Budget Work Session #5
BUDGET AND FINANCE COMMITTEE
MINUTES
June 18, 2019

In Attendance

Councilwoman Carol Berz, Committee Chair, called the meeting to order at 10:04 a.m. in the J.B. Collins Conference Room. A quorum was present, including Council Chairman Erskine Oglesby, Vice-Chairman Chip Henderson and Council members Anthony Byrd, Demetrus Coonrod, Russell Gilbert, Darrin Ledford and Jerry Mitchell. Keren Campbell, Council Support Specialist, was also present. Councilwoman Coonrod arrived after the call to order. Councilman Ken Smith was present when the meeting was reconvened.

Presenters

Mayor's Office: Stacy Richardson (Chief of Staff); Maura Sullivan (Chief Operating Officer); Tony Sammons (Deputy Chief Operating Officer); Finance: Daisy Madison (Chief Finance Officer); Office of Performance Management: Tim Moreland (Director of Performance Management); Family Justice Center: Dr. Valerie Radu (Director)

Budget FY20 Discussion: Family Justice Center

Ms. Radu gave the Council a global view of data as previously requested.

Budget FY20 Discussion: 911

Ms. Sullivan and Ms. Madison presented the Council with data on the 911 department as previously requested. Councilman Gilbert asked for the current 911 Memorandum of Understanding and for a breakdown of personnel funding as it pertains to the City's appropriation.

Budget FY20 Discussion: Capital

Ms. Sullivan updated the Council on the FY20 Capital budget. Councilman Mitchell requested further information on why alleys are longer being cut by the City.

Impact Report: Office of Performance Management

As requested by the Council, Mr. Mooreland presented the Impact Report for the BFO. He discussed definitions used in terms of measuring input and output of BFO offers. He discussed the primary, long-term effects of what the City is investing through the BFO process and the community indicator measures sometimes used. Mr. Moreland was asked to finish his presentation after the Council's recess.

Meeting Recessed

Councilwoman Berz recessed the meeting from 12:00 – 12:40 p.m.

Meeting Reconvened

Councilwoman Berz reconvened the meeting at 12:45 p.m.

Impact Report (continued)

Mr. Moreland continued his presentation and offered to discuss the Strategic Data Plan. He demonstrated how the Council could pull information from the new internal data portal. Ms. Sullivan discussed Administration's meetings with departments. *[See attached PowerPoint slides.]*

Further discussion

Councilwoman Berz followed-up with the Council on the two items they had requested.

- 911 Budget – Councilwoman Berz confirmed that the Council wanted a further breakdown on where the $5,000,000.00 budget is going.
- Taxes – Ms. Sullivan confirmed for the Council that commercial taxes generate more to the tax coiffures than residential.

She also confirmed that all councilpersons were ready for the budget for first reading tonight. She asked the Council to let her know if they needed any further information prior to the second reading.

Follow-up Information & Actions

The Council requested follow-up information on the following:

- Public Works: Why are alleys no longer being cut by the City? (Councilman Mitchell)
- 911: Provide the current 911 Memorandum of Understanding and the breakdown of personnel (salaries & fringe benefits) that pertains to the City's appropriation. (Councilman Gilbert)

Adjournment

There being no further business, Councilwoman Berz adjourned the meeting at 12:55 p.m.

Attached:
Impact Report PowerPoint

Council Budget Presentation

6-18-19

ChattaData

Agenda

Listening - What we interpreted you wanted for today's presentation

Definitions - using the same language

How do we know..

FY 19 Budget Performance Highlights

Listening - What else do you want to know after hearing the presentation?

Listening…. Council Questions We Heard

How do we know the BFO offers funded actually change anything?

How do we calculate the actual impact measures of a BFO offer?

Can you deliver this in the form of an Impact Report?

ChattaData

Definitions - Words Matter

| Word	Definition We Use	Example	Ease of Measuring
Performance Measures	A quantifiable unit which provides information about the success of a program, department, service, or outcome people care about achieving or maintaining.	# of days it takes to issue a permit	Depends on measure type (see below)

How do we know..

Performance Management Cycle
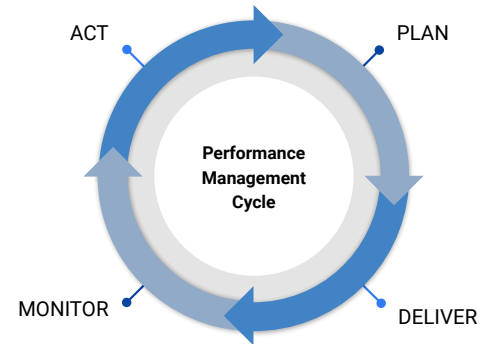
1. **Plan-** The initial stage of agreeing or reaffirming a set of strategic goals. Developing services to meet those goals. The initial selection of measures to monitor how those services perform and align with the goals.
2. **Deliver-** The stage where the service outlined in the Plan is actually conducted.
3. **Monitor-** Measures selected in the Plan stage are continually monitored during the delivery of the service.
4. **Act-** At the end of the cycle, the final outcomes are compared against what was planned using the predetermined measures. A deeper performance analysis allows for input in the next Plan phase to better select outcomes and priorities.

ChattaData

Life Cycle of a Performance Measure
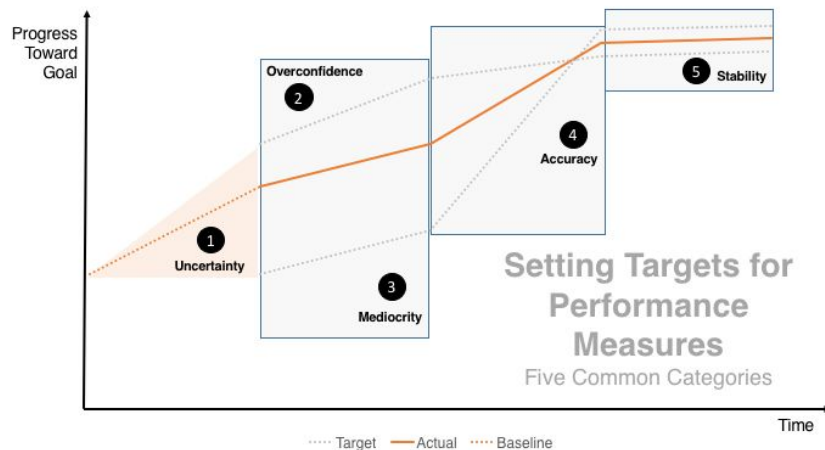
Continuum of Data Driven Approach

**Plan** - defining success & knowing what to measure

Example: The city's Purchasing department has been working to refine its performance measure for blanket contract renewals after reviewing the data so that their target is more realistic. They are currently working on a data driven process to understand their performance. By looking at their performance data they determined the need to shift blanket contract renewal workload to better serve the vendors and departments.

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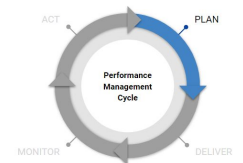
Continuum of Data Driven Approach

**Deliver** - providing programs and services more effectively

Example: Public Works City Wide Services (CWS) street maintenance crew works throughout the year to keep the right of way clean, mowed and repaired as needed.

ACT   PLAN

Performance Management Cycle

MONITOR   DELIVER

ChattaData
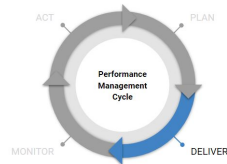
Continuum of Data Driven Approach

**Monitor** - Tracking progress consistently

Example: Youth and Family Development (YFD) is working on how best to track participation at the wide variety of programs they run. To do this they have implemented software to help manage it all. The Office of Performance Management and Open Data (OPMOD) is working with YFD to make tracking reporting easy to use and understand.

ACT   PLAN

Performance Management Cycle

MONITOR   DELIVER

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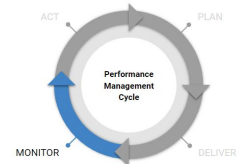
Continuum of Data Driven Approach

**Act** - Learning from data when things go wrong or really well.

Example: A small team of Human Resources (HR) business partners were able to use the time to fill data for open positions to understand the root causes of the long time it takes to hire someone at the city. They used this data to test specific fixes and make small improvements in the hiring process. Currently they hold bi-weekly data driven team meetings to see what else they can learn from the data to further improve the time to fill process. Time to fill went from an average of 82 days in fiscal year (FY) 17, to 58 days in FY 18 and is currently at 44 days as we round out the FY19.

ACT   PLAN

Performance Management Cycle

MONITOR   DELIVER

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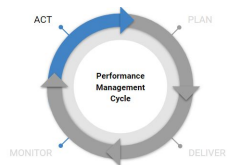
Continuum of Data Driven Approach

**Act** - Proactive with data - using the data to fix something starting to be an issue.

Example: Chattanooga Fire Department noticed a steady increase over the years in the number of 554 (Invalid Assist) calls. Using the data as a start, they began a strategy of connecting frequent callers of 554s to other existing agencies and resources. That way, CFD is able to continue responding to emergency calls instead of being tied up at 554 calls.

ACT   PLAN

Performance Management Cycle

MONITOR   DELIVER

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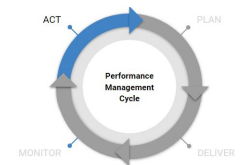
Continuum of Data Driven Approach

Act - Predictive with data - using the data to fix something before it is an issue

Example: As a proof of concept OPMOD created a machine learning algorithm to predict turnover risk for city employees. This would allow departments to know who is at greatest risk of leaving their current position so they can come up with a succession plan or strategies to keep prevent the departure.

ACT PLAN

Performance Management Cycle

MONITOR DELIVER

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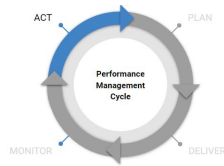
Questions so far?

How do we know the BFO offers funded actually change anything?

Evidence based approaches from existing research and well resourced studies provides background for some offers.
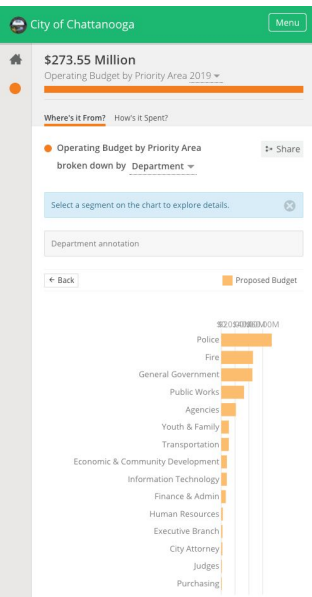
How do we calculate the actual impact measures of a BFO offer?

A majority of the time, we do not have an actual means to calculate impact of a program outside of hiring a professional researcher for a multi-year random control trial.

ChattaData

FY 19 Operating Budget Overview

ChattaData

FY 19 Funded Operational Offers

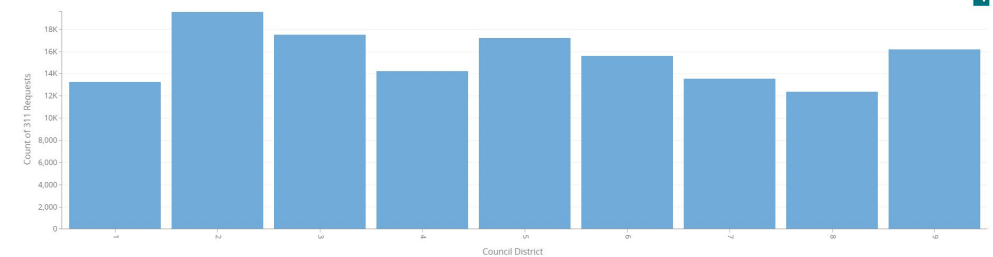86 Depart. Offers with 209 Performance Measures

55 Agency Offers with 175 Performance Measures

**Total of
384 Performance
Measures**
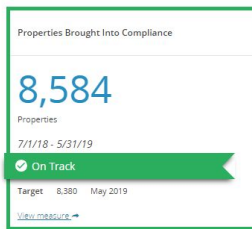
Major Outputs from the FY 19 Budget

Over 200,000 Calls to 311 adding to over 144,000 service requests
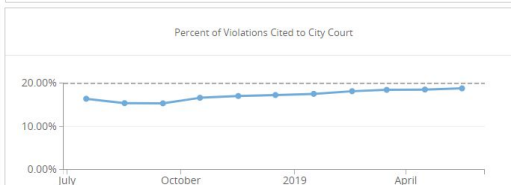
Service Requests by Council District

Major Outputs from the FY 19 Budget

Properties Brought Into Compliance

8,584
Properties
7/1/18 - 5/31/19
✓ On Track
Target   8,380   May 2019
View measure ➤

Percent of Violations Cited to City Court

18.86%
Violations Cited to Court
7/1/18 - 5/31/19
✓ On Track
Target   20.00%
View measure ➤

Properties Brought Into Compliance

Percent of Violations Cited to City Court

Major Outputs from the FY 19 Budget

Over 60,000 Police Incidents Created

Police Incidents Reported
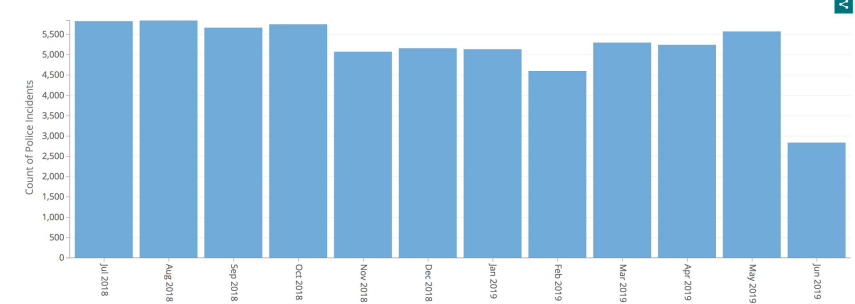
Major Outputs from the FY 19 Budget

Over 18,000 Fire Incidents

Monthly Fire Incidents

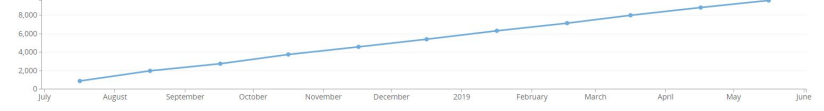View Source Data →
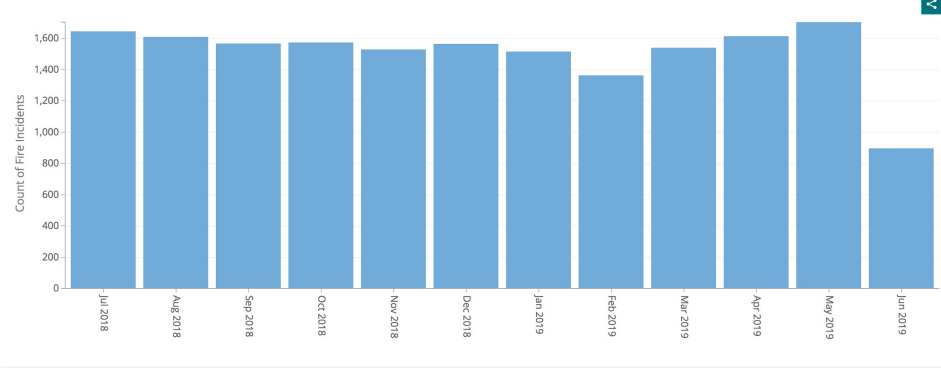
Major Outputs from the FY 19 Budget

Cumulative Issued Permit Count

9,588

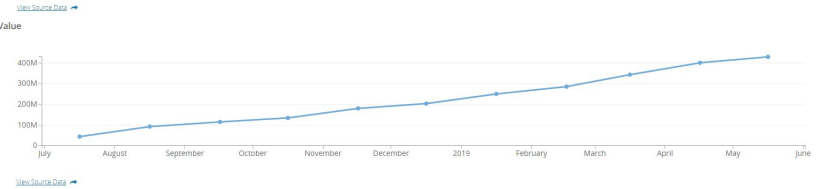Permits Issued

7/1/18 - 5/31/19

Measuring

View Source Data →

Cumulative Issued Permit Estimated Value

429M

Est. Project Value

7/1/18 - 5/31/19

Measuring

View Source Data →

Major Outputs from the FY 19 Budget

Streets SLA Overall Public

91.24%

Streets On Time Requests

7/1/18 - 5/31/19

On Track

Target   90.00%

View Source Data →

Storm Water SLA Overall Public

97.94%

Requests On Time

7/1/18 - 5/31/19

On Track

Target   90.00%

View Source Data →

Next Year's "Daring Greatly" Plan

Purchasing Performance Partnership

BFO Refresh

Peak Academy Expansion

Analytics Program Launch

Internal Dashboards / Dept Data Engagement

External Dashboards & Public Engagement

ChattaData

Learn More

Attend a Monthly ChattaData Meeting

Sit in on a departmental Performance One on One

Come watch the Ignite presentations from a Black Belt Peak Academy

Test the city's new beta internal data share site