



City of Seattle
Mayor Edward B. Murray

Executive Order 2017-02: Expanding Use of Data and Analytics in Decision-making

An Executive Order directing City Departments to expand the use of data and analytics in decision-making and everyday management of City operations.

WHEREAS, Seattle residents deserve a government that reliably delivers core services in an efficient manner; and

WHEREAS, Seattle residents deserve a more transparent and open government that shares its service data and related information; and

WHEREAS, the City is committed to becoming more efficient, effective, equitable, and accountable in addressing pressing issues facing our growing communities; and

WHEREAS, decision-makers in City Government need access to timely and actionable information so they can make informed decisions; and

WHEREAS, the City should use insights gleaned from data to continually improve business processes; and

WHEREAS, the City's budgeting and spending should be aligned with the results the City would like to achieve; and

WHEREAS, the City should have clear and measurable results in mind when evaluating the performance of its programs, initiatives, and contracted service providers; and

WHEREAS, the City has taken significant steps to modernize its technical infrastructure and tools for communicating with the public in the areas of budget, performance, capital project development, and voter-approved initiatives; and

WHEREAS, the City Budget Office has piloted a program seeking to use data in financial decision-making for the previous two budget cycles that is ready for expansion; and

WHEREAS, a new Performance Seattle team was created in the Mayor's Office at the beginning of 2016 to develop a citywide organizational performance program that will help expand the City's capacity for data-informed management and accountability; and

WHEREAS, good governance and performance to outcomes are top priorities for my administration;

NOW, THEREFORE, I, Edward B. Murray, Mayor of Seattle, hereby order City Departments to engage with my Performance Seattle team to carry out my vision for good governance across the City as follows:

Section 1. The Performance Seattle team is hereby ordered to lead the City's efforts in the following core bodies of work:

- a. Operational Performance - in which the Performance Seattle team will build the capacity of Department leadership to use data and evidence in everyday decision-making and management;

and

- b. Priority Issues and Policies - in which the Performance Seattle team will work with Executives and Department leadership to ensure that performance measurement and accountability are integrated into new policies, funding measures, and commitments designed to address priority issues facing the City.

Section 2. In pursuing the bodies of work described above, I hereby order City Departments to engage as directed by the Performance Seattle team in a concerted effort to identify and use data and measures in the implementation and management of City programs and operations. I have asked the Performance Seattle team to lead a process that:

- a. Clearly defines what the City does in its various lines of business;
- b. Articulates why the City does these things as we connect our actions to the outcomes we want to achieve;
- c. Identifies the appropriate ways to measure the work of the City within its lines of business; and
- d. Defines success for these measures, where appropriate.

To facilitate this process, I hereby order City Departments to partner with the Performance Seattle team to:


- Define and confirm the City's various lines of business;
- Create an inventory of Department performance measures;
- Conduct an analysis of areas where data is needed but not currently available;
- Build business intelligence dashboards that put timely data in the hands of City officials who need it; and
- Establish a plan and commitment for ongoing management and analysis using business intelligence dashboards.

The work described above is a central component of my push for good governance throughout our City government as we seek to:

- Establish a culture of data-informed management in City operations and City-funded programs;
- Connect the allocation of City resources to the results we want to achieve;
- Ensure transparency and accountability through robust Open Government efforts; and
- Increase efficiency and effectiveness through process improvements.

Inquiries by City Departments, grantees, and contracted service providers regarding this Executive Order should be directed to Deputy Mayor Kate Joncas at (206) 684-4000.

Dated this 21st day of March, 2017.



Edward B. Murray
Mayor, City of Seattle