



# **NolaStat**

**A New Operating System for New Orleans**

**- Transparency**

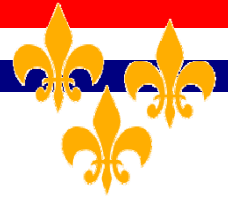
**- Accountability**

**- Civic Participation**



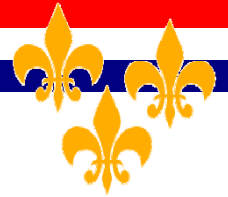
# **A Tale of Two Cities: Baltimore (1999) and New Orleans (2009)**

- **Historic, culturally-rich port cities.**
- **Demographically diverse, with two-thirds majority African-American populations.**
- **Economic decline, surrounded by suburbs in economic ascent.**
- **Major suburban out-migration.**
- **Tens of thousands of abandoned houses.**
- **The largest employer in New Orleans is Tulane. In Baltimore, Johns Hopkins. Other higher education institutions help prop up the economy, such as Loyola College, promoting Jesuit traditions.**
- **More than 40 percent of the city budgets are state and federal subsidies.**
- **Widespread poverty: The median income of a household is about \$30,000.**
- **Concerns about police misconduct, and low public confidence in the police.**



# **A Tale of Two Cities: Baltimore (1999) and New Orleans (2009)**

- **Racial politics in which there is strong crossover voting, but ongoing divisions.**
- **Historically poor-performing schools produced dismal rates of basic literacy.**
- **Politically-connected businesses showered with contracts tailored to the contractor's desires.**
- **Pervasive political corruption -- exemplified by federal investigations into housing authority employees.**
- **Trash-filled broken, bumpy streets with crater-sized potholes.**
- **Competing for murder capital, and little confidence that the mayor or police chief are doing anything about it.**
- **\$153 million budget deficit (Baltimore), \$68 million (New Orleans).**
- **A strong executive form of government.**



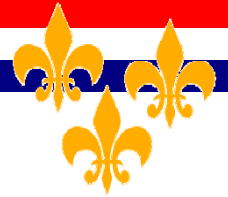
## **Baltimore: “A culture of failure”**

**“When I walked into this office, I inherited a \$2-billion budget, and 16,000 employees, all of whom had been wallowing in a culture of failure. ... The city’s sorry performance was fueled in no small part by a fundamental lack of accountability and sense of mission when it came to what government was supposed to be accomplishing day in and day out.”**

**-- Mayor Martin O’Malley, on achievements since his election in 1999**

**Baltimore had become “a city in love with its own victimhood.”**

**-- Baltimore Police Department sergeant**



## **Baltimore: Slow to change**

**“If information was used to make policy changes, they came about as a result of yearly reviews. Implementation took months, or even years. By the time a contemplated change was in place, the conditions that prompted the shift might no longer be relevant.”**

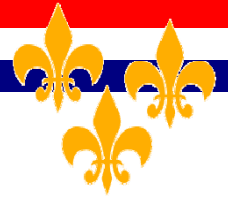
**-- Mayor Martin O'Malley, on achievements since his election in 1999**



# **Baltimore: “Replacing patronage politics with performance politics”**

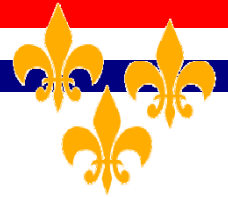
**“Through CitiStat and 311, together, we are relentlessly replacing patronage politics with performance politics. ... [using] customer service surveys, and data-measured performance across the array of vital city services. Progress and setbacks measured not just by inputs, but by outcomes.”**

**-- Mayor Martin O’Malley, on achievements since his election in 1999**



# The Baltimore CitiStat Strategy

- 1) **Accurate and timely data shared by all.** Previous and current stats published as tables, charts, maps, and graphs in briefing books, distributed to CitiStat participants.
- 2) **Effective tactics.** Agency officials meet with the mayor's office to discuss solutions to problems. What is working to improve a problem? What isn't?
- 3) **Rapid deployment of personnel and resources.** Department heads are given greater creative freedom, and responsibility, to implement solutions.
- 4) **Relentless follow-up and assessment.** What changed? Is the strategy working? Are there other statistics that can be used to measure performance? Re-evaluate benchmarks, set new goals, revise and adapt. Reward personnel who take educated risks, who learn from their results, and who show improvement.



# The Baltimore CitiStat Strategy

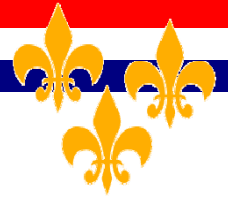
- **The principle target where the greatest reductions in waste could be found was city employee absenteeism and overtime (and liability associated with inexperienced substitute employees).**
- **Agency performance tracked in bi-weekly meetings run by the deputy mayor, and mandatorily attended by all department heads.**
- **The goal is to anticipate challenges, and to “replace a culture of delay and avoidance with a culture of accountability and results – monitored by technology.”**
- **Technology, transparency, and diffusion of decision-making responsibilities allows government to be faster, to be smarter, to be more accountable, and to change tactics in strategy more quickly.**
- **CitiStat raises expectations, and confidence, inside and outside government. Residents see improvements, and can check CitiStat reports on the Baltimore Web site, every week.**



# **Data-Driven Leadership**

**“Things that get measured are things that get done.”**

**-- Mayor Martin O'Malley**

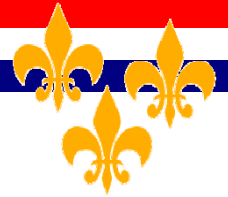


# Data-Driven Leadership

**When the Public Works director told O'Malley that the city didn't have any control over fleet management, O'Malley asked the director how many vehicles the city had in its fleet.**

**The director responded that that there were 6,000 to 6,500 vehicles.**

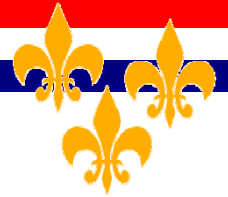
**Alarmed to hear such a high figure as a mere estimate, O'Malley was told, "Every organization has its weak points. We just never really got around to count all the vehicles."**



# Data-Driven Leadership

**When the Baltimore sanitation commissioner explained to deputy mayor Michael Enright at a CitiStat session that he was forced to exceed his overtime allotment because of broken trucks.**

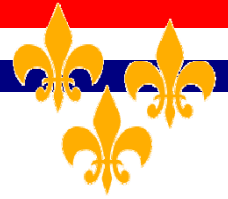
**When the fleet maintenance repair commissioner blamed the repair problem on employees who weren't showing up for work without even bothering to call in sick, Enright fired some of the employees – something unheard of in Baltimore history.**



# **Inter-Agency Cooperation**

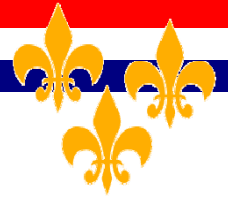
**Baltimore's rat-abatement program had languished due to an dispute between the sanitation and housing departments.**

**A CitiStat session resolved the problem once and for all by resolving that the sanitation department shouldn't need permission from the housing department to enter abandoned lots.**



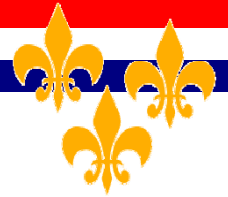
# The CitiStat Success

- **Shifted Baltimore's fiscal position from a \$153 million deficit, to \$350 million saved in seven years under Mayor O'Malley.**
- **Absenteeism dropped by as much as 50%, and overtime fell by 40%.**
- **In 2008, the lowest homicide rate in over twenty years: 234.**
- **Improved access to affordable housing.**
- **A 36 percent decrease in the number of children with lead poisoning; cases of serious lead poisoning down 61 percent.**
- **97 percent of potholes repaired within 48 hours.**
- **An increase in the effectiveness of drug treatment programs, attracting \$25 million in additional funding.**
- **More responsive, efficient, equitable services.**



# The CitiStat Success

- **High school graduation rates rose from 42% to 60%.**
- **Third-graders meeting state reading standards increased from 16% to 61%.**
- **More than doubled the amount of city contracts to minority- and women-owned businesses from \$45 million to \$94 million.**
- **Took control of 6,000 abandoned properties, and sold 1,000 of them.**
- **Reduced rate of teen pregnancy from 12% to 8%.**



# **New Orleans: Room for Improvement**

**Does anybody know: What are the measurable indicators showing the pace of recovery, and whether recovery activities answer priorities established by the community as part of the many recovery planning processes?**

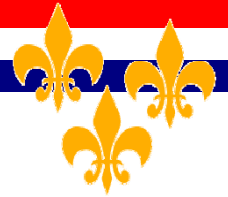
- **“The 2009 Operating Budget includes more than \$668 million in Special Revenue Funds ... [but] most of the recovery funds are appropriated simply as line items with no program descriptions and almost no information about how the funds will be used.”**
- **“The citizens of New Orleans have been short changed by the decision to appropriate funds for a major portion of the City’s recovery plan through non-descriptive language buried deep in the 2009 Operating Budget.”**
- **Office of the Inspector General, City of New Orleans, “Review of the 2009 Budget Process for the City of New Orleans, 10/2/2009.**



# **New Orleans: Room for Improvement**

**The \$68 million budget shortfall. How is New Orleans going to balance the budget in future years without taking an axe to all programs?**

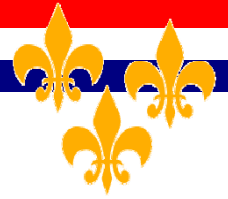
- Across-the-board cuts were criticized by the OIG Review of the 2009 Budget Process as being like “taking a blow torch to the family car.” Strategic financial management requires cutting programs that are ineffective, not cutting programs with proven, measurable records of answering high-priority needs.**
- “Descriptions of some programs funded in the Operating Budget are so vague as to be meaningless. The Operating Budget does not include organizational charts or provide a clear picture of how departments are staffed or operated.”**
- Office of the Inspector General, City of New Orleans, “Review of the 2009 Budget Process for the City of New Orleans, 10/2/2009.**



# **New Orleans: Room for Improvement**

**When programs and services are cut back, how will citizens be assured of the same (or better) levels of service?**

- **The OIG identified \$10 million in savings found in the Mayor's office. New Orleanians pay \$32 more per citizen than residents in a ten-city survey.**
  - **“New Orleans is remarkable for its high costs for sanitation services.” New Orleanians pay \$134 per resident compared to an average cost of \$69 in a survey of eight other cities.**
  - **New Orleans budgets \$384 per person for police compared to a ten-city average of \$318 (Cincinnati and St. Louis spent more per person). Savings: \$21 million.**
  - **New Orleans budgeted the least per person for parks and recreation in a nine-city average -- \$33 per person, compared to \$65 per person elsewhere.**
- Office of the Inspector General, City of New Orleans, “Review of the 2009 Budget Process for the City of New Orleans, 10/2/2009.**



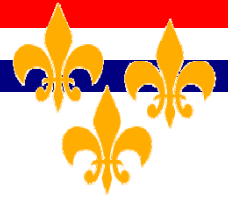
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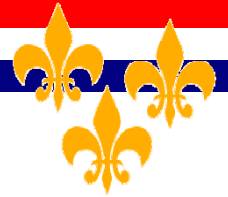
# **New Orleans: Room for Improvement**

- “Surprise demolitions”:** The many examples of inter-agency failure producing errant demolitions of properties issued building permits only ceased because the city stopped all demolitions.
- **Information systems disasters are ongoing in other departments – for example, in NORA abandoned property records.**
- **See the Bureau of Governmental Research reports on blight, “Mending the Urban Fabric,” Parts 1 & 2 (<http://www.bgr.org/reports/category/blight/>).**



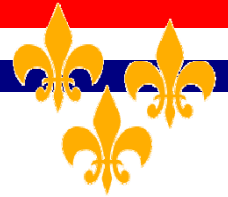
# Washington, D.C.: The CapStat Model

- **CitiStat-plus: Data-driven leadership, but also improved public access to data.**
- **Improved transparency achieved through the publication of live operational city data on the city's Web site (RSS, GeoRSS, XML, Text, Shapefile, KML).**
- **The D.C. Data Catalog allows for independent verification of city performance, eliminating the suspicion of “cooking the books.”**
- **Mayor Anthony Williams wanted to target crime reduction in hot spots, and improve public health and safety, but didn't have access to data.**
- **370 separate, unlinked, redundant computer systems, including 9 separate mainframe computers “dating back to the disco era.”**
- **Interagency data sharing was impeded by each of the city's 66 agencies operating as a technological fiefdom.**



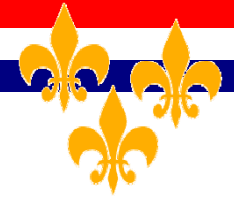
# The D.C. Apps for Democracy Contest

- **Small cash prizes to private developers for winning applications that used city data.**
- **47 applications developed in 30 days for less than \$50,000.**
- **D.C. Historic Tours was a popular application during the inauguration.**
- **Stumble Safely used maps of crime and bars to identify safe routes after bar closing.**
- **iPhone alerts of crime and building permits provided an early warning system for residents.**
- **A new 311 system API (application interface) now gives programmers the ability to develop applications that allow complaints to be entered with third-party tools.**
- **Logic that competition in the marketplace of ideas will reward talent and usability, instead of politically-connected contractors.**



# The Need for Data in New Orleans

- **Neighborhood leaders say that the lack of access to city data is an impediment to the recovery. Uncertainty is the enemy of progress. The lack of data fuels uncertainty.**
- **Non-profit organizations say that the lack of access to city data prevents them from measuring the impacts of their work, as required in many foundation grants.**
- **The lack of access to data produces a lack of confidence in the credibility of the police and other city agencies.**
- **Access to data is an essential need in a contemporary democratic society when most government transactions are handled digitally.**



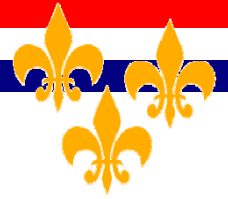
# The NolaStat Policy Reform

## The City of New Orleans should:

- 1) **Create a NolaStat Data Catalog, replicating D.C. Data Catalog model.**
- 2) **Create NolaStat Accountability Sessions, modeled after Baltimore's CitiStat, D.C.'s CapStat, and many other successful examples in more than a dozen other cities.**
- 3) **Create a NolaStat Office of Transparency & Accountability, staffed with technical professionals and analysts, to institutionalize the model, and follow best practices.**

## Separately:

- 4) **“The NolaStat Project” would be a non-governmental organization to provide independent oversight of reforms, outreach to the community, and to engage the public in innovative activities such as an “Apps for New Orleans” contest.**



# How to Implement NolaStat

**Focus on the 2010 New Orleans municipal elections.**

**1) Raise public awareness:**

**-- Bumper stickers, a petition, blog, appearances at neighborhood meetings and organizations.**

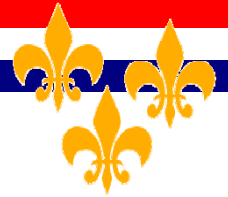
**2) Raise candidate awareness:**

**-- Briefings, furnishing talking points, letters of support, signed pledges.**

**3) Use best-available data to build applications that serve high priorities:**

**-- Crime, building permits, zoning variances, public meetings, Council meetings.**

**4) EngageNOLA?**



## For More Information

- **Visit the Washington, D.C., CapStat Web site:**  
-- <http://capstat.oca.dc.gov>, or <http://dps.dc.gov>
- **Advancing public safety in New Orleans:**  
-- <http://citizencrimewatch.org>
- **Visit the NolaStat Web site:**  
-- <http://NolaStat.org>
- **Liberating San Francisco data:**  
-- [DataSF.org](http://DataSF.org)
- **New York City's Big Apps competition:**  
-- <http://www.nyc.gov/html/datamine/html/home/home.shtml>, <http://nycbigapps.com>
- **President Obama's open data initiative for federal records:**  
-- [Data.gov](http://Data.gov)