

# Scaling Performance-Management-as-a-Service in South Bend

## We're Covering

- Launching quick, high-value executive data briefings
- Using Targeted Analytics to Trigger Executive Action
- Transitioning from "report builders" to "strategic partners" who move the needle on the org's most critical goals



# Meet Our Team in South Bend



**Hi! I'm David**

I lead South Bend's Data & Performance Team.

We do performance management, evaluations, process improvement, GIS, and data transparency work.



**Meet Hannah, Jon, David 2.0, Matthew, and Thomas**

They make the magic happen.

They're Business Analysts, Data Engineers, and GIS Specialists.

# Our Story | Performance Management in South Bend



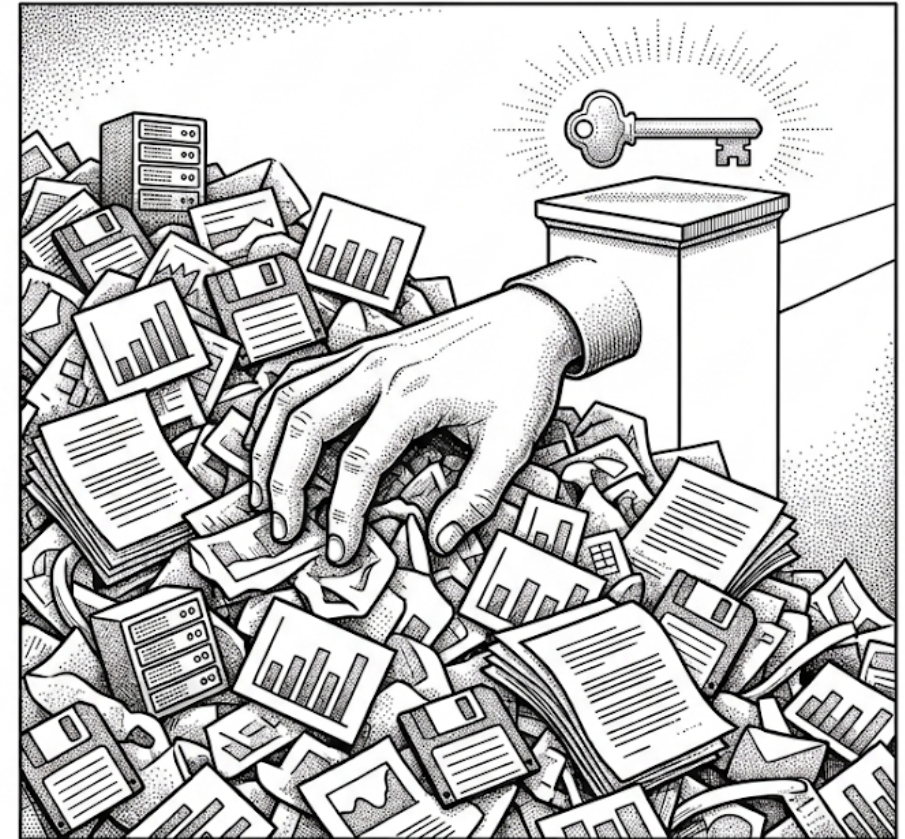
# The (first) Problem

Data-rich, but insight-poor

- **Long meetings, long horizons** – strategic topics that rarely moved the operational needle
- **Heavy lift on the data team** – building decks, pulling numbers, owning the narrative
- **Rehearsals before the rehearsal** – pre-briefs and dry-runs with departments on how to present
- **Big effort, small impact** – polished conversations, few decisions, fewer changes on the ground

# THE DATA TRAP

(Data-Rich But Insight-Poor)



From complex dashboards to operational wins.

# City Performance Management Approach

## We're going from this...

- Regular, quarterly meetings with a big group
- Focus on cross-departmental performance management projects directed by the Mayor's Office
- Work delivered and championed by I&T
- Overall, very strategically focused performance management program



## ...to this

- Automated email-based dashboards, reports (with an option to meet if needed)
- Mix of Mayoral projects and Department-specific projects
- Work delivered by I&T and championed by the Department
- Overall, more operationally focused performance management program

# The (first) Solution: “Data Huddles” on City Service Requests

## Goals

### 1 "I know what's going on"

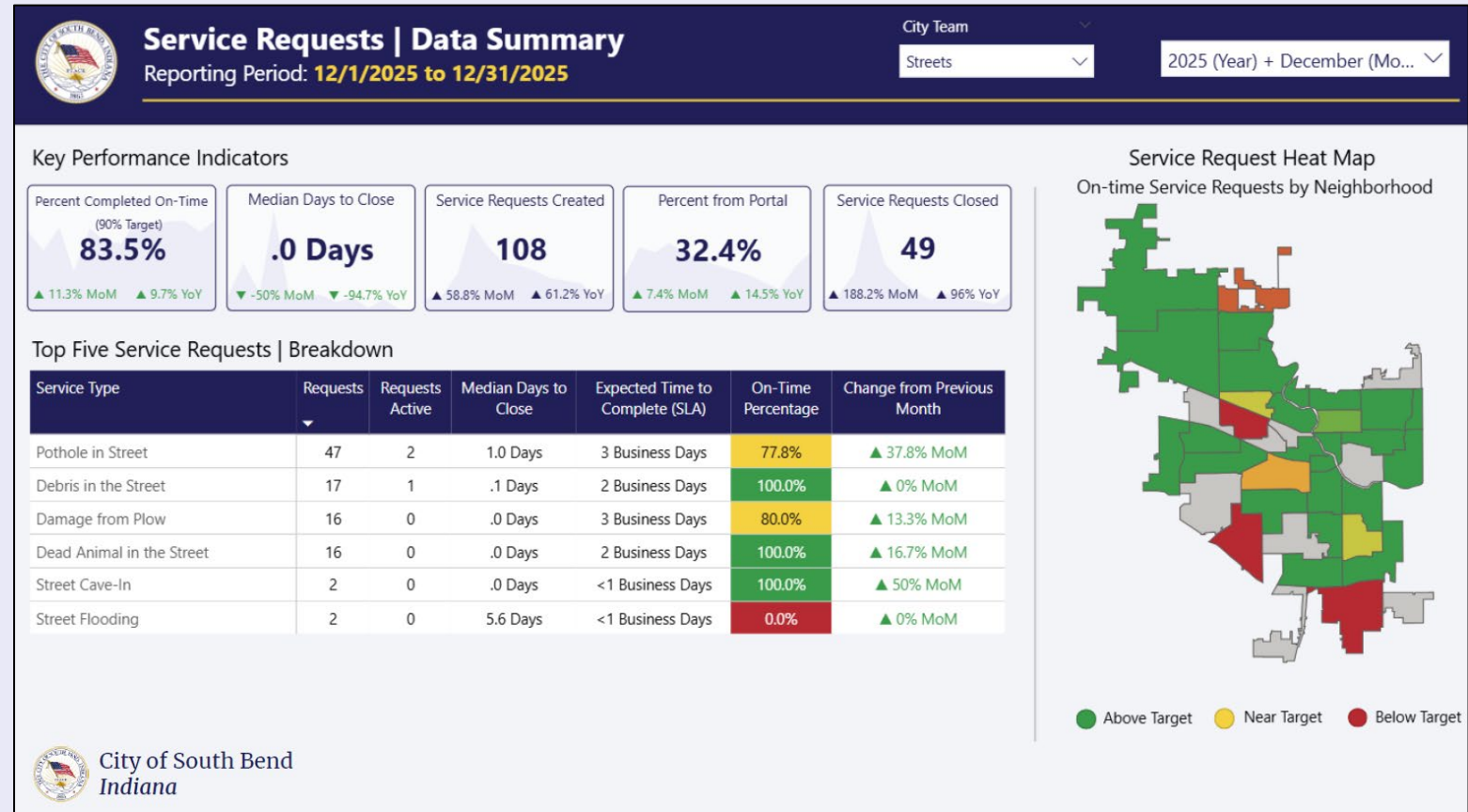
Relevant City Leadership is aware of key data associated with Mayoral Priorities

### 2 "I know my part in forwarding City goals"

Relevant City leadership can shape/contribute to this goal

## Format

- 30-minute briefings on operational data + progress towards goals.
- Meeting held to review data and identify next steps to drive performance improvement for residents.



Data Review Slide Example for Service Request Data Huddle

# City Service Tracker | KPI Data Visualizations

## The Brass Tax – What’s Happening Right Now?

- Reporting Period (Last Month)
- Percent of service requests completed on time
- Median days to close service request
- Number of service requests created/closed
- Service request origin (call vs. online)

## The Context – Is This Normal?

- Month over month performance comparisons
- Year over Year performance comparisons
- Trend line graphs

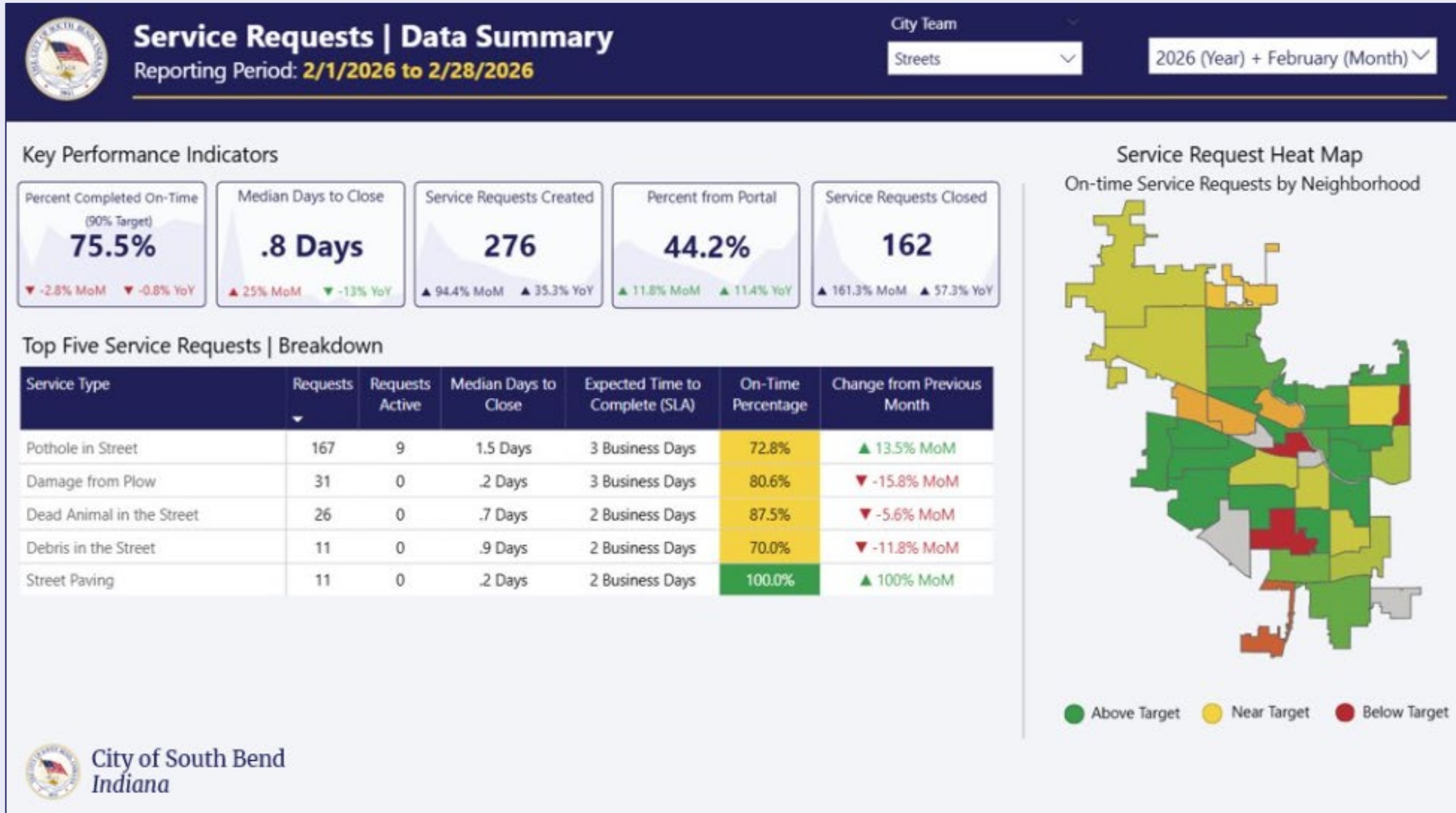
## The Priority – What Do Residents Care About?

- A breakdown of the top five most requested service requests
- Number of service requests
- Expected time to complete (Service Level Agreement)
- On-time percentage
- Change from previous month

## The Map – Where Is This Happening?

- Neighborhood-level breakdowns by on-time percentage (red/yellow/green)

# The (first) Solution: “Data Huddles”



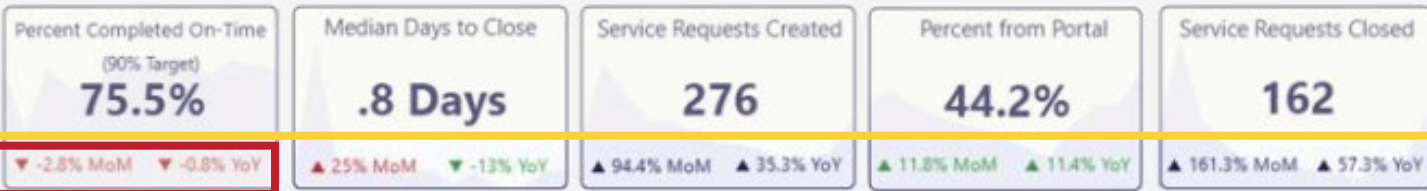
# The (first) Solution: "Data Huddles"

The Brass Tax - What's Happening Right Now

**Service Requests | Data Summary**

City Team: Streets | Reporting Period: 2/1/2026 to 2/28/2026 | 2026 (Year) + February (Month)

## Key Performance Indicators



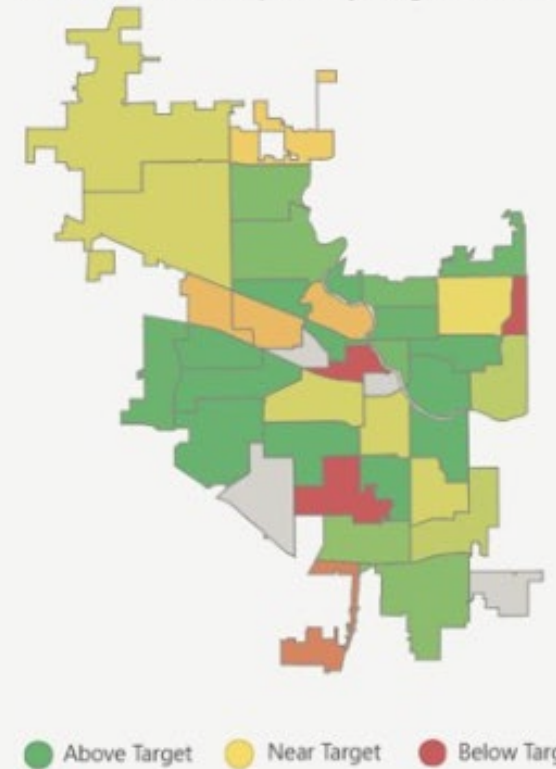
Context - How Does This Month Compare?

## Top Five Service Requests | Breakdown

Service Type	Requests	Requests Active	Median Days to Close	Expected Time to Complete (SLA)	On-Time Percentage	Change from Previous Month
Pothole in Street	167	9	1.5 Days	3 Business Days	72.8%	▲ 13.5% MoM
Damage from Plow	31	0	.2 Days	3 Business Days	80.6%	▼ -15.8% MoM
Dead Animal in the Street	26	0	.7 Days	2 Business Days	87.5%	▼ -5.6% MoM
Debris in the Street	11	0	.9 Days	2 Business Days	70.0%	▼ -11.8% MoM
Street Paving	11	0	.2 Days	2 Business Days	100.0%	▲ 100% MoM

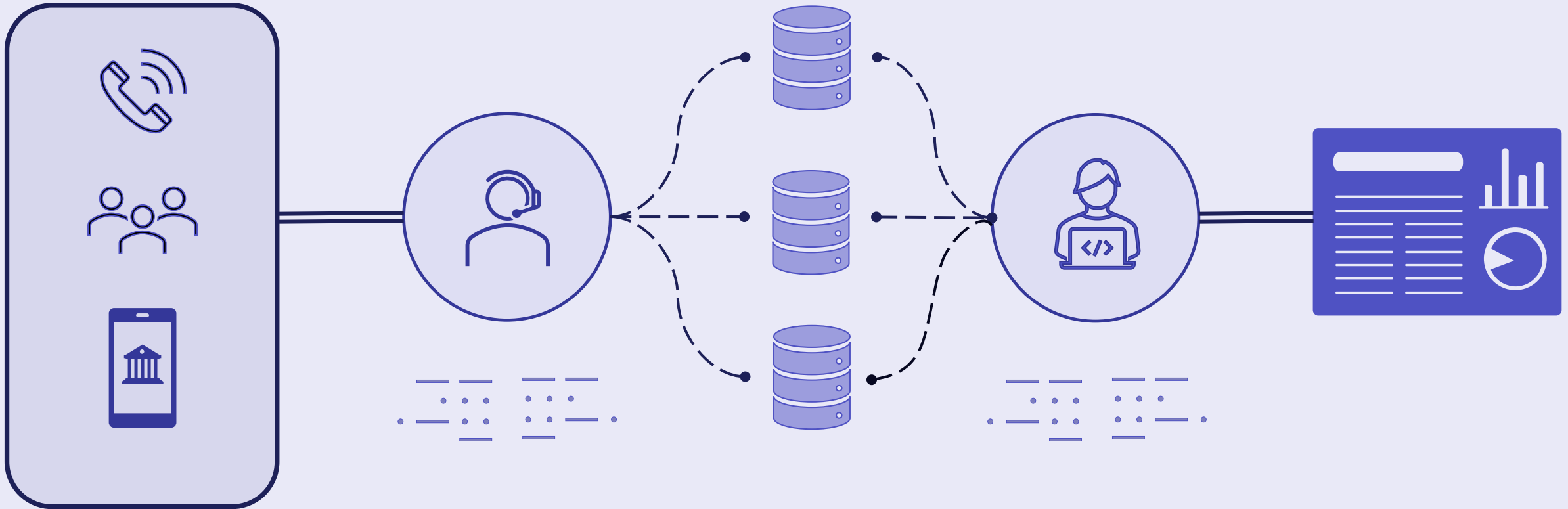
The Priority - What Do Residents Care About

## Service Request Heat Map On-time Service Requests by Neighborhood



Geography - Where Is It Happening?

# The Data Pipeline: Meeting Teams Where They Are



**Calls + Online Forms**  
Resident-Initiated Service Requests

**City CRM**  
Microsoft Dynamics, managed by City 311

**Work Order Systems**  
Requests dispatched to City teams with unique workflows

**Data Lake**  
Data routed to reporting server, managed via SQL

**Service Request Dashboard**  
Data processed and visualized via Microsoft Power BI

# The (second) Problem

Report-Builders, not Strategic Partners

- **Decision fatigue is real** – executives juggle hundreds of calls a week, each one taxes the next
- **Good data isn't enough** – clear numbers still produced unclear next steps
- **The bottleneck wasn't just insight** – it was the cognitive load of deciding when something warranted action
- **Enter the Danger Zone** – a pre-defined diagnostic that makes the call for them



# Highway to the “Danger Zone”

Identifying Candidates for Process Support Sprints

## 1. What is the Danger Zone?

The "Danger Zone" is a diagnostic view of our most critical service delivery gaps. It filters our request types by two specific criteria:

- **The Threshold:** Any service request with an on-time completion rate **below 90%**.
- **The Lookback:** Performance sustained over the **last three months**.
- **The Priority:** Sorted by **Volume** (Total Requests) so we focus on the issues impacting the most residents.

## 2. Why Use This Tool? Turning Data into Action

High-volume requests consistently falling below our 90% benchmark are a signal to that there may be a bottleneck — whether that's a staffing gap, a software glitch, or a broken hand-off between teams — that you shouldn't have to solve alone.

When a service request enters the "Danger Zone," the huddle discussion pivots to:

- **Why?** Is it a seasonal surge, equipment failure, or staffing vacancy?
- **Can we Sprint?** Would a 2-week deep dive into the process help resolve the delay?
- **The Goal:** Moving the needle back above 90% before the next full monthly sync.



# Service Requests | Danger Zone

Reporting Period: 2/1/2026 to 2/28/2026

City Team

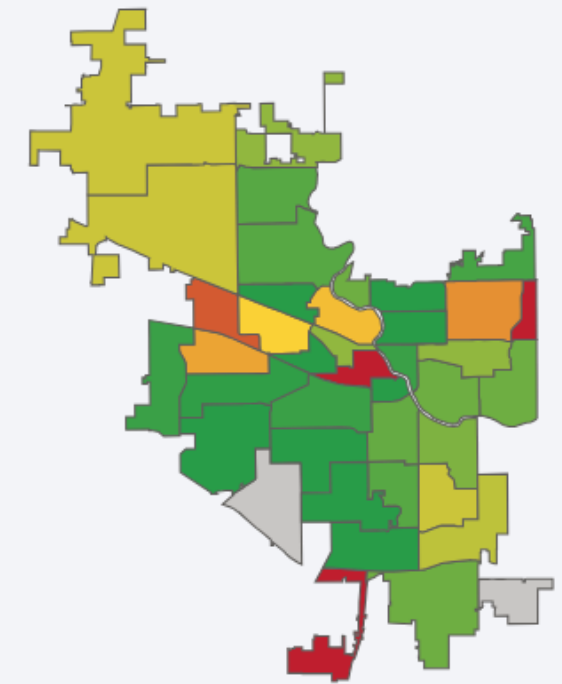
Multiple selections

2026 (Year) + February (Month)

## Service Requests with < 90% On-Time Completion for Last Three Months

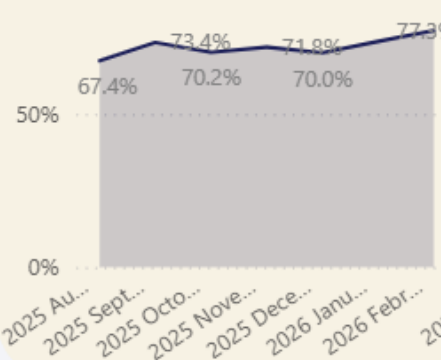
Service Type	Requests	On-Time % This Month	On-Time % Prev Month	On-Time % Prev 2 Month	Median Days to Close	Expected Time to Complete (SLA)
...	167	73%	76%	59%	1.5 Days	3 Business Days
...	121	88%	77%	85%	.8 Days	2 Business Days
...	17	82%	0%	73%	1.1 Days	3 Business Days
...	17	50%	29%	57%	.5 Days	<1 Business Days
...	11	73%	79%	88%	.0 Days	2 Business Days
...	7	80%	72%	55%	.0 Days	2 Business Days
...	4	50%	82%	71%	2.0 Days	3 Business Days

## Service Request Heat Map On-time Service Requests by Neighborhood

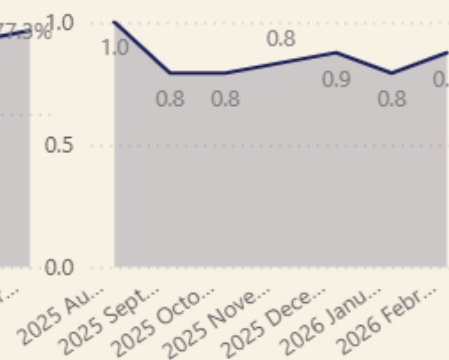


### Last 6 months summary

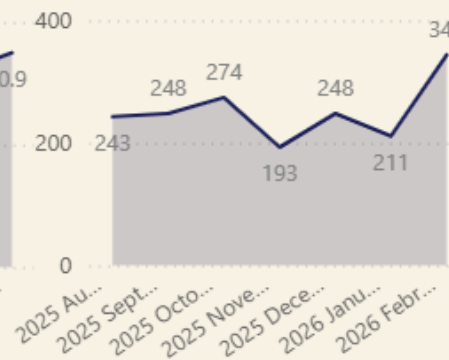
On-Time Completion Percentage



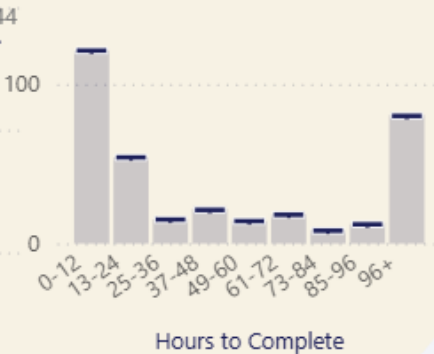
Median Days to Complete



Service Requests



Distribution of Service Requests by Time to Complete



8/1/2025

2/28/2026

# The Blueprint: How We Partner with Other City Teams

A 2-week deep dive to clear bottlenecks and improve service delivery

	Process Mapping	"Dark Data" Support	Intake Optimization	Capacity Analysis
The Pain Point	"The manual says X, but we actually do Y."	"The info I need is stuck in paper logs/emails."	"Residents aren't giving us what we need."	"We're working hard, but the volume is too high."
The Service	Process mapping and bottleneck identification	Digitizing & cleaning data	Reviewing KBAs, service request forms	Staff-hour & demand forecasting
Deliverable(s)	A "Current State" map that identifies where the "clog" is, (e.g. a software bottleneck, supervisor approval delay, etc.)	A one-time data cleanup and a simplified, automated method for staff to capture that data moving forward.	A redesigned 311 intake form or clearer resident-facing instructions to ensure "Clean Input" from the start.	Data-backed briefing to justify seasonal hiring or equipment requests

# Why Performance-Management-as-a-Service Works in South Bend

## Culture

- From **high-stakes performance** → to **low-stakes routine**
- From **data team as authority** → to **data team as facilitator**
- From **stoic posturing** → to **genuine curiosity**
- From **fear of being wrong** → to **shared ownership of the signal**

## Impact

- A **21% improvement** in Solid Waste container delivery times after data huddle flagging.
- A **surge in pothole reporting accuracy** from **60.7% to 97.9%**.
- Gaining **executive buy-in** to launch data huddles on strategic policy areas, such as a Vulnerable Outreach & Response (VOR) huddle to coordinate across departments around homelessness.

# Our Story | Performance Management in South Bend



# Appendix



# City Performance Management | 2026

## Strategic Roadmap



**Vulnerable Outreach + Response**  
Recurring Monthly



**Service Request Response**  
Recurring Monthly



**VPA Impact**  
Recurring Quarterly



**Customer Experience**  
Recurring Quarterly



**Fire Operations**  
Recurring Quarterly

### Data Huddles

Mayor's Office Briefings

### Evaluations



Group Violence (GVI)

Calls for Service

Drone-as-First-Responder (DFR)

### KPI Reporting



Utility Assistance

Vehicle Collisions

Neighborhood Enforcement

Park Visits

Real-time Crime Center

Evictions

### Performance Management

Impact Assessments, Performance Reporting

### Public Safety

Police

Fire



### Good Government

Customers

Spending

Service Requests



### Strong Neighborhoods

Streets

Sidewalks

Code Violations



### Government Transparency

Public Dashboards, Open Data Portal

