

CitiStat Springfield Progress Report July 2008

Introduction

This is the first progress report on the implementation and impact of the recently launched CitiStat program in the City of Springfield. CitiStat will likely produce implementation and impact reports such as this between once a quarter and once every six months. Because this is the first such report, it is particularly detailed in documenting the steps taken to implement the CitiStat program, as well as the impact already achieved.

While CitiStat has already led to some financial savings for the City of Springfield, it remains premature to fully document these impacts. Some savings can be calculated as a result of things like reductions in sick leave use, but the much larger savings we expect as a result of systemic performance and management improvements cannot yet be quantified. For that reason, this report focuses on the qualitative changes beginning to take place. It should also be noted that CitiStat functions, at its best, as a context for discussion and innovation that catalyzes change. But, it is the leaders and employees of Springfield's departments who ultimately implement that change and achieve the results summarized in this report.

Implementation and Progress

On the initiative of the Mayor and the Springfield Finance Control Board, the City of Springfield's FY2008 budget included funding to support the creation of a CitiStat program. The program began development with the hiring of a Director in September of 2007. Subsequently, a senior analyst and two analysts were hired, and the program launched.

CitiStat Springfield began holding regular CitiStat meetings with city departments in January of 2008. This followed four months of preparatory work that included hiring staff, developing appropriate analytic tools, and working with department heads to define and understand the CitiStat process. Following is a summary of the steps taken in the initial implementation of CitiStat Springfield.

September – November 2007

- 1) One-on-one meetings with all department heads to discuss the purpose and process of CitiStat.
- 2) Obtain access to existing data systems and creating tools to access and analyze various data sets. For example, the City's payroll data is housed with a third-party vendor, so the Information Technology Department began providing CitiStat with a weekly payroll text file that could be read in an Access database for analysis.
- 3) Visits to and discussions with other CitiStat programs including Baltimore, Maryland and Somerville, Massachusetts.
- 4) Develop a proposed format and schedule for regular CitiStat meetings, including identifying the members of the Review Team who would attend all meetings.

December 2007

- 5) Held three pilot CitiStat meetings with the Facilities, Library, and Public Works departments to try the process, followed by a discussion among the Review Team on what went well and what might be changed.
- 6) Sent to all department heads a detailed memo explaining the purpose and process of CitiStat as well as the proposed regular schedule of meetings.

CitiStat Springfield Progress Report – July 2008

January – June 2008

- 7) Began a regular schedule of weekly CitiStat meetings.
- 8) Held between three and four CitiStat meetings per week.
- 9) Launched NeighborhoodStat, with meetings in May and June, focused on issues facing the South End and bringing together personnel from the Housing, Buildings, Economic Development, and Health and Human Services departments.

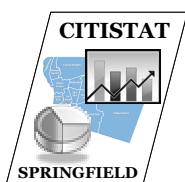
Since the beginning of regular meetings in January, CitiStat Springfield has held 58 departmental meetings covering 20 departments. Over time, additional departments may be included in the CitiStat program. In addition, CitiStat has held two inter-departmental meetings, one focused on citywide sick leave use and management; the other a discussion of the risk of lead paint and lead poisoning including potential strategies to address this risk. As mentioned above, NeighborhoodStat has begun with an inter-departmental focus on the South End. One meeting was held in May and another in June.

CitiStat staff prepare briefing reports prior to each meeting and follow-up memos outlining next steps. Through the end of June, more than 55 briefing reports and follow-up memos had been prepared. Follow-up items and next steps are regularly tracked in a CitiStat database. This database, at the beginning of July, contained 771 follow-up items. Of these, 451, or about 60 percent, have been completed.

Finally, CitiStat has been heavily involved in the development of plans for the 3-1-1 Citizen Service Center which will be implemented during the summer and fall of 2008. This has included participation in the selection of software, a phone system, the facility's location, and a Director. Going forward, the 3-1-1 data system will provide a greater level of data on citywide performance by tracking response time to citizen service requests.

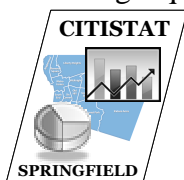
Impact on Managing Personnel

- Sick Leave – In response to high levels of sick leave use across the City, the Personnel Department has developed sick leave management guidelines that suggest managers review all employees' use of sick leave quarterly and take corrective action if unexplained use or abuse is noted. While reducing absenteeism increases workplace productivity, it may also reduce other costs such as overtime used to cover the shifts or work responsibilities of absent workers. After four full months of CitiStat meetings, utilization of sick leave has already declined in a number of departments including Facilities, Libraries, and Public Works.
- On-Line Job Applications – While discussing workforce diversity in CitiStat, it became evident that it is difficult to evaluate our success in attempting to hire a diverse workforce because the City lacks good information on the diversity of the applicant pool for positions. As a result, the Personnel Department is working with Information Technology to develop an on-line application form that all applicants will be asked to submit that will invite the voluntary submission of data on applicant diversity, allowing the City to better track our success in both recruiting and hiring a diverse workforce. This will also provide better service to potential employees and allow us to evaluate the effectiveness of various advertising strategies (by asking applicants how they found out about the job).



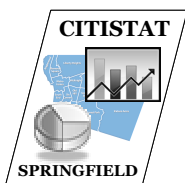
CitiStat Springfield Progress Report – July 2008

- Long-Term Illnesses – Due to the number of city employees who have taken time off with long-term, non-work related, illnesses, consideration is being given to developing a committee to review on a case-by-case basis the likelihood of these individuals returning to work.
- Worker Injuries and Safety – As a result of CitiStat’s analysis of the number and cost of workplace injuries, a number of new initiatives have been undertaken by the Personnel Department, including:
 - Additional safety training courses offered to City employees including ergonomics training for office workers and safe lifting courses for the Public Works and Facilities departments.
 - An injury review panel being piloted with the Public Works Department. This panel will meet regularly and review the accident reports from recent workplace injuries identifying and then recommending training, equipment, or procedures that might have prevented each injury.
 - Asking all departments, when filing accident reports, to include an assessment, by the employee’s supervisor, of what might have prevented the injury.
- Workforce Diversity – In a CitiStat analysis of workforce diversity, it was learned that departments self-report the diversity of their workforce by job type and level. Going forward, the Personnel Department will, upon approving a position, designate the type and level of the position and complete all diversity reports accordingly.
- Payroll Tracking – As a result of numerous CitiStat meetings and discussions of sick leave and overtime use, the time, labor and management software that is being implemented will include codes for reasons why sick leave and overtime are being used. Sick leave will be tracked by personal sick, family sick, and worker’s compensation. Overtime will be tracked by the reasons it is used, whether for emergencies, to fill-in for an absent employee, or for a special project. This will greatly improve manager’s ability to understand why overtime is used and how its use can be reduced.
- Light-Duty Work – Having reviewed the number of people out-of-work as a result of on-the-job injuries, the Law Department has worked to develop a light-duty contract that could be signed with employees to bring them back to work on a light-duty assignment for a fixed period of time after which their status would be re-evaluated.
- Teacher Attendance – In response to CitiStat’s analyses of teacher attendance by school, the School Department has undertaken several efforts to improve teacher attendance. These include proactive identification of sick leave abusers, the taking of disciplinary action when necessary, and discussions with the Springfield Education Association about possible incentives for teachers with exceptional attendance.
- Teacher Turnover – Having observed high rates of teacher turnover (evident in the number of first year teachers in the district), CitiStat suggested and the School Department began conducting exit interviews with teachers who voluntarily resign in order to gather data about years of service, school, and grade/subject taught. Ideally, this will led to the identification of patterns and improved efforts to retain quality educators.
- Principals’ Contracts – CitiStat reviewed the performance components of Principals’ contracts and has pushed for stronger performance requirements with respect to personnel management, such as setting a quantitative goal for teacher attendance.



Impact on Departmental Management

- Data Accuracy – In a number of CitiStat meetings, the questions raised as data is reviewed have led us to several instances in which data was not being entered properly, leading to skewed results. For example, building and zoning complaint resolution dates were often being entered as the date the database was updated, rather than the date the actual complaint was resolved. This has been changed so that the database will accurately produce data on the length of time complaints are open. In another example, the fire station that responded to a particular fire alarm was not always entered into the incident database and non-entries defaulted to the Headquarters station, thereby skewing citywide data. This has been changed so that “responding station” is a required field.
- Inter-Departmental Communication – Among CitiStat’s greatest and simplest successes so far are conversations in which one department realizes that some assistance or help can be received from another department. Following are several examples:
 - When the Elder Affairs department expressed concern about the quality of their website, Information Technology quickly began working with the Department to make improvements.
 - Elder Affairs also had been going to outside vendors to have high-volume printing done for brochures and other handouts for senior citizens. The Department is now aware of and using the Information Technology Department and the School Department’s high volume printing capacity.
 - The Animal Control Department has difficulty enforcing the City’s dog-licensing requirements as a result of limited staffing; therefore, discussions have occurred between Animal Control and the Police Department that may result in neighborhood dog-licensing sweeps in the future.
 - While the Health & Human Services Department is responsible for treating sewers to eliminate rats, the Department of Public Works is responsible for cleaning sewer catch basins. Discussions are ongoing as to whether the Public Work’s catch basin crew could apply the larvicide to basins they have cleaned.
- Contracts – Because of past difficulties in getting annual contracts renewed or re-bid in a timely fashion, the Purchasing and Law departments are both working to shift most annual and blanket contracts to a fiscal year calendar so that contract end dates are not scattered throughout the year.
- Preventing Theft and Loss from Libraries – The number of materials either stolen or lost from Springfield’s libraries has been raised as a concern and discussions have included consideration of conducting a full inventory (which has not been done for a number of years), more frequent shelf checks for misplaced materials, and possibly using radio frequency identification tags.
- Civilianization in the Police Department – The Police Department, through discussions raised during CitiStat, identified 13 additional headquarters positions that could be civilianized, which will, when implemented, return 13 patrol officers to operations.
- Fleet Inventory – Prompted by several CitiStat meetings in which vehicles and take-home vehicles were discussed, CitiStat conducted a fleet inventory that will catalog not only all vehicles in the city fleet, but their assigned operator and take-home status.

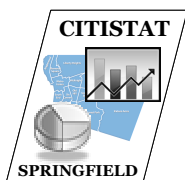


CitiStat Springfield Progress Report – July 2008

- Solid Waste Collection – Because many solid waste collectors have been able to leave as much as two hours before the end of their shift (once their route is completed), the Public Works Department will consider whether routes are appropriately designed.
- Bulk Pickup – Because bulk pickup calls and volume decline significantly during the winter months, the City’s cost per ton collected rises considerably. As a result, the Department of Public Works is considering whether bulk pickup should be shifted to an every other week activity in the winter months.
- SchoolStat – As a result of Schools’ CitiStat meetings, discussions have begun about whether it would be valuable to initiate a SchoolStat program within the Schools through which Principals would come together regularly to review data on their schools and collaboratively problem-solve.
- Advertising – Because of the amount the City spends each year on print advertising (both for job advertisements and legal notices), the Finance Division is pursuing an advertising rate discount from local print media.
- EMT-Bs – During Fire Department CitiStat meetings, the cost-benefit of deploying EMT-Bs has been discussed with possibilities ranging from EMT-B training for some or all firefighters, to purchasing EMT-B vehicles that provide a quicker and less expensive response to emergency medical services calls.
- Collection Agencies – Over the course of multiple CitiStat meetings, it became clear that a variety of different collection agencies were being used by City departments to collect overdue fines, payments, or fees. This has led to ongoing research into whether the City could contract with a single collection agency to serve all departments.
- Identifying Vehicle Needs – In two early CitiStat meetings, departments identified lack of passenger vehicles as the reason for vacant inspector positions not being filled. Because multiple departments are present at CitiStat meetings, this issue was quickly resolved with the identification of vehicles that could be used in the short-term, while long-term capital plans were reviewed for scheduling of the purchase of new vehicles for these departments.
- False Alarms – Because of the high number of false alarms hitting the Fire Department (about 20 percent of all responses by the Department), discussions have begun about possibly revising the city ordinance and increasing fine amounts for multiple false alarms in a particular period of time.

Impact on Issues facing Springfield

- Teen Pregnancy – In a Health and Human Services CitiStat meeting, the rates of teen pregnancy, as well as high rates of sexually-transmitted disease infection, prompted analysis of the City and Schools’ efforts around health and sexual education. As a result, CitiStat is developing a more detailed analysis of these issues and the City is moving toward aggressively addressing teen pregnancy.



CitiStat Springfield Progress Report – July 2008

- Illegal Dumping – Discussions with the Housing Department on illegal dumping have included whether purchasing and placing cameras at known illegal dumping sites might both deter dumping and improve prosecution of offenders.
- Schools Safety and Security – Having heard from the Facilities, Fire, and Police departments about safety and security issues in school buildings (vandalism, false alarms, and arrests respectively), CitiStat has focused considerable analysis and attention on improving safety and security. This has included several tours of school buildings and discussions of improving both camera systems and live monitoring of hallways and public spaces by teachers.
- Citywide ID – At present, it is necessary to get a different identification card to access various city services (for example one card to check out library books and another to access city pools in the summer). The possibility of developing one citywide identification card has been discussed in numerous CitiStat meetings and is under consideration. Even if the City develops a common protocol for all ID cards, then one could use a card acquired from one department to access the services of another department.
- Childhood Asthma – The Facilities Department, having observed high asthma rates among City school children, brought the asthma issue to a CitiStat meeting and have begun developing partnerships with the Health and Human Services Department, the School Department, and the University of Massachusetts. These partnerships are focused on gathering better data on asthma among Springfield school children and improving indoor air quality in Springfield school buildings.
- Lead Paint – In early June, CitiStat held the first LeadStat meeting presenting data on the incidence of lead poisoning among Springfield’s children, the risks of lead paint by neighborhood, and the activities undertaken to reduce this risk. This led to broader discussion of environmental risks facing Springfield’s residents and possible interventions to reduce these risks. Next steps include better identifying neighborhoods with the highest levels of risk.

Conclusion

As of the end of June, CitiStat was tracking about 320 next steps and follow-up items that remain to be completed. Incomplete items are discussed at each department’s CitiStat meetings. Over the next few months, CitiStat will be focused on expanding the NeighborhoodStat program and launching the 3-1-1 Citizen Service Center.

