

2008 NASCIO Recognition Awards Application

Digital Government: Government to Citizen (G to C)

State: District of Columbia, Washington D.C.

The CapStat Website: Building a City that Works featuring DC Data Catalog, Data Feeds and Summary Reports

B. Executive Summary

CapStat: Building a City that Works Website with DC Data Catalog and Data Feeds, and Summary Reports

CapStat is a performance-based accountability program that uniquely identifies opportunities to make District government run more efficiently, while providing a higher quality of service to its citizens. The program is modeled after Baltimore's CitiStat, however is tailored to the needs of the District of Columbia. DC Mayor Adrian Fenty's program offers a methodical process for consistent and proactive focus on improving government performance on high priority issues that cut across the boundaries of 54 city agencies. This process takes form in CapStat accountability sessions. In each session, the Mayor and City Administrator bring into one room all executives responsible for improving performance on an issue, examine performance data, and explore ways to improve government services, as well as make commitments for follow-up actions.

The CapStat Director reports to the City Administrator. Each District agency participates in the program. Agency directors prepare for a session by examining their agency performance measures and determining how they can improve their results. Staff from the Office of the City Administrator (OCA) work very closely with directors to help them prepare for CapStat sessions.

CapStat Program Facts:

- Accountability sessions are the heart of CapStat.
- CapStat sessions take place at least once a week.
- Meetings are scheduled according to needs and opportunities for improvement.
- Follow-up meetings are regularly scheduled to revisit topics, discuss progress and identify bottlenecks.
- CapStat allows directors to ensure their agency's performance indicators are accurate and meaningful. This means identifying what outcomes their customers care about and making sure performance measures reflect the customer's experience.

The CapStat site is ultimately designed to provide a safer, healthier life for District residents by featuring an open government, communicating progress and promoting services to the public, and providing a single point of access to government transparency. Residents can access information pertaining to government performance at <http://CapStat.oca.dc.gov>.

The site contains performance data from CapStat Sessions and the website is updated after each session to provide links to full-length session videos, resulting action items from the session, and a revised schedule of upcoming topics.

The site also includes Performance Plans and Reports by Agency. Each agency must publish an annual report outlining their Key Performance Indicators. Currently, The Office of the Chief Technology Officer (OCTO) publishes the FY07 Performance Accountability Reports and FY08 Performance Plans.

C. Description of the business problem and solution, including length of time in operation.

The CapStat website, DC Data Catalog and Data Feeds application, and Summary Reports, were released in October 2007 (7 months at the time of submission deadline) as a way to increase open governance, improve citizen services, and provide government operational data to citizens. DC Government is committed to creating an environment of accountability and transparency, a theme that is evident from the very highest level of government.

"My promise is simple. District Government must become accountable to the people of our city. ...My promise will not be broken." Mayor Adrian Fenty

The Office of the City Administrator (OCA) sought a timely way to show citizens that all DC agencies work together and are committed to enhancing education, health and human services, public safety, infrastructure and environment, jobs and housing, and government operations.

The CapStat website was created by OCTO's Citywide Data Warehouse (CityDW) program. Working with OCA and the CapStat team, CityDW built the three applications that are a step forward in making access to government information easy to use and transparent.

The **CapStat** site is for District citizens and provides a single point of entry to government transparency. Residents can easily access information pertaining to government performance at <http://CapStat.oca.dc.gov>.



The screenshot shows the CapStat website interface. At the top, there are navigation tabs for 'District of Columbia', 'MAYOR FENTY', 'DC GUIDE', 'RESIDENTS', 'BUSINESS', 'VISITORS', 'GOVERNMENT', and 'FOR KIDS'. Below the tabs is a header section with the title 'CapStat: Building a City That Works' and a brief introduction. The main content area is divided into several sections: 'Issues in the Spotlight' featuring articles on '311 for Service, 911 for Emergencies' and 'Emergency Evacuation Planning'; 'See District Government Working for You' with links to 'Performance Plans and Reports' and 'Neighborhood Information'; and a sidebar on the right with 'City Information' and 'Get Involved, Stay Involved' sections. The footer contains various utility links like 'Telephone Directory by Topics', 'Agencies', 'DC Council', 'Search', 'Elected Officials', 'Feedback', 'Translations', 'Accessibility', 'Privacy & Security', and 'Terms & Conditions'.

The **DC Data Catalog and Data Feeds** application (<http://data.octo.dc.gov>) was released in October 2007 as a way to quickly and easily provide government operational data to citizens. The data that is shared with the public is collected and stored by the Office of the Chief Technology Officer and the Citywide Data Warehouse (CityDW) program. The data from the district agencies is made available to city managers and workers in multiple applications and data analysis tools.

Summary Reports. <http://reports.citydw.octo.dc.gov/> Users may access prepared reports to monitor government performance based on operational data provided for: Law Enforcement, Service Requests, Housing Complaints, Public Space Permits, and Registered Vacant Properties.

Presenting the data in a usable format accomplishes the administration's goal of holding government accountable to the citizens by creating a high level of transparency. The Data Catalog and Data Feeds provide real-time data from multiple agencies to citizens, a catalyst ensuring that agencies operate as more responsive, better performing organizations. OCTO allow anyone with internet access to view/download government data directly, eliminating the middle man. This process allows users to connect to our data at any time, day or night, without delays common in other governments (common delays include long forms, being redirected to the "appropriate" contact, etc).

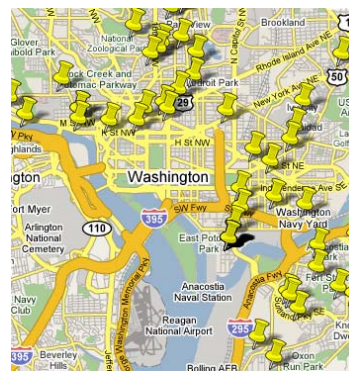
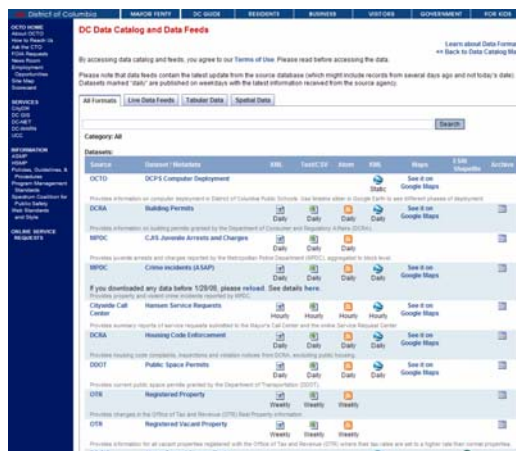
Data Feed users outside of DC Government have created their own applications to publish DC data and further present city operational data to the masses. Community bloggers, private crime mapping sites, and even Yahoo have used our data feeds in their applications. The Data Catalog

and Data Feeds have been praised by many as being light-years ahead of other jurisdictions. When it comes to the data presentation and accessibility, other city governments have referred to our program as a “goal” model, and others have stated they would like to work with us to implement a similar process

Working with OCA and the CapStat team, the Citywide Data Warehouse incorporated the DC Data Catalog and Data Feeds into the CapStat transparency website (<http://capstat.oca.dc.gov>), taking a step forward in making access to government information easy and available to the general public.

Users may subscribe to live data feeds and access raw data in XML, Text/CSV, KML or ESRI Shapefile formats. In addition to CSV and RSS formats used before data are now published in the new format, called KML. KML is a file format used to display geographic data in an Earth browser such as Google Earth, Google Maps, and Google Maps for mobile.

Crime incidents, service requests, and other operational data can be accessed by most desktop spreadsheet applications with just a few clicks, or viewed in Google Maps or Google Earth in one click. The full Data Catalog provides over 200 datasets that are updated on an hourly, daily, weekly, or monthly basis, depending on the underlying data.



Project management and development utilized RAD (rapid application development) to meet the tight timelines and provide the stakeholders with multiple prototypes in a short time frame. Using RAD allowed for a greater flexibility and enabled us to complete faster development with high quality. The team used surveys to gather requirements and get feedback on early designs and retained those surveys on the production site so citizens can always send feedback at anytime. The team followed a schedule that deferred design improvements to the next production version to keep us on schedule.

The current project outreach plan is aimed at increasing web traffic to the CapStat website, Reports and Data Catalog main pages, and increasing the number of Data Feed customers using the Data Feeds to publish data and maps online. The goals of the outreach plan are 1) to make citizens more aware of how DC monitors agency performance; 2) to make citizens more aware of how they can track service delivery in their neighborhood; and 3) to increase positive and constructive interaction between residents and government.

From an architectural standpoint, the “CapStat – Building a City That Works” website uses a Dynamic Site Framework (DSF) content management system to update and incorporate editorial content into web pages. The DC Data Catalog and Data Feed is a three-tier web-application. The representation layer is based on ASP.NET technology, the logic layer is a set of .NET web-services, and the data layer is the Oracle database. A module produces the archive files based on the schedule. Summary Reports is a web-application which displays city operational data on a variety of formats. The data representation is provided by business intelligence tools in form of table and chart reports which are generated and cached to the local storage by a scheduled process.

The project has accomplished its original objectives of increasing government transparency and engaging District citizens.

D. Significance to the improvement of the operation of government

The Citywide Data Warehouse automatically refreshes data for the CapStat analysts and the applications (DC Data Catalog and Data Feeds and Summary Reports) from various city agencies on a regular and frequent basis. Even better, the ability to rapidly gather, track, and analyze data allows city officials to make decisions based on real-time, dynamic information and current conditions. This can reduce wasteful spending, increase revenues, enhance public safety, and improve service delivery.

Presenting the data in a usable format accomplishes our goal of holding government accountable to the citizens by creating a high level of transparency. The Data Catalog and Data Feeds provide real-time data from multiple agencies to citizens, a catalyst ensuring agencies operate as more responsive, better performing organizations. OCTO allow anyone with internet access to view/download government data directly, eliminating the middle man. This process allows users to connect to our data at any time, day or night, without delays common in other governments (common delays include long forms, being redirected to the “appropriate” contact, etc).

While the Mayor’s CapStat sessions resulted in improvements in customer service, greater productivity, and fiscal benefits throughout the city, the CapStat website provides a clear and immediate way to communicate these improvements to DC’s residents, communities, and the media. Each update to the “Issues in the Spotlight” section on the front page provides multiple suggestions for residents to get involved with solving relevant citywide issues. Additionally, the website has multiple sections requesting citizen feedback for direct interaction between government and the public.

E. Benefit of the Project

The increased government accountability has lead to improvements in customer service, greater productivity, and fiscal benefits throughout the city. As a result of posting agency data on CapStat, city employees are now directly accountable to District residents, and agencies focus more on fulfilling service requests efficiently and effectively -- and personally. Agencies now have access to real-time data and these data feeds provide managers with instant access to current and accurate information, reducing the time and cost of manually retrieving data. Potential future benefits include:

- 1 Higher agency-wide performance due to heightened transparency and measurable performance goals published online
- 2 Faster service delivery time due to citizens' ability to track and follow fulfillment of service requests
- 3 Reduced costs and increased revenue due to a more efficient allocation of resources

In addition to being used by individuals to track government performance, various community groups are using the data provided by the Data Catalog to prepare their own web applications. Below are a few examples of current websites; many others are in contact with us about their plans to develop similar capabilities.

Ballpark and Beyond (Near Southeast DC Redevelopment) <http://jdland.com/dc/index.cfm>

This blogger publishes our Recent Crime Incidents, Public Space Permits, Approved Building Permits and Applications, Property Sales, and Service Request feeds daily.

Near Southeast Data Feeds

Records added or updated recently displayed here, click the "archive" links to see additional detail and older records. All data from DC Government databases and [RSS feeds](#). JDland takes no responsibility for errors, omissions, etc. (read [Sitemap](#) for details). Data is retrieved daily.

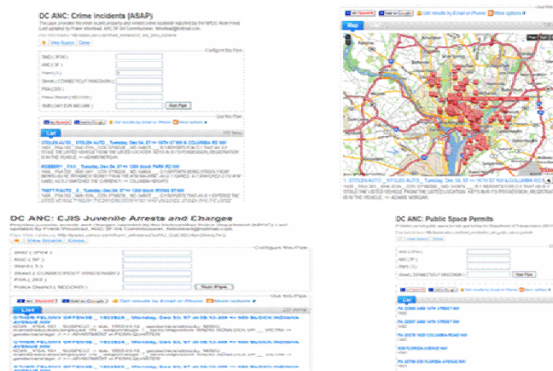
Recent Crime Incidents			
Block/Address	offense	method	Archive
UNIT BKG ST SE	THEFT	1	02/12/2008
NO NARRATIVE IS AVAILABLE.			

Recent Public Space Permits			
Block/Address	permit/status	application time	expiration time
1015 HALF ST SE	HALF STREET SE LLC / PENDING	02/11/2008	
1100 NEW JERSEY AVE SE	SQUARE 742 LLC / PENDING	01/16/2008	
665 L ST SE	EVA / ISSUED	01/15/2008	01/21/2008
1025 1ST ST SE	SMC CONCRETE / ISSUED	02/07/2008	02/15/2008
221 ST SE	PEPCO / IN-EFFECT	12/18/2007	02/21/2008
421 ST SE	WASHINGTON GAS / ISSUED	1/21/2007	02/26/2008
100 M ST SE	PEPCO / ISSUED	1/01/2007	02/26/2008
1400 1ST ST SE	PEPCO / IN-EFFECT	12/28/2007	03/08/2008
1025 1ST ST SE	SQUARE 669N NONNIEE LLC / IN-EFFECT	08/24/2007	03/18/2008
1100 1ST ST SE	DC WASHA / IN-EFFECT	01/23/2008	03/21/2008
909 NEW JERSEY AVE SE	WATER SEWER	07/27/2007	04/01/2008
909 NEW JERSEY AVE SE	ELEC SHEDS	06/22/2007	04/05/2008
1500 SOUTH CAPITOL ST SE	DC BASEBALL COMMISSION / IN-EFFECT	03/30/2006	04/08/2008
1025 1ST ST SE	SQUARE 669N NONNIEE LLC / IN-EFFECT	10/12/2007	04/23/2008

Pipes from Frank Winstead

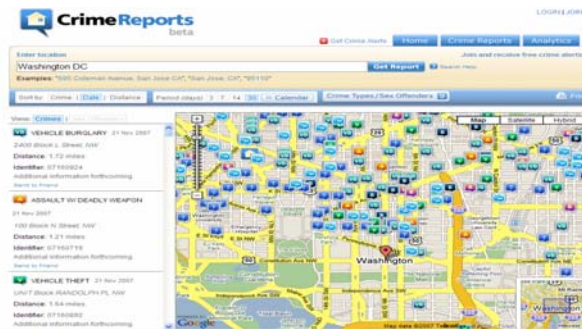
<http://pipes.yahoo.com/pipes/person.info?eyuid=Sjkv.zkkoW3yTgTSrkwqrZ01R25F>

ANC 3F-04 Commissioner Frank Winstead has created six mashups using our data feeds and Yahoo Pipes Beta to aggregate data and create maps using the Public Space Permit, Law Enforcement, Service Request, and Building Permit data.



Crime Incident mapping and alerts.

The DC Data Catalog and Data feed applications enable sites like Crime Reports, <http://crimereports.com> to map crime incidents and send alerts to subscribers. Community members can access their neighborhood crime information for free, empowering them to make informed decisions to help improve the safety of their families, friends, property, and the community at large.



Katie Filbert, National Institute of Justice: "The data is a great resource for people to be informed as to what is going on, and it is helpful that there is historical perspective with data going back quite some time."

David Stephenson, Stephenson Strategies: "...the most exciting model — bar none — is right next door: the District of Columbia's Citywide Data Warehouse (CDW), created as part of the city's operational reform efforts. CDW gets it."

Chuck Half, PittMAPS: "I found a great goal model for Pittsburgh... Every citizen request is recorded by 311 and immediately streamed to the internet (via RSS feed) ...show(s) how departmental performance management can be accomplished by, in this case, letting the public measure the performance."