be sure?

The following infographic shows the basic structure of OPDA's data analytics & data management model.





True data analytics requires intimate familiarity with the data and all its nuances, and the ability to mentally picture how the data needs to be arranged to answer important questions and provide insight into the underlying business processes.

Optimizing this model also means making data aggregation and collection easier for departments operationally. Rather than asking departments to continue to report performance data to our office primarily through Excel spreadsheets, OPDA worked to become directly “plugged into” department data sources, in real-time. Having updated, highly granular (transaction-level) data is critical to ensuring that data-based decision-making is as precise and time relevant as possible. This has also provided an opportunity for departments to start managing and using data rather than just being responsible for reporting it.

Using this model, OPDA has processed hundreds of datasets from City departments and made them available to departments for easier problem-solving and data consumption. These datasets include:

- GPS data (pulled from Zonar) to track location and status of City vehicle assets;
- CAD (computer-aided dispatch) data, used to record public safety responses and in-field activity by first responders;
- RMS (case data) for CPD (geocoding, cleaning, and joining with CAD incident data);
- EMS on-scene response data (SafetyPad);
- Proactive greenspace and city cleaning activity (by Department of Public Services);
- Health Center Clinic data (geocoding and cleaning up address data so the Cincinnati Health Department (CHD) can identify trends on a neighborhood level);
- Performance data and workflow data entry recorded using Qualtrics, a web-based survey tool, to make manual data entry easier, faster, and seamless for departments without access to more robust data solutions;
- Customer service request survey data (generated by surveys received from citizens once service request tickets are closed out by departments);
- Development data (tracked in Salesforce)—geocoded for use by Community & Economic Development (DCED) in tracking development trends and activity;

As OPDA continues to work with departments, the team anticipates an increase in the volume and amount of City data processed through the Office. The conservative estimated cost savings associated with automated in-house data processing, cleaning, and management is **\$500,000**.

## Open Data

Since July 2016, the City of Cincinnati has added significantly to the volume of data available on the City’s Open Data Portal. Most notably, OPDA worked with CPD to automate the daily publication of frequently requested datasets for public consumption, including:

- Traffic Stops and Citations;
- Use of Force;
- Assaults on Officers;
- Officer Involved Shootings;
- Part I Crime;
- Shootings; and
- Police Calls for Service

In order to preserve data quality as well as privacy and anonymity, OPDA employs a robust data review and oversight procedure prior to publishing any City datasets to the Open Data Portal. Law, the “owner” department (here, CPD), and OPDA are all required to sign off on the publication of datasets to the portal before they are approved for publication. In addition to promoting transparency in government processes and information, this also significantly decreases the amount of time, energy, and work associated with responding to repeated or redundant FOIA data requests. As a result of increased data published to the Open Data Portal, CPD has been able to direct records requesters to the portal, resulting in time and labor savings for employees responsible for FOIA requests.

## IT Personnel & Technology Infrastructure

Developing, deploying, and successfully maintaining the data analytics infrastructure outlined above is typically the responsibility of an entire information technology team. Most major cities with robust data infrastructures and digital transformation initiatives have an application developer, a hardware support specialist, a database administrator, and an IT manager in addition to a chief data officer to manage data collection, centralization, and governance.

The City of Cincinnati's data analytics infrastructure has been developed and technologically managed by OPDA's one-person IT team: Chief Data Officer Brandon Crowley. To maximize the effectiveness of the City's centralized data infrastructure, OPDA has relied heavily on Crowley's programming skills, creative process automation, and strategic delegation of work to maximize IT capacity. OPDA's entire team has expanded its skillset in order to support the IT/development work needed to sustain the City's data infrastructure.

The OPDA team has also devised creative alternatives to otherwise expensive technology solutions in order to maximize service delivery while minimizing the cost to taxpayers. In the development of CincyInsights, OPDA designed a process for automating the publication of dashboards that avoided the purchase of an expensive external server.

In addition to back-end data management, OPDA has also realized significant savings by doing all website design, Tableau dashboard creation, and automation oversight in-house. All members of OPDA's staff have learned how to create, update, and modify the data visualization dashboards used for internal analysis (in CincyStat or by departments) as well as external insight (on the CincyInsights portal). The OPDA team is also responsible for overseeing the automation processes, troubleshooting when IT issues emerge, and ensuring all CincyInsights pages go live at the appropriate times (particularly important for the City's snow plow tracker, which is only turned on in the event of a winter weather emergency).

The cost avoidance associated with OPDA's lean and agile IT staffing and automation processes is **\$860,000**.

## CUSTOMER SERVICE ENHANCEMENTS

### CUSTOMER SERVICE

#### Customer Service Survey Responses

12% increase in customer satisfaction

#### Clean Cincinnati Initiative & Service Delivery

59% reduction in litter and tall grass/weeds complaints from FY16 to present

Blighted lots cleaned: increase from 250 in 2014 to 1,245 in 2016; 1,063 in FY17 Year to date

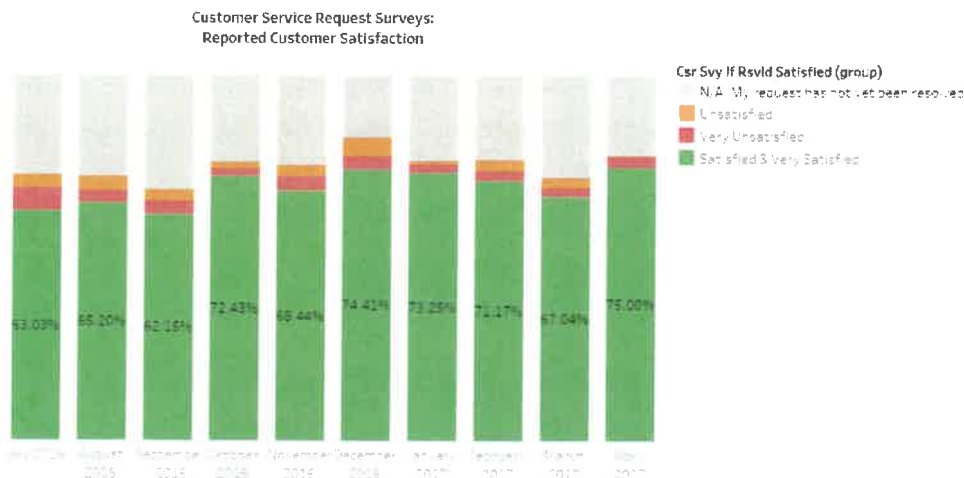
300% increase in proactive greenspace maintenance since this time last year

#### Permitting: Application Review Turnaround Time

50% reduction in turnaround time from application submission to first review

### Customer Service Requests: Increase in Customer Satisfaction

Beginning in September 2015, OPDA worked with CAGIS to automatically send residents a customer service satisfaction survey via email once their Citizen Service Request (CSR) is closed out/completed by City departments. Since this point, reported customer satisfaction has steadily increased — since the beginning of Fiscal Year (FY) 2017, reported customer satisfaction with service provided by the City has increased 12% (see chart below).



## Clean Cincinnati Initiative: CleanStat

As part of the CleanStat initiative, OPDA and DPS worked collaboratively to transform the City's neighborhood cleaning approach from reactive to proactive. Historically, the City's approach to greenspace maintenance was reactive, meaning most sites were cleaned as a result of CSRs, rather than as part of a preemptive, proactive comprehensive greenspace plan. As part of its new plan, the team identified high visibility sites; consolidated cleaning routes to maximize resource deployment; and began tracking greenspace site maintenance using CAGIS and OPDA's web-based data entry tool, Qualtrics.

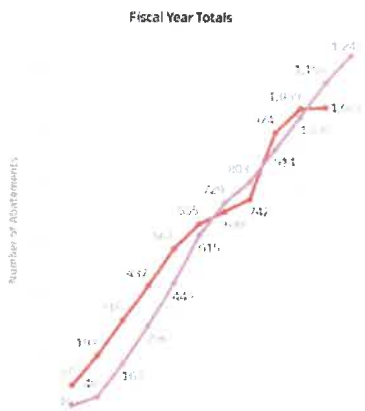
The following chart (right) shows the vast increase in the number of greenspace site visits since implementation of the City's proactive neighborhood cleaning plan at the beginning of FY2017 (July 2016).

Overall, proactive greenspace cleaning and site maintenance has increased 300% for 2017 (calendar year-to-date) when compared with the same time last year.

This has consequently resulted in a steep decrease in customer service requests for litter and tall grass/weed abatement on public spaces and in the right-of-way. The next chart shows the significant decrease in CSRs since FY2016.

Overall, customer service requests for litter and tall grass/weed abatement in public spaces and the right-of-way have decreased by 59% since FY2016.

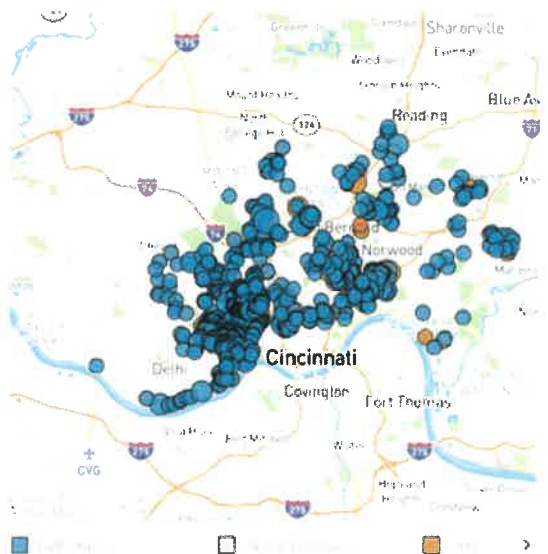
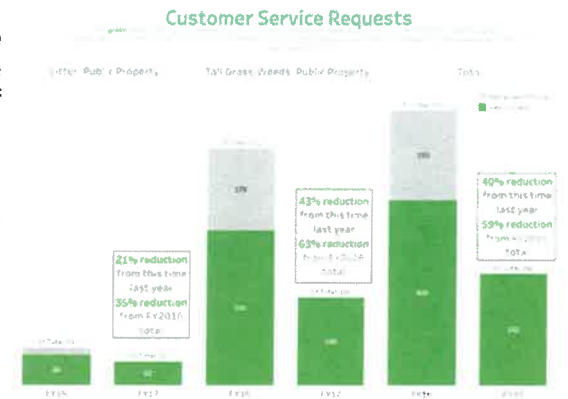
## Private Lot Abatement



The City has been aggressive in holding absent landlords accountable for their properties through PLAP, the City's Private Lot Abatement Program. In 2014, PLAP was overhauled through a proposal by Mayor Cranley and City Council to clean overgrown lots and blight on private property in Cincinnati neighborhoods. PLAP has two critical components: civil citation issuance (via code enforcement), and lot cleaning/abatement.

The program has seen tremendous success. In 2014, the City performed only 250 abatements. However, 1,245 abatements were performed in FY2016, and 1,063 so far in FY2017. This represents a substantial increase in abatements and quality of life improvement.

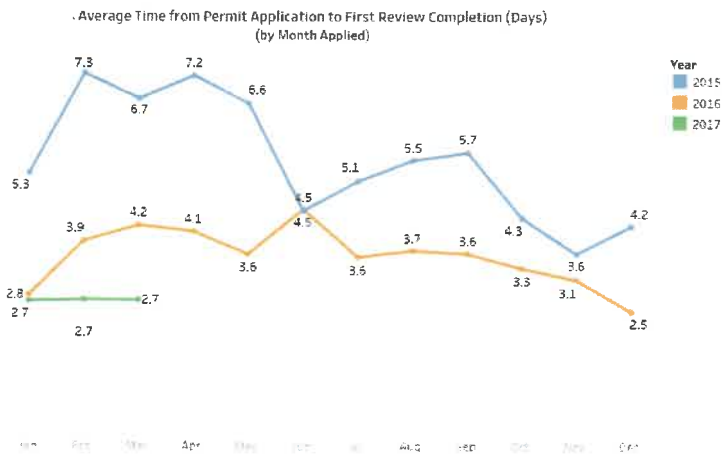
The following graphics show the measurable progress made in cleaning up blight in neighborhoods as a result of PLAP.



## Permit Applications: First Review Turnaround Time

As part of the PermitStat process, the team has continued monitoring turnaround time for building permit application reviews. Reducing turnaround time for permit applications is a critical component of enhancing overall customer experience through timely delivery of services.

While fielding significant increases in permit application volume, the Department of Buildings & Inspections (B&I) has significantly decreased permit application (to the City) time, as well as the time it takes for the completion of first review. The following chart shows the steady reduction in turnaround time between application submission and completion of first review by B&I, by month of permit application. While turnaround time fluctuates based on time of year (and permitting volume), time between application submission and completion of first review has consistently, significantly decreased.



## DATA ACCESSIBILITY

### CincyInsights

On December 7, 2016, OPDA launched CincyInsights, the City's real-time, interactive open data dashboard. The goal of CincyInsights is twofold: first, to show citizens and residents what's happening in their neighborhoods; and second, to promote citizen engagement through data accessibility and enhanced user experience. **Since its launch on December 7, 2016, CincyInsights has received more than 58,000 views.**

These dashboards, organized according to the City Manager's five strategic priority goals, bring performance management and data transparency to the next level of insight and business intelligence. The following excerpts provide brief explanation of each dashboard, and its implications for monitoring city services and overall performance.

As OPDA continues to aggregate, process, and visualize more data, more layers will be added to the dashboards and more insights to this interactive portal. In this information age, OPDA is committed to making City data accessible and insightful for all users and residents, regardless of data experience or technological prowess. CincyInsights demonstrates the City's commitment to increasing citizen engagement and government accountability through open source data sharing.

### Safer Streets

#### CFD: EMS Incident Response Activity

The Emergency Medical Service dashboard refreshes daily to show 13 months of Cincinnati Fire Department responses to reporting emergency medical incidents that are recorded by the city's Computer Aided Dispatch (CAD). The data can filter by time and location the response occurred and by disposition.

#### Why it's important:

- Citizens can filter to see EMS responses in their neighborhood to gain insights on when and why responses are occurring, and what factors could be driving responses.





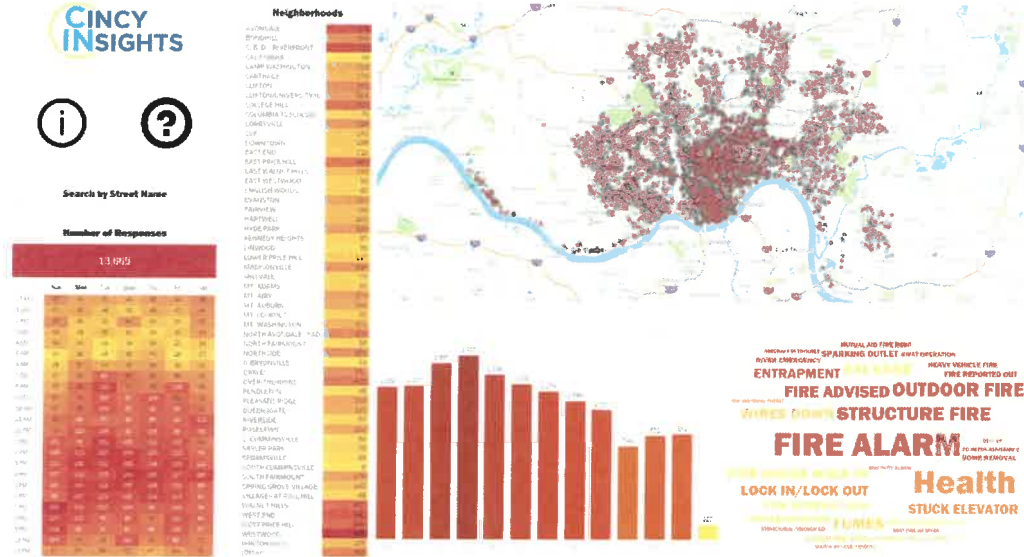


## Fire & Rescue Incidents

The Fire & Rescue dashboard refreshes daily to display CFD incident responses recorded in the CAD system for the past 13 months. The data can filter by the time, location and response type.

### Why it's important:

- Citizens can filter to see Fire response in their neighborhood to gain insights on when and why responses are occurring.



## Heroin Overdose Response Tracker

The Heroin dashboard refreshes daily to show heroin overdoses in Cincinnati over the past 13 months. The displayed data is EMS responses to heroin overdose incidents recorded in the CAD system. The data can filter by time and location of the response, along with whether the response resulted in transport to a medical facility.

### Why it's important:

- This visual was used to identify key areas to station the City's roving medic units during the unprecedented spike in heroin overdoses that occurred in summer/fall 2016.
- The Health Department uses this visual on a daily basis for community outreach, informing City Council and the Board of Health, and working with Cincinnati Children's Hospital Medical Center and University of Cincinnati Medical Center.
- Non-government entities, like Talbert House, use this visual to develop strategies for Narcan training via community outreach programs.

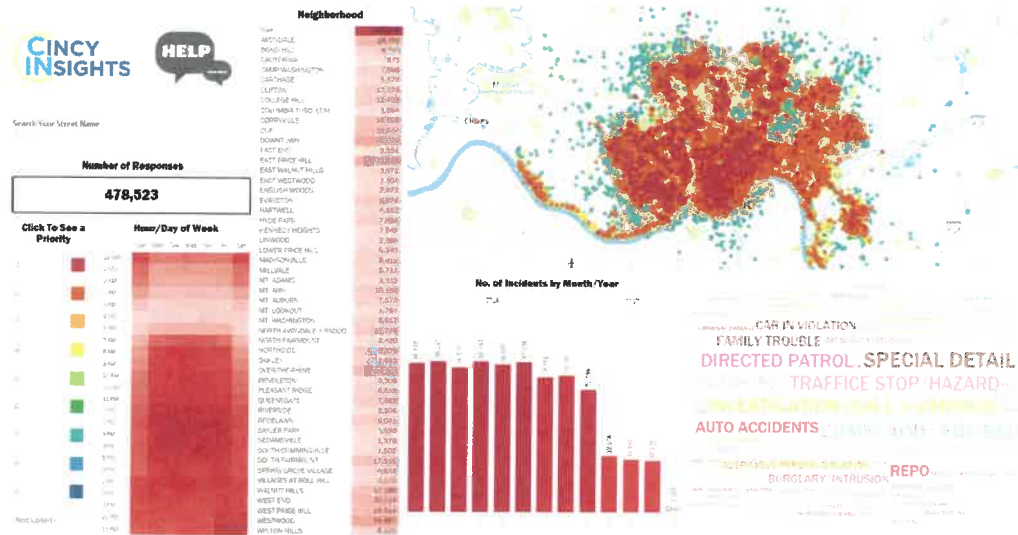


## Police: Calls for Service

The Police: Calls for Service dashboard refreshes daily to display CPD incident responses recorded in the CAD system for the past 13 months. The data can filter by time and location of a response and by incident type.

### Why it's important:

- Citizens can filter to see police calls for service to gain insights on when and why responses are occurring.



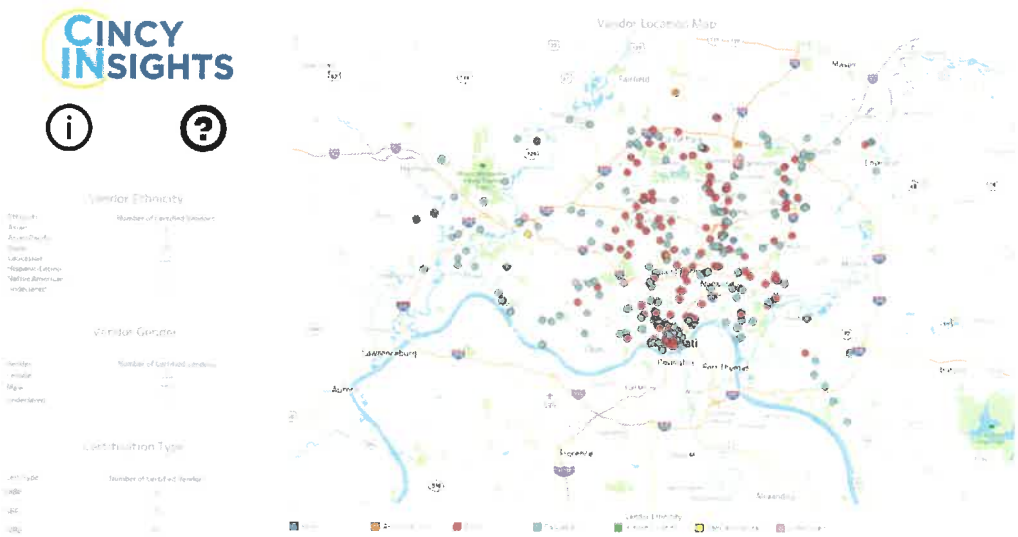
## Growing Economy

### Certified Vendors (MBE/WBE Program)

The Certified Vendor dashboard displays Minority-owned (MBE), Women-owned (WBE) and Small Business Enterprises (SBE) certified by the Department of Economic Inclusion (DEI).

### Why it's important:

- This visual promotes participation of minority- and women-owned businesses in City contracts to bolster the City's economic inclusion efforts.



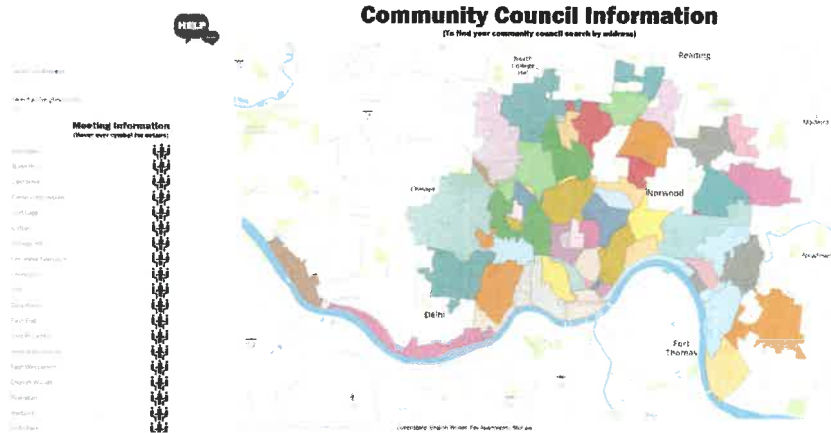
# Thriving & Healthy Neighborhoods

## Community Council Neighborhoods

The Community Council dashboard allows residents to find their community council and information about meeting times.

### Why it's important:

- Residents can type in their address to identify information about their community council.
- Community council meeting time and contact information is also provided.
- The feedback survey at the bottom of the Insights page allows for community council members to quickly and easily update contact and meeting information.



## Proactive Greenspace Maintenance Plan

Through its proactive Greenspace Maintenance Plan, the City's Neighborhood Operations Division (NOD) cleans and maintains city green spaces, right-of-ways, steps, public fences, bridge underpasses, guardrail buffers, alleys, walls, concrete islands and lots owned or cared for by DPS. The Greenspace Maintenance dashboard contains data since January 2016.

The Neighborhood Cleaning dashboard shows CSR tickets for litter and tall grass/weeds cleaning and abatement request by department and neighborhood.

### Why it's important:

- In order to automate this dashboard, the Department of Public Services (DPS) is working with OPDA to restructure data entry for completed greenspace sites. By creating a faster and easier data-entry system, DPS can more accurately monitor progress on the Greenspace Maintenance Plan and update the plan to reflect reality (work hours, frequency of cleaning required, etc).
- DPS uses this visual to monitor its progress.
- Citizens can identify greenspace sites to see if they've been cleaned recently.

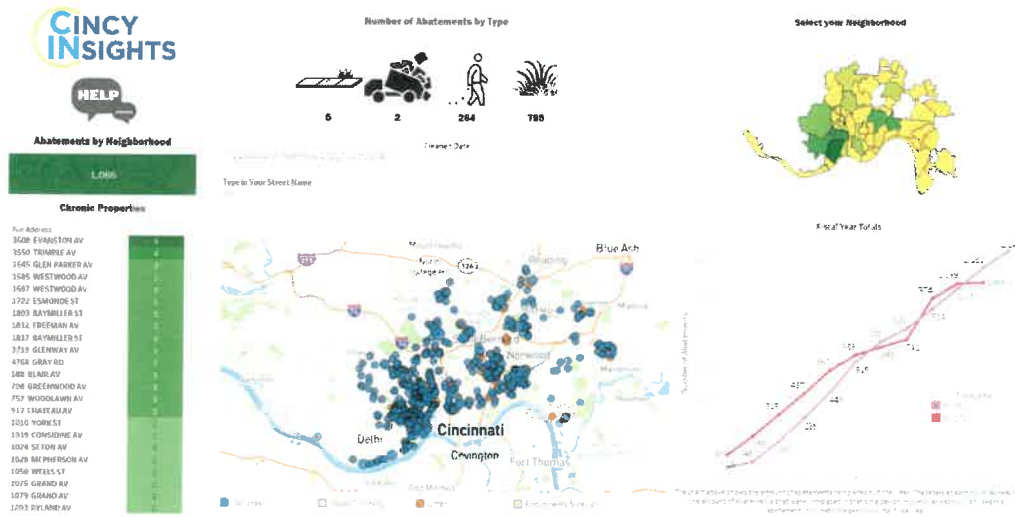


## Private Lot Abatement Program (PLAP)

The PLAP dashboard refreshes daily to show the location and number of cleaned and abated private lots. When a property is blighted or overgrown, a citation is issued. After a second citation is issued, the property is considered “abandoned” and NOD crews clean the property.

### Why it's important:

- This visual is used to identify chronic properties and discuss options to deal with chronic properties in DPSSStat.

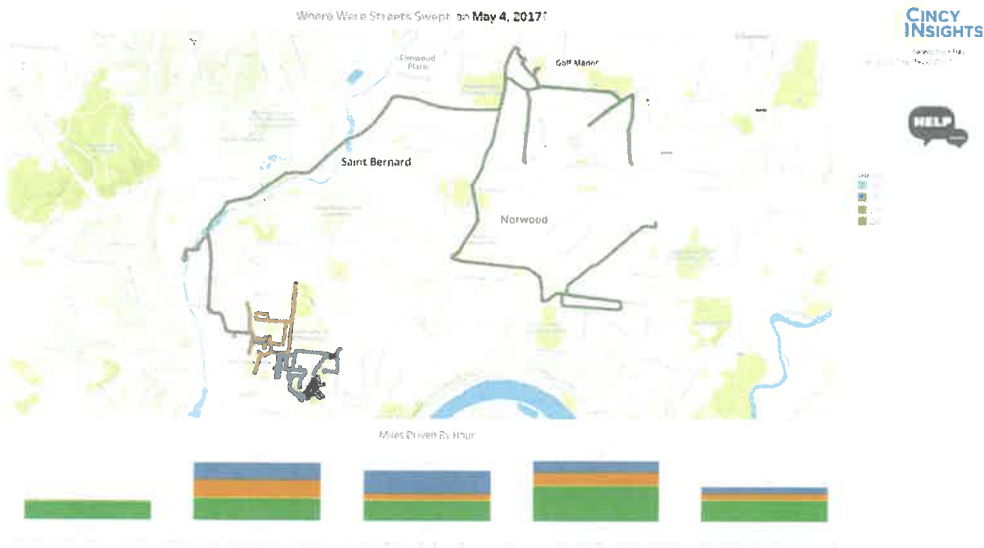


## Street Sweeping Tracker

The Street Sweeping page contains two visuals tracking DPS sweeper vehicles. The “live” tracker is updated every hour when sweepers are in use. The “historical” dashboard contains data since November 2016, so it can be filtered to show where sweepers were on a given day.

### Why it's important:

- Citizens can see if their street has been swept on a given day.
- DPS uses this visual as part of its promotion of the new sweeper schedule. Residents can verify that their street was swept on the appropriate day.
- DPS uses this visual to monitor sweeper truck performance.



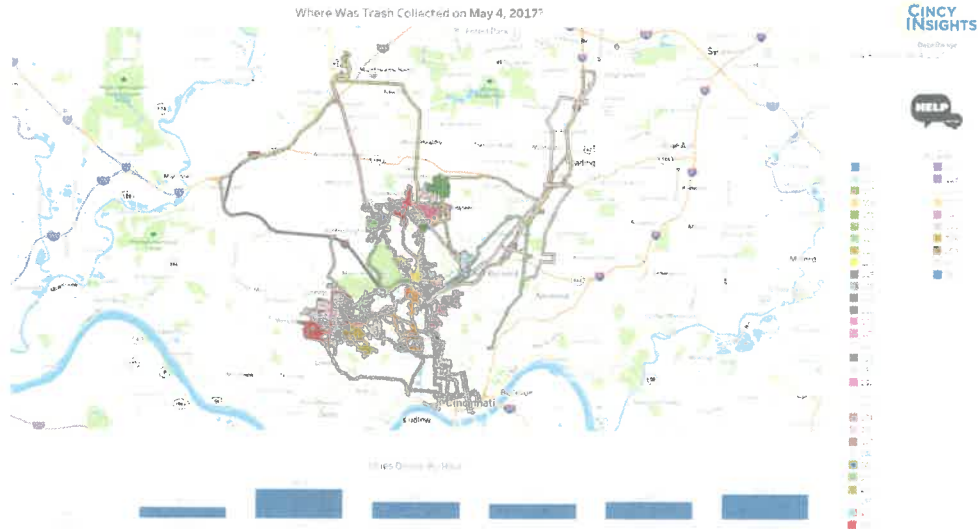


## Trash Collection Routes

The Trash Collection page contains two visuals tracking DPS trash vehicles. The “live” tracker is updated every 30 minutes when trash trucks are in use. The “historical” dashboard contains data since November 2016, so it can be filtered to show where trash was collected on a given day.

### Why it's important:

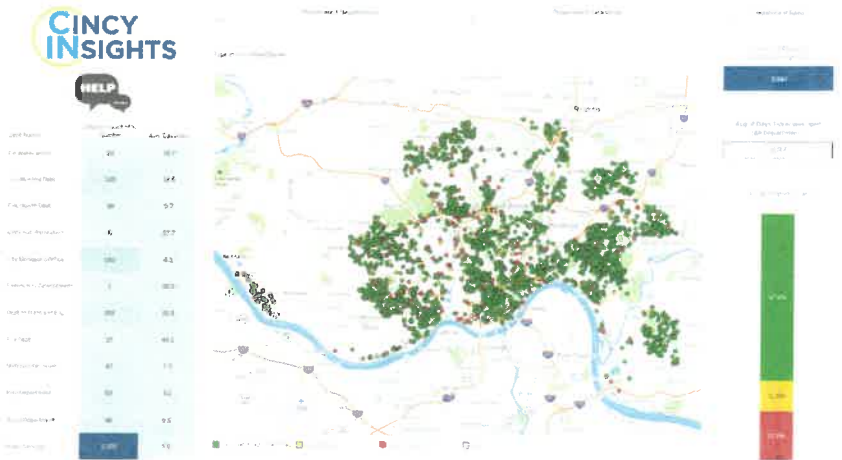
- Citizens can see if their trash was collected on a given day.
- DPS uses this visualization to monitor trash trucks.



## Innovative Government

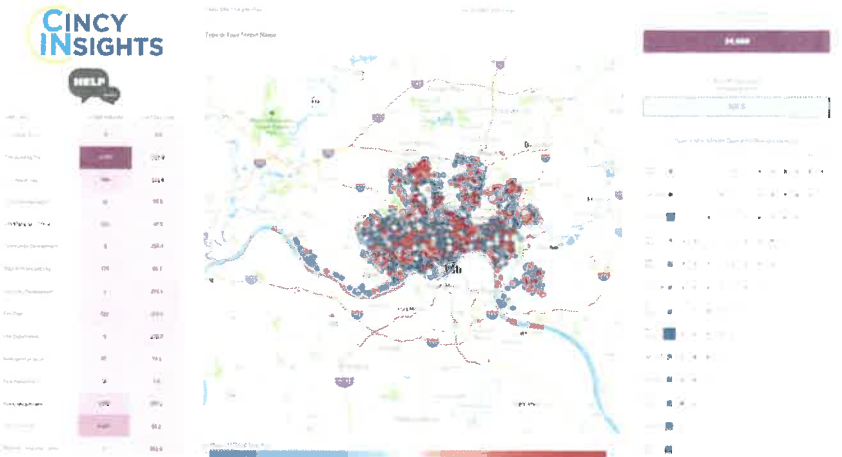
### Customer Service: Citizen Service Requests (CSR)

The CSR dashboards are updated daily to display information about service requests submitted through the Fix it Cincy mobile app, the customer service request online portal (591600.com) and hotline (591-6000). The first visual displays all currently open CSR tickets. It filters by neighborhood, City department, and date range to show the average number of days a ticket is open. The second visual shows citizen satisfaction on closed CSR tickets. When a CSR ticket is closed, the person who submitted the ticket receives a feedback survey.



### Why it's important:

- Easily gauge citizen satisfaction with CSRs and City services.
- Offers the ability to compare how long it takes departments to close CSR tickets.



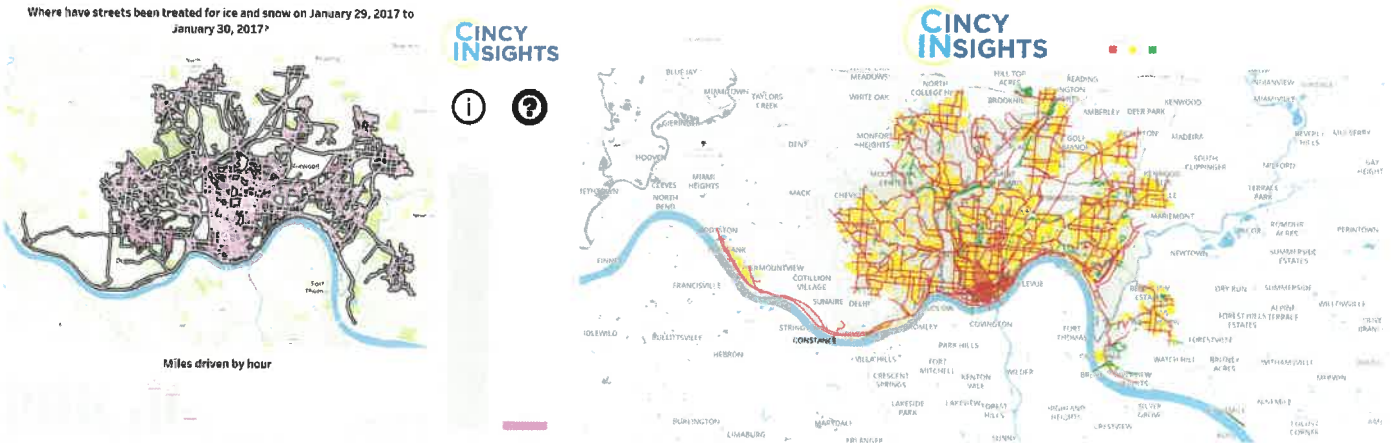


## Snow Plow Tracker

The Snow Plow Tracker page contains three dashboards: "live" tracker, historical tracker, and snow priority routes. The "live" tracker is updated every 7 minutes during a winter weather event to show where the plow and brine trucks have been. The historical dashboard contains data for winter events since December 2016. The priority route map is static and offers information about how the City prioritizes streets during a winter weather event.

### Why it's important:

- Citizens can see when their street was plowed.
- DPS uses this visual to monitor plow trucks and review performance.



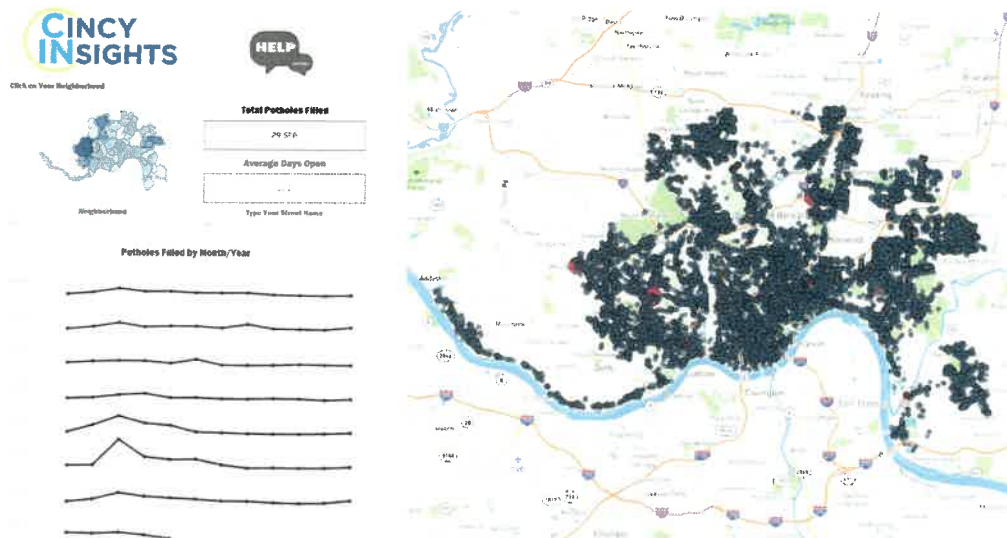
## Fiscal Sustainability & Strategic Investment

### Streets: CSR Pothole Requests

The Pothole dashboard displays data for CSR for potholes submitted through the Fix it Cincy app, the customer service requests online portal and the telephone hotline.

### Why it's important:

- Allows users to easily compare the time to fill potholes between geographies, and over time.

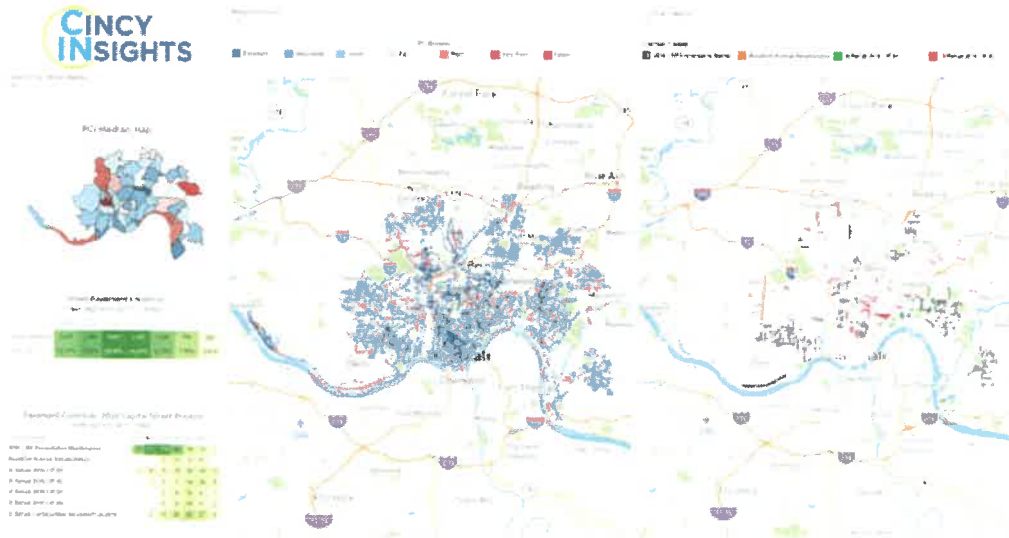


## Streets: Pavement Condition & Street Rehabilitation

The maps in this visual display the Pavement Condition Index (PCI) and Capital Acceleration Plan (CAP) street rehabilitation contracts. The data used to create the street rehabilitation dashboard is updated monthly; the pavement condition of Cincinnati streets is evaluated annually.

### Why it's important:

- This dashboard allows users to look up street condition, and see when roads will be paved.



## Featured Insights

The figure shows a screenshot of the Cincy Insights 'Featured Insights' page. At the top, there is the Cincy Insights logo and the title 'Featured Insights'. Below the title, there is a navigation bar with links for 'Home', 'About', 'Contact Us', 'Privacy Policy', 'Terms of Service', 'Data Sources', 'Feedback', and 'Help'. The main content area features a grid of featured insights. The first row includes 'A Day in the Life of a Cincinnatian' and 'Cincinnati's Best Neighborhoods'. The second row includes 'A Day in the Life of a Cincinnatian', 'Cincinnati's Best Neighborhoods', and 'Cincinnati's Best Neighborhoods'. Each insight is represented by a small image and a title.

The Featured Insights page highlights data visuals made by members of the Cincinnati community. Data visuals can be submitted through a form on the Featured Insights page as a way to promote and share usage of Cincinnati-related data.

### Why it's important:

- Community sourced visuals can provide interesting information and encourage people to engage with the data on CincyInsights and the Open Data Portal.