

MAYOR'S OFFICE OF INNOVATION

2023 Action Plan



City of Charleston

2023 Priorities



Maintain **public safety** in a way that **respects and protects** all our citizens.



Protect our city and citizens from the impact of **flooding** and **sea level rise**.



Increase the supply of **attainable** and **affordable housing** to meet the needs of all citizens.



Enhance and diversify our **transportation infrastructure** to prioritize efficiency and safety.



Foster **economic empowerment** to build an **inclusive** and **equitable** community.



Actively enhance and preserve the **neighborhood livability** and **resident quality of life** that make our city so special.

In 2018 Mayor John Tecklenburg created the position of Chief Innovation Officer to...

foster a culture that values collaboration to drive citizen-focused and data-driven solutions that improve delivery of services

Since inception, the innovation office has launched a stat program using data to analyze how the city is performing on the Mayor's highest priorities, put forth an open data policy that was adopted by City Council in January 2021, and worked with our consultant to develop an internal training program that teaches process improvement skills.

In 2022 the City was accepted to a year-long Innovation Training Program through Bloomberg Center for Public Innovation at Johns Hopkins University. The training is designed to help cities adopt design-based innovation techniques that engage residents in testing, adapting, and scaling creative ideas with lasting impact. 13 city staff participated in the training program and conducted 61 stakeholder engagements in their work.

In 2022 the City was a selected recipient of the Bloomberg Harvard City Hall Fellowship program. As a recipient, Shannon Slade, a Harvard graduate will work in the innovation office through August 2024. It is a paid, two-year fellowship to support cities in developing and deepening capabilities to address pressing municipal challenges.

The Team



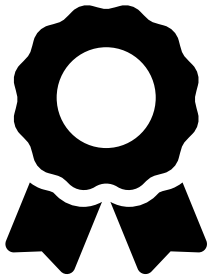
Tracy McKee
Chief Innovation Officer



Shannon Slade
Harvard / Bloomberg Fellow



2022 BY THE NUMBERS



2 AWARDS

Municipal Association of SC
Achievement Award

SC American Planning Association
Innovative use of Technology Award

15 new BRIDGE Academy graduates

2,277

ENGAGEMENTS VIA THE PUBLIC MEETING PORTAL

Public Meetings on City
Performance

14

2,350+

HOURS OF INNOVATION
TRAINING FOR CITY
STAFF

\$58,032

saved by BRIDGE Academy
graduate improvement
projects

Bloomberg Harvard
Fellow

1

percent of publishable city
data available online

77%



INNOVATION

Continue to create opportunities for city staff to learn, develop, and implement design-based innovation techniques that engage residents and improve service delivery.

With the help and guidance of our consultant The Novak Group, now Raftelis, the city launched the **BRIDGE** (Building Resilient Innovative Data-Driven Government Employees) Academy in 2021.

Since inception, 42 city employees have completed the four-day course that focuses on:

- Develop a common understanding of process improvement techniques
- Teach and empower staff to effectively use data to inform decision-making
- Develop internal knowledge and skills to address barriers to equity and inclusion in city processes
- Connect staff to break down organizational barriers and silos

In 2023, the city plans to begin

LEADING DEPARTMENTS

Budget, Finance & Revenue Collections

implementing a train-the-trainer program so that the city can begin shifting to a staff led training program to reduce reliance on our consultant.

GOAL
01

Increase the development and implementation of BRIDGE Academy skills to improve service delivery.

ACTIONS

- 1.1** Formalize a BRIDGE Academy recognition program.

ideas and progress.
- 1.2** Hold quarterly meetings with BRIDGE graduates to share project

1.3 Develop a city team of BRIDGE Academy instructors.

MEASURES

- » 10% of graduates submit a BRIDGE Academy recognition project.

» 50% of BRIDGE Academy content is taught by city instructors in the October session.



PERFORMANCE MANAGEMENT

Establish a framework that fosters an environment of accountability and collaboration for measuring performance on the Mayor's highest priorities.

PriorityStat is a stat program inspired by Baltimore's CitiStat. A stat program uses data to analyze how the city is performing. Traditional stat programs focus on departments or service lines. Charleston's PriorityStat promotes collaboration by focusing on the Mayor's highest priorities.

Measuring performance ensures that we are making progress on our city's most urgent challenges and helps leadership understand why when we are falling short. This is more important than ever as the City's staff per capita continues to decline (14.7 per 1,000 residents in 2000 to 12.7 in 2021) as the population grows at an unprecedented rate of 25% from 2010 and 55% since 2000.

Measuring performance can also help ensure the budget is supporting programs that demonstrate intended outcome

LEADING DEPARTMENTS

Emergency Management

Fire

Housing & Community Development

Police

Public Service

Stormwater

Sustainability

Traffic & Transportation

achievement and highlight resource deficiencies in critical programs and services.

Charleston launched PriorityStat in 2020 with it’s first module, FloodStat. In the 100 years that sea level has been measured in Charleston Harbor, local sea level has risen 1.07 feet and is expected to escalate, projected to rise an additional 2-3 feet by the year 2070.

Increase in local sea level has increased the number of days citizens are impacted by nuisance flooding¹. In the 1950s, the city was impacted 2.1 days per year on average by nuisance flooding. In the past five years, that average is now 60.8 days per year. Nuisance flooding can become life-threatening when vehicles or pedestrians try to navigate flooded streets and sidewalks. Nuisance flooding can also damage private property and negatively impact the economy when critical transportation connectors become impassable.

In 2021, the City launched HousingStat. In 2024, with additional staffing we plan to launch a MobilityStat and QualityStat.

GOAL
01

Strengthen the performance indicators being measured in PriorityStat.

ACTIONS

- 1.1

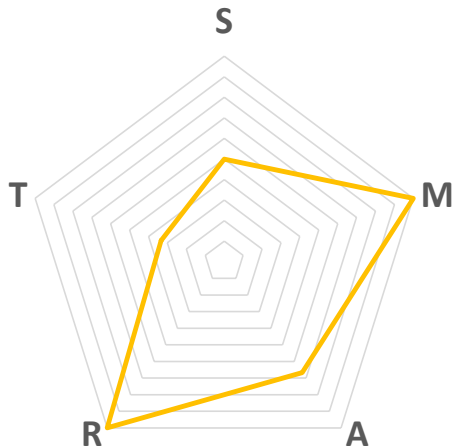
Convene regular internal meetings to help departments fine-tune their **SMART** measures.
- 1.2

Revive the Data User Group to strengthen data literacy and using data confidently

S	Specific	The goal is clearly defined.
M	Measurable	The goal can be measured.
A	Achievable	The goal is reasonable
R	Relevant	The goal aligns with the bigger picture
T	Timebound	The deadline for achieving the goal

MEASURES

Sample SMART Strength Score



- » Increase the average SMART strength score of FloodStat measures from 7.1 to 8.7 in 2023.
- » Increase staff attendance by 10% at PriorityStat meetings in 2023.

GOAL 02

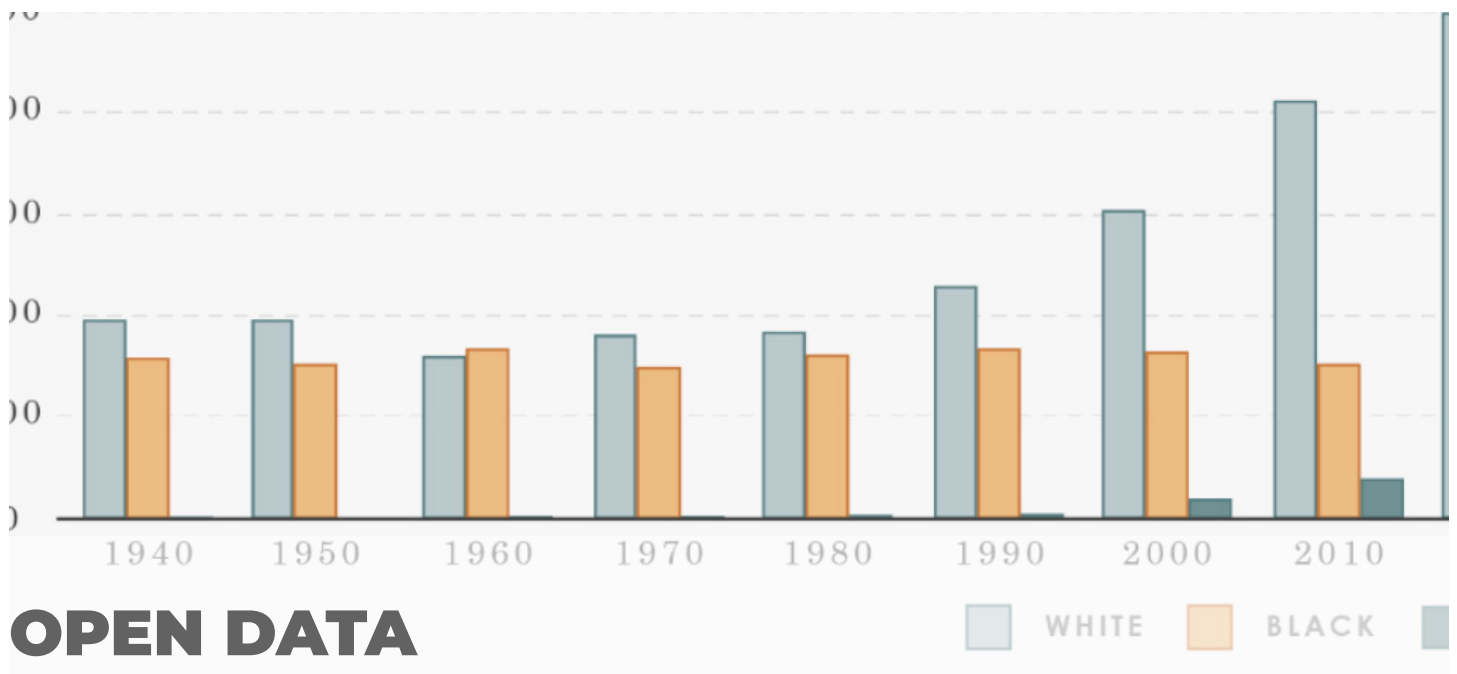
Increase participation and awareness of our PriorityStat program.

ACTIONS

- 2.1** Convene regular public meetings for sharing progress.
- 2.2** Execute the 8-week work cycle for PriorityStat meetings to maximize awareness and attendance.
- 2.3** Build relationships with local data experts and users to help create and share relatable and impactful data stories with citizens.

MEASURES

- » Increase public attendance by 100% at PriorityStat meetings in 2023.



OPEN DATA

Execute and build upon the city’s Open Data Policy that memorializes the City’s commitment to an open and transparent government.

The city adopted an Open Data Policy in January 2021. Since then, an inventory of more than 100 datasets has been created and departments are actively working to publish some key datasets identified as priorities for their department.

In 2022, Charleston was selected to participate in the Bloomberg Philanthropies City Data Alliance. Through that engagement, the city developed a data strategy to serve as a three-year guide to advance our use of data and improve outcomes.

Some of the actions outlined in that strategy focus on strengthening the City’s Open Data Policy. Those actions have been incorporated into this document.

LEADING DEPARTMENTS

Budget, Finance & Revenue Collections

Information Technology

Internal Audit

Legal

GOAL 01

Ensure that the City's authoritative data is treated with the full respect it demands as a vital city asset.

--- ACTIONS ---

- | | |
|---|--|
| <p>1.1 Build an internal web-based inventory update tool so data coordinators can easily and efficiently update their department's authoritative data sources.</p> <p>1.2 Implement a data advisory council for generating, reviewing and</p> | <p>approving policies and procedures that guide the City's use of data.</p> <p>1.3 Create a Data Governance Charter to better serve citizens and improve the quality of life of residents through the ethical, equitable, and effective use of data</p> |
|---|--|

--- MEASURES ---

- » 90% department compliance on updating the city's data inventory in 2023.

GOAL 02

Increase public awareness and utilization of the City's Open Data

--- ACTIONS ---

- 2.1** Assist in the execution of departmental data publishing plans
- 2.2** Provide an Open Data report to City Council
- 2.3** Develop an Open Data use tracking and reporting protocol.
- 2.4** Hold an Open Data Day celebration that is open to the public.
- 2.5** Continue to build open data help videos.

--- MEASURES ---

- » Increase percentage of “public” or “P1” datasets published from 77% to 85% in 2023.
- » 85% execution of departmental data publishing plans in 2023.
- » Launch one additional open data training video per quarter in 2023.