



# Springfield's CitiStat

Presentation to the Business Roundtable

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# Results

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- **Sick Leave Hours Used:** Down 14.6%
  - Will reduce lost productivity in FY09 by nearly \$400,000
  - Average employee using 7.5 days instead of 8.9 days
- **Overtime:** Down by 15.5% in DPW
  - Down 12.2% in solid waste
- **Lost Time Injuries:** Down 33.3% at DPW
  - Workers comp costs trending down 11.9 percent from FY2008
- **Unpaid Invoices for Police Extra Details:** Down 47.0%
  - \$430,000 owed compared to \$811,000 at the end of July
- **Trash Collection:** Solid waste tonnage down 2.4%
  - Recycled tonnage up by 11.3%

# Results

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## ■ Code Enforcement Effectiveness

- Building Dept. inspections per month per inspector: Up 14.0%
- Housing code inspections per month per inspector: Up 23.0%
- Doubled the percent of inspections that are proactively generated
- Targeted proactive inspections now being undertaken jointly by Housing and Buildings

## ■ Police Response Time

- Monitoring time from call received to dispatch in addition to time from dispatch to arrival
- Call received to dispatch for Priority 2 calls: down 21%

## ■ Schools Recycling: 12.0% decline in trash tonnage

- Styrofoam lunch tray recycling pilot program
- Increased paper recycling

# Results

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- **NeighborhoodStat**: Created multi-departmental approach
  - 21 problem properties being focused on in two neighborhoods (Marble St and Mallory Village)
  - Critical information sharing taking place
    - Zoning focusing on blight enforcement on problem properties identified by the Police
    - Housing sharing data on vacant properties with Police for follow-up and enforcement
  
- **Online Applications**: 64% of job applicants in December applied online
  - Online application and back-end database developed to better manager job applicants and track applicant data
  - In use since the Fall and already receiving the majority of applications

# Results – Developing 3-1-1

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- CitiStat has created an integrated non-emergency call center
- Tracking all non-emergency service requests to City departments and monitoring performance against service levels
  - Example: potholes should be filled within 48 hours of a call
- By the end of March this will be reach-able through 3-1-1
  - Will be the first point of contact for at least 17 City departments
- January performance metrics
  - 5,673 calls presented
  - 5,299 answered (6.5% abandon rate)
  - 91.2% of calls answered within 30 seconds (less than 5 rings)
  - 22 seconds average speed of answer
  - Averaging 12 calls per customer service rep per hour

# Origins

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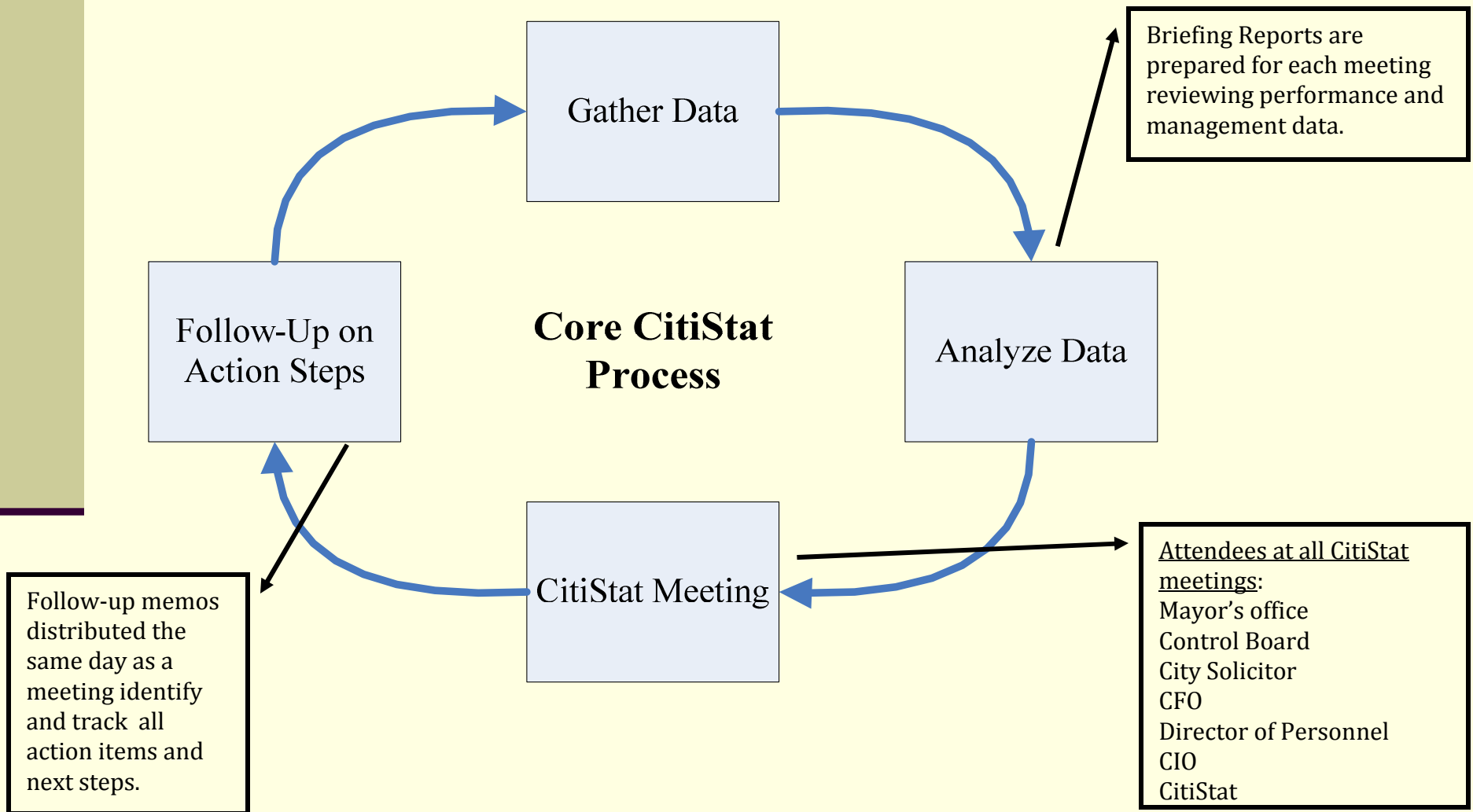
- NYPD's CompStat
  - Holding Police, at the precinct-level, accountable for crime
- Baltimore's CitiStat
  - Applying the data-driven management, frequent review model of CompStat to all areas of city government
  - \$350 million saved in the first 7 years
    - \$30 million saved by reduced use of overtime
- Adopted in numerous cities:
  - Nationally: Atlanta, Buffalo, San Francisco, Washington, D.C.
  - Locally: Nashua, Providence, Somerville

# Mission and Principles

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- The mission of CitiStat is to achieve accountability, efficiency, and results through data-driven strategic planning, implementation, and management.
  
- Guiding Principles
  1. **Accurate and timely intelligence**
    - What is happening right now?
  2. **Effective tactics and strategy**
    - What can we do about it in the short- and long-term?
  3. **Rapid deployment of resources**
    - What is needed to do these things and when?
  4. **Relentless follow-up and assessment**
    - What did we do and did it work?

# How does CitiStat operate?



# Progress

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- Regular CitiStat meetings began January 2008
- More 150 CitiStat meetings held
  - 140 departmental reviews
  - 9 NeighborhoodStats
  - 2 Citywide sick leave reviews
  - 2 special meetings (lead paint & poisoning and TrashStat)
- 21 city departments included
- More than 1,500 tasks/action items tracked
  - With more than 1,000 completed

# Example: Workers Comp

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1. Data was reviewed on workplace injuries for all departments during CitiStat meetings
  - There were 611 workplace injuries in FY2008
2. Strategies were identified during meetings
  - Hold sprain & strain training for departments with high numbers of lifting injuries
  - Require supervisors to complete a report on all employee injuries documenting what happened
  - Hold monthly injury review meetings with departments having high numbers of injuries to identify prevention strategies
3. Monitor implementation of strategies
  - Did departments do what they committed to do?
4. Measure success
  - 33% decline in lost time injuries in DPW in FY2009

# What's Next?

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## ■ Fee and Fine Collections

- Citywide collection rate on fees and fines is 25%
- Adopting state codes to allow attachment of fees and fines to property tax bills
- Implementing unified-permitting/ticketing software
- A 75% collection rate will mean \$90,000 in added revenue

## ■ Vacant Properties

- Proposing a vacant property registration ordinance
- Improved information on property owners
- \$130,000 in annual revenue to support inspection activities

## ■ False Fire Alarms

- Responding to 2,200 false alarms due to malfunctions or malicious intent cost the City about \$313,000 in FY2008
- Submitting an ordinance revision that will increase fines and broaden the types of false alarms that are fine-able

# What's Next?

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## ■ Fleet Management

- 600 vehicles in the City's passenger fleet
- 111 authorized to be taken home nightly
- Developing fleet use and management policies
  - Including take-home policies

## ■ Educational Interventions

- SPS has 59 ELA and math intervention programs deployed in schools
- Developing a report card to measure the benefit of each
  - How many students benefit?
  - How much do they benefit?

## ■ Strategic Planning and Implementation

- Defining goals, objectives, and action step for each department that tie to the City's strategic priorities
- CitiStat will measure progress towards goals