

San Pedro Garza García

Excellent Mayoral engagement galvanizes novel data management assessments and practices throughout San Pedro Garza García, leading to the appointment of a CDO and multiple resident-service enhancements.

Highlights

Appointed a Chief Data Officer to lead bi-monthly Data Committee meetings and develop new data tools.

Developed a Data Workforce Plan to enhance practices for effective cabinet presentations to monitor priority projects within each department.

Designed a performance management framework to address violence against women grounded in rigorous data analysis, a comprehensive theory of change, and strategic KPIs.

Performed a comprehensive diagnosis of employee data capacity, leading to the identification of data champions and development of courses covering data management and data product creation.

Analyzed citizen complaints to identify non-functioning public lighting as a priority, leading to operational and routine enhancements.

Background

San Pedro Garza García, a modern commercial suburb within the larger metropolitan city of Monterrey, Mexico, came to the City Data Alliance with established data-driven decision-making practices within specific departments.

Despite the limited implementation of citywide data processes, Mayor Treviño (a member of Bloomberg Harvard City Leadership Institute's fifth cohort) observed significant positive outcomes from data utilization. For example, the city's tax collection agency enhanced revenue by incentivizing prompt property tax payments, and a data-centric police deployment strategy reduced response times from five minutes to less than three.

These achievements prompted Mayor Treviño to recognize the importance of extending robust data management practices throughout the entire city. In 2019, the city introduced the Chief Innovation Officer role and established the Department of Innovation and Public Engagement to boost data availability and innovation.

Upon entering CDA, the mayor shared his vision of fostering a culture change with the city's senior team. His aim was to establish a culture of leadership and proactivity throughout the municipality by using strong data practices and evidence-based decision-making in public safety, and serving as a model for other cities.

Impact

San Pedro Garza García's engagement in the CDA has promoted positive transformations in how city teams perceive and prioritize data utilization within their everyday decision-making processes.

Mayor Treviño appointed a Chief Data Officer to spearhead the Data Committee and drive citywide data-driven initiatives. One priority was development of a Data Workforce Plan that includes enhanced practices for effective cabinet presentations, particularly related to monitoring prioritized projects within each department.

The committee also created a performance management framework dedicated to addressing violence against women. As part of this initiative, the committee crafted a comprehensive theory of change and prioritizing strategies in alignment with this overarching theory. The committee subsequently analyzed available data, selected KPIs, and introduced enhanced performance management routines.

The committee led a comprehensive diagnosis of employee data capacity, assessing data skills and perceptions of more than 90 municipal employees. The assessment found that more than 80% of the team relied on isolated department-generated databases rather than integrated municipal management systems data. It also highlighted the team's robust data visualization skills. The newly-created performance management plan included a comprehensive catalog of courses covering data source management (databases and APIs) and the creation of data products (performance reports and dashboards).

The committee examined more than 19,000 reports from the Secretary of Public Services and the Environment and identified the top 10 most recurring categories of citizen complaints, comprising 57% of the total grievances. The foremost concern was non-functioning public lighting. This data led to recommended operational and routine enhancements.

The San Pedro Garza García team is aiming to achieve What Works Cities certification by December 2023, and continue to expand their current data practices. The team has outlined a comprehensive work plan for the upcoming months, encompassing several key initiatives, including the creation of workshops to establish best practices for cabinet presentations, broadening the scope of data analysis to other city priorities, and executing data transfer protocols focused on responses to incidents of violence, with a focus on analyzing data coded as "family problems."