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CITY OF OAKLAND

AGENDA REPORT

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Budget Office
DATE: February 9, 2010
RE: **Follow-up Report and Recommendations Regarding Improvements to Oakland's Citywide Performance Management and Reporting System**

SUMMARY

At the November 3, 2009 City Council meeting, staff presented a report on improving the City's performance management system. Council directed staff to:

- Seek advice and training on developing a performance management program from the City of Baltimore's CitiStat team;
- Pilot a performance management system focused on heavy service-providing agencies (e.g. Public Works, Parking Management and Community and Economic Development Agency);
- Conduct a comparison of Oakland's performance measures to other cities;
- Begin tracking the numbers of individuals who benefit from City services; and
- Convene the proposed task force with external (non-City) representatives.

Baltimore's CitiStat program is the gold standard of municipal performance management systems (see *Attachment A* for program summary). Marc Broady, CitiStat analyst, is scheduled to appear before the Finance and Management Committee on February 9, 2010 to present highlights of the program; he will also be available to field questions. Staff has taken time to understand the essential elements of CitiStat, which include: (a) committed executive leadership; (b) a dedicated staff; (c) specialized technology, including a 311 citizen request management system and CitiTrack data system for analyzing data; (d) dedicated space to hold accountability sessions.

The City of Oakland should develop OakStat to become the leadership strategy that Baltimore's CitiStat is today (level "A"). Given the City's limited resources, staff recommends that OakStat launch with existing resources to address city/park maintenance and public safety (level "B").

In this follow-up report, staff presents (a) a city-by-city comparison of select performance measures for key agencies; and (b) a proposal to pilot "CleanStat" to monitor departments' actions to maintain a clean city and "SafetyStat" to monitor the City's crime

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and fire prevention efforts along the lines of the City of Baltimore's CitiStat performance management strategy.

FISCAL IMPACT

As this is a status report, there are no direct fiscal impacts. Staff recommends launching OakStat at level "B" using existing resources: staff time, departmental and citywide data. Existing citywide data include information collected from calls to the Public Works call center, Oaklanders' Assistance Center, and the City's financial and human resources systems.

To implement OakStat at level "A" may cost the City \$5.6 million annually, excluding start-up costs of approximately \$2.5 million. This cost includes four to five dedicated staff (\$0.8 million to \$1 million) and creation and annual operating costs for a 311 citizens' call-in system. In Baltimore, the initial capital cost for its 311 system was \$2.5 million, including \$2 million for Motorola's customer relationship management system and another \$0.5 million for the city's call center. Baltimore's annual cost to operate its 311 system is \$4.6 million.

KEY ISSUES

Baltimore's CitiStat program is the gold standard of municipal performance management systems (see *Attachment A* for program summary). Its durability depends on clear goals, committed leadership and persistent follow-up. Over almost ten years, CitiStat has evolved into a **leadership strategy** to produce specific results in areas in which the Mayor and members of the public wanted to see major improvements.

In reviewing materials and in conversations with the Baltimore CitiStat team, staff has taken time to understand the essential elements of CitiStat, which include: (a) committed executive leadership; (b) a dedicated staff; (c) specialized technology, including a 311 citizen request management system and CitiTrack data system for analyzing data; (d) dedicated space to hold accountability sessions. To develop OakStat to be the CitiStat performance management strategy that Baltimore has today would perhaps minimally cost \$8.1 million dollars, primarily to create an Oakland-based 311 citizens' request management (CRM) system and hire dedicated analytical and investigative staff.

Although desirable, these elements are not required to begin OakStat. Given the City's limited resources, **staff recommends that OakStat launch with existing resources to address city cleanliness and public safety.**

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CitiStat Elements to be Implemented in OakStat		
Element	Baltimore CitiStat <i>Gold Standard</i>	Oakland OakStat <i>Starting Point</i>
Leadership	Led by Deputy Mayor for Administration	Led by City Administrator
Program	Comprehensive performance management across all City functions	Pilot "CleanStat*" and "SafetyStat**" * includes Public Works Agency and the Office of Parks and Recreation ** includes the Police and Fire Departments
Data sources	311 non-emergency citizens' call line Administrative data (<i>financial and personnel</i>)	Public Works call center data 911 dispatch and police data collected/displayed for CompStat program Oaklanders' Assistance Center citizens' calls Administrative data (<i>financial and personnel</i>)
Citizens' Request Management (CRM system)	CitiTrack data system	Oracle system module (to be developed by IT staff) or legacy MS Access database
Analytical tool	MS Excel templates and analytical framework	MS Excel templates and analytical framework
Staffing	CitiStat team of analysts (dedicated staff)	Budget Office analysts
Site	CitiStat room (dedicated room)	Existing meeting room (general space)
Schedule	Biweekly meetings for each "-Stat" program (see Attachment B for sample schedule)	Monthly meetings to report out program results and trouble-shoot roadblocks
Reporting to Public	On demand through public information officer	Reports to relevant City Council Committees Citizens' report card for pilot programs (<i>in the future</i>)

Piloting OakStat: CleanStat and SafetyStat

Following the City Council's direction at its November 3, 2009 meeting to pilot a few departments' performance measures, staff recommends launching OakStat with a focus on two key areas:

- "CleanStat," to focus on maintaining City streets, sidewalks, parks and facilities. Programs whose performance measures are currently housed in the Public Works Agency and the Office of Parks and Recreation would participate. Examples of performance measures that could be tracked within the "CleanStat" pilot include: percent of 300 miles of sanitary sewer pipe cleaned and inspected annually; average number of calendar days between pothole repair requests and potholes filled by staff and number of park trees pruned annually.
- "SafetyStat," to focus on maintaining a safe City through managing the performance of the Police and Fire Departments. Examples of performance measures that could be tracked within the "SafetyStat" pilot include: percentage of Priority 1 calls dispatched within 1 to 5 minutes of the time they are received; average seconds to answer a 911 call; percentage of complaints resolved/addressed within 30 days.

See *Attachment C* for the full list of performance measures compared to those of other cities.

Data Sources

External

Although a 311 citizens' call-in center would be ideal, it is possible to begin OakStat with existing data. Staff proposes using existing Public Works call center data for the "CleanStat" pilot. For "SafetyStat," police and fire dispatch data could be combined with crime data that is already being collected. Staff envisions that "SafetyStat" will function alongside CompStat, for which the Police Department received a \$1.3 million grant to launch, and which among many program elements, maps incidents of emergency calls and crime in a geographic information system (GIS). In addition, staff proposes using citizens' service requests and feedback from the Oaklanders' Assistance Center – and like Baltimore now and at its outset.

Internal

Like the City of Baltimore did when it launched CitiStat, staff also proposes using internal, administrative data that is already collected. This data includes financial data from the City's general ledger and personnel data from the City's human resources and payroll systems. Using such data in a performance management context could shed light on areas in which City operations could become more efficient.

Task Force

In the original report to the Finance and Management Committee on October 27, 2009, staff recommended establishment of a Task Force composed of the Mayor, City Council President, City Administrator, Police Chief, Community and Economic Development Director, Public Works Director and the Budget Director or their designees. **On the smaller scale of the proposed OakStat pilot programs, staff proposes that representatives from the offices of the Mayor, City Council President, City Administrator comprise the initial task force, along with representatives from the Department of Human Resources and Finance and Management Agency.**

The initial task force would have the same responsibilities as outlined in the October 27th report:

- selecting the performance measures to be reported to the Council Committees, using the performance measures listed in *Attachment C* as a beginning point;
- developing the format for internal management and external reports to the relevant Council Committees;
- identifying approximately 20 significant community-wide indicators for community reporting; and
- developing the community indicators report card format.

Attachment C reflects the comparison of selected agency performance measures to those of Baltimore, San Francisco and Washington, DC. Staff proposes that the Task Force examine this attachment as a starting point for setting items to be measured in the proposed performance management pilots.

Reporting on Performance

Staff proposes monthly meetings for the City Administrator to conduct in-depth CitiStat-style reviews of departments' performance in the areas outlined above. Similar to the manner in which CitiStat conducts its meetings, analysts would review departmental performance and suggest questions for presenting agencies to address during OakStat meetings. Departments would be pressed to defend their performance and be prepared to discuss how performance shortfalls would be addressed. Departments would also respond to input from citizens' feedback captured by the Oaklanders' Assistance Center, and Public Works call center. Representatives from the Budget Office, Department of Human Resource Management and the Finance and Management Agency would be on hand to address performance deficits related to their departments, as well as to offer solutions their offices could provide.

Desired Results

Like the Baltimore CitiStat program, staff objectives for OakStat are simple: improve agency performance, increase agency accountability for both performance and resource use, and improve the quality of services provided to citizens. OakStat will be a

leadership strategy that the administration can implement to provide optimal service to citizens' while managing the City's limited resources. A critical component of OakStat will be the link between operational performance and personnel and administrative performance. Specifically, the use of sick and annual leave, workers' compensation and overtime should be regularly monitored because of their connection with agency performance and service delivery. Effective and continuous monitoring of financial and human resources *inputs* will better assure a higher quality employee *output*; in turn, better employee outputs are more likely to achieve the policy and program *outcomes* associated with the Mayor's and City Council's policy goals.

BACKGROUND

The City of Baltimore's CitiStat leadership strategy has evolved in its nearly ten year existence to the gold standard of municipal performance management strategies. CitiStat is best described by Robert D. Behn in his report "What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy:"

"CitiStat is a leadership strategy that a mayor can employ to mobilize city agencies to produce specific results."

"CitiStat is not a mechanical system. It is an evaluation scheme. It is not a computer program. CitiStat is a leadership strategy that permits the mayor and his management team to track, analyze, appraise, diagnose and improve the results produced by every city agency."

A summary of this report is included as **Attachment A**. The full document can be found at <http://www.businessofgovernment.org/pdfs/BehnReportCiti.pdf>.

Staff has taken time to understand the essential elements of CitiStat, which include: (a) committed executive leadership; (b) a dedicated staff; (c) specialized technology, including a 311 citizen request management system and CitiTrack data system for analyzing data; (d) dedicated space to hold accountability sessions.

Marc Broady, CitiStat analyst will present lessons from Baltimore's successful program, addressing the following:

- o How did Baltimore launch CitiStat? What foundation did Baltimore use? Was there a pre-existing foundation?
- o Upfront and ongoing investments to launch and maintain CitiStat
- o Role of the Mayor, City Council and staff in CitiStat
- o Role of agencies in CitiStat, including departmental reporting
- o CitiStat's link to a 311 citizens' request management system
- o Program achievements (financial and other efficiencies)

SUSTAINABLE OPPORTUNITIES

There are no environmentally sustainable opportunities contained in this report. Nonetheless, once launched, the OakStat program could identify opportunities for environmental sustainability as performance management outcomes within the proposed "CleanStat" pilot.

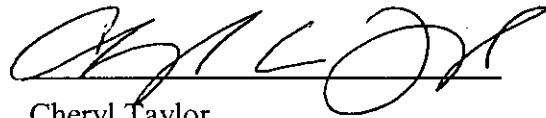
DISABILITY AND SENIOR CITIZEN ACCESS

There are no ADA or senior citizen access issues contained in this report.

RECOMMENDATION(S)

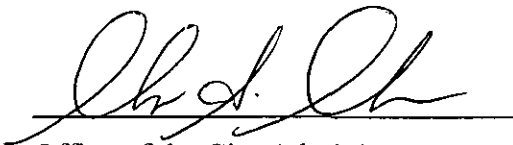
Staff recommends that the Committee accept this report and provide direction on the focus of the proposed OakStat Task Force.

Respectfully submitted,



Cheryl Taylor
Budget Director

APPROVED AND FORWARDED TO THE
FINANCE AND MANAGEMENT COMMITTEE


Office of the City Administrator

- Attachment A: "What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy" by Robert D. Behn (summary)
- Attachment B: Schedule of Baltimore CitiStat biweekly meetings
- Attachment C: Comparison of selected Oakland performance measures to other cities.

What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy

By Robert D. Behn

This article is adapted from Robert Behn, "What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy" (Washington, D.C.: IBM Center for The Business of Government, 2007).

Dear Mayor:

So you've heard about CitiStat. Perhaps you saw Baltimore's former mayor, Martin O'Malley, extol its virtues. Perhaps you heard Baltimore's current mayor, Sheila Dixon, explain how she is adapting it to her administration's priorities. Perhaps you learned about it at a conference, or by reading about it in a magazine or report or online. And you've heard that CitiStat can improve the performance of city agencies—that it can motivate a city's managers and employees to produce the kind of results that citizens value.

Now you want your own CitiStat.

But what exactly does this mean? What does it entail? What do you need to do? What do you need to do first? What do you need to worry about? What are the potential pitfalls? What can you expect to accomplish? Should you really bother? I'm sure that you have lots of questions.

This report is designed to answer all of the questions that you have—plus some that may never have occurred to you. These answers will help you get started, recruit an effective staff, create the necessary (though minimal) infrastructure, achieve some successes, learn from these successes (and the inevitable failures too), and create a durable (if evolving) performance strategy that can motivate a city's managers and employees to produce the kind of results that you promised during your election campaign.

What Exactly Is CitiStat?

The Concept

Q: What exactly is CitiStat?

A: A leadership strategy!

CitiStat is a leadership strategy that a mayor can employ to mobilize city agencies to produce specific results.

The obvious and operational components of CitiStat are its meetings and questions, its targets and data. But these visible features are only the vehicles by which the mayor focuses the personal attention, the management energy, the operational tactics, and the creative talents of the people in individual city agencies on the task of producing clearly specified results.

Q: What is CitiStat not?

A: CitiStat is not a system.

There is no correct, prescribed, fixed "model" for CitiStat. No one has created the "mold" from which all other CitiStats must be cast. There exists no organizational "genome" from which to create a DNA test to determine whether a CitiStat is a true descendent of the original. No one has designed the template that a city must methodically follow if it is to officially qualify as practicing CitiStat.

The Purpose

Q: What is CitiStat designed to accomplish?

A: More and better results!

CitiStat is designed to improve the performance of every city agency. Each city agency is charged with producing results. Otherwise the agency has no reason to exist. Thus, the purpose of CitiStat is to help, motivate, cajole, and, if necessary, pressure agency managers to achieve more and better results.

Management



Robert D. Behn is a lecturer at Harvard University's John F. Kennedy School of Government and the faculty chair of the School's executive-education program on "Driving Government Performance: Leadership Strategies that Produce Results." His e-mail: redsox@ksg.harvard.edu.

Q: Whose results?**A: *The mayor's results!***

As the city's elected chief executive, the mayor is the official responsible for the overall management of the city—for establishing its strategic direction and producing results. And, obviously, the citizens elected this mayor because they expected that he or she would accomplish something—perhaps some very specific somethings that the mayor promised during the campaign, perhaps just some general somethings that now need to be translated into specific operational improvements.

Q: What kind of results?**A: *Service-delivery targets.***

In Baltimore, Mayor O'Malley and his staff established a set of key performance targets for every city agency. Each target reflected a specific type of service that the city provided to its citizens that was to be completed within a specific time period.

For example, O'Malley established the "48-hour pothole guarantee." If a citizen called in a request to fill a pothole, the Department of Public Works would fill that pothole within 48 hours.

Q: How does CitiStat produce these results?**A: *Through leadership!***

Again: CitiStat is not a mechanical system. It is not an evaluation scheme. It is not a computer program. CitiStat is a leadership strategy that permits the mayor and his management team to track, analyze, appraise, diagnose, and improve the results produced by every city agency.

This requires leadership—active leadership by the mayor, by the mayor's key deputies, and by agency managers. In any organization (public, private, or nonprofit) of any size (a large corporation or a small local office), the top manager cannot expect to produce results in absentia. To produce real results, the manager must be personally engaged in everything

from establishing the targets to be achieved, to monitoring progress, to analyzing failures, to rewarding success.

The Commitment**Q: What kind of commitment does CitiStat require?****A: *A real, serious commitment.***

No mayor should initiate the creation of CitiStat without fully recognizing the implications of the undertaking. Thus, a mayor who wishes to establish CitiStat not only needs to make a real commitment; he or she also needs to dramatize this commitment.

How Does a City Get Started?**The Beginning****Q: What should a city do first?****A: *Start with what it has.***

In Baltimore, the CitiStat staff began by asking each agency to bring what data it already had. Not surprisingly, most agencies brought two kinds of data: financial data and personnel data. Most agencies were not really collecting performance data of any kind. For other administrative reasons, however, they were all collecting lots of data—particularly data about money and people. They collected financial data so that they could keep track of their budget and comply with various reporting requirements. And they collected personnel data so that they could keep track of their staff and comply with various reporting requirements.

From these data, the CitiStat staff quickly figured out that Baltimore had a big overtime problem. Thus, it began focusing its initial analyses and meetings on the challenge of getting control of overtime.

Each city will begin in its own way. It will begin with the data that are available and with the performance deficits that it considers most important or most amenable to some swift and significant improvements.

Q: How much resistance will a city get—and from whom?

A: *Some active, mostly passive.*

Any new initiative in any large organization creates resistance. Some of this resistance comes from the passive pessimists who conclude, “Why bother?” Some of this resistance comes from active malcontents who have become comfortable with their existing procedures and routines and see no reason to change; indeed, these individuals may be significantly inconvenienced by the new initiative.

Q: What kinds of mistakes can a city make?

A: *All kinds of mistakes.*

No one pulls off a new initiative without making any mistakes. A mayor has to accept that a new CitiStat will not be any different. If the city tries to copy Baltimore’s approach precisely, it will make mistakes. No other city is precisely like Baltimore, and thus the details of what Baltimore did will be perfectly suited for no other city. If the city tries to copy Baltimore’s approach, it will make mistakes—for it will miss one or more important differences between it and Baltimore, or it will misinterpret the nature or magnitude of a key difference.

Initial Progress

Q: How ambitious should a city be?

A: *Enough to create some obvious successes.*

One way to convert the passive pessimists into active adherents is to create some quick wins. The size of the wins is less important than that they be quick and obvious. Karl Weick of the University of Michigan has called this “the strategy of small wins” (1984). Don’t undertake to solve all of your problems at once. You can’t. So don’t try.

Q: How can a city get results quickly?

A: *By focusing on eliminating obvious, simple obstacles to improve performance.*

The quick wins will come by strategically selecting opportunities to eliminate annoyingly small yet clearly consequential barriers that are preventing city agencies from producing more or better results. Such a barrier could be obsolete rules that no one has felt authorized to change. It could be the lack of a key resource such as a piece of equipment or an individual with particular training. It could be the inability of two agencies to collaborate effectively to produce a common product.

What Measures and Data Does a City Need?

The Measures

Q: How does a city know what to measure?

A: *It depends on what the mayor is trying to accomplish.*

As with every other choice about how to conceive and create, then implement and adjust a CitiStat leadership strategy, this decision also depends upon CitiStat’s purpose. Architects operate by Louis Sullivan’s important principle: “Form ever follows function” (1896). Architects can’t make important decisions about the design of a building until they know what purpose the building will serve. Similarly, those who would design a CitiStat for a city need to start with their purpose. Only once the mayor has established in his or her own mind what CitiStat should strive to accomplish—and is able to clearly articulate this purpose to CitiStat staff and agency heads—can they begin to decide what they will measure.

Q: Who decides what to measure?

A: *All city employees and stakeholders can contribute.*

The mayor has a monopoly on deciding what CitiStat should seek to accomplish. At the same time, when formulating this objective, the mayor needs to listen to a variety of people. Like everyone else on the face of the planet, the mayor does not possess a monopoly on wisdom.

The Data

Q: What kind of data does a city really need?

A: *Data that helps to reveal how well the city is doing in achieving the mayor’s objectives.*

For example, if a mayor is focused on filling potholes, the mayor (and the CitiStat staff) needs data on potholes. How many potholes were reported? How many potholes were filled? How quickly were they filled?

Q: What kind of data does Baltimore actually use?

A: *All kinds of data including internal, administrative data, plus data on how city agencies responded to citizen requests for specific services.*

CitiStat utilizes a variety of standard administrative data (usually for two-week periods). For the Department of Transportation, such administrative data include parking citations issued, vehicles towed, and signs installed and repaired. For the Department of Recreation and Parks, these data include number of trees pruned, stumps removed, programs for school groups, and volunteer

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hours. For the Department of Housing and Community Development, these data include the housing code enforcement inspections (including the daily average by district and area). Such data and more can be found on the CitiStat website (www.ci.baltimore.md.us/news/citistat/index.html).

Q: How does a city ensure the integrity of the data?

A: Audit it.

Each agency closes its own service requests, or SRs, by entering this information into the CitiTrack system. Consequently, Baltimore has to check to be sure that the citizen's request for service has indeed been satisfied. It does this by randomly calling each week 100 citizens to see if they are satisfied with the city's work.

Q: Does CitiStat employ any qualitative data?

A: Yes.

Neither the mayor, the first deputy mayor, the director of CitiStat, nor the CitiStat staff are hunkered down in City Hall staring at their computer screens. They also live in the city. They observe city operations themselves. They hear from constituents. They read the newspapers and listen to the news. Consequently, when an agency fails to fulfill expectations—either a citizen's, a journalist's, or their own—they quickly seek to fix the mistake.

Q: Can a city use outcome data or does it have to rely on output data?

A: Rarely will a city have outcome data that is available sufficiently quickly to be used managerially to make operational improvements.

The standard measurement mantra is: "Don't measure inputs. Don't measure processes. Don't measure activities. Don't measure outputs. Only measure outcomes." Unfortunately, in city government (indeed, in any government) this is often difficult. Sometimes it is impossible. Consequently, a CitiStat strategy may have to rely more on output data than on outcome data.

What Kind of Infrastructure Does a City Need?

CitiStat may be a leadership strategy. Nevertheless, the implementation of this leadership strategy takes place within a specific operational framework. It takes place in a room, depends upon some specific forms of technology, and (as always) needs a budget.

The Technology

Q: What kind of technology does a city need?

A: Enough so that the city can collect, analyze, and display data about results.

Over time, Baltimore's technology has become more sophisticated. In the beginning, however, it was not particularly polished. As its initial search for data was pragmatic and opportunistic, so was its choice of technology. It began with what was available.

Today, Baltimore's CitiStat relies on four types of technology: (1) the 311 phone system, (2) the CitiTrack data system, (3) spreadsheet templates and analytical frameworks for analyzing data, and (4) computers and projectors that display the maps, charts, and data during a meeting.

Q: What is the 311 City Call system?

A: A single centralized method for citizens to request services from the city.

In addition to CitiStat, Baltimore created its 311 City Call system (an innovation pioneered by Chicago). A citizen who wants a city agency to do something no longer has to figure out what agency that is and what the phone number for that agency is. Nor does the citizen need to resort to calling 911 with the pretext that the request is an emergency. Instead, the citizen just dials a single number—311—for all such requests. Like a lot of other cities with a 311 number, Baltimore refers to this as "one call to city hall."

Q: Where does Baltimore obtain the special equipment it uses?

A: Off the shelf.

Baltimore has obtained the various components of the information technology that it uses for CitiStat strictly from standard sources. None of Baltimore's equipment is proprietary. The computers in Baltimore's CitiStat offices are no different from those in any other city hall.

The Budget

Q: How much did it cost to create CitiStat?

A: \$20,000.

The initial setup cost for CitiStat—for the room and the information technology—was just \$20,000. Most of this went for the information technology. The facilities—the room in which the CitiStat meetings are held and the offices in which

the CitiStat staff work—were created from underutilized parts of City Hall. Consequently, the start-up funds that were not spent on technology went for sheetrock, tables, and chairs.

Q: What is the annual operating cost of CitiStat?

A: *Half-a-million dollars per year.*

For FY 2007, the operating budget for Baltimore's CitiStat was \$509,000. All but \$6,000 of this was for salaries and benefits.

Q: To what component of the city's budget is CitiStat assigned?

A: *The mayor's budget.*

CitiStat is a unit within the mayor's office. Consequently, the CitiStat operating budget is part of the mayor's operating budget.

Q: How does CitiStat influence the budget process?

A: *Indirectly.*

Once a month, an agency's CitiStat meeting will begin with a budget update and an examination of specific funds: Why is this running over budget? Why is it running under? Then, once a year, CitiStat conducts a detailed review of each agency's budget.

Q: Should the CitiStat office be part of the budget department?

A: *No.*

Baltimore emphasizes that if CitiStat is run out of a city's budget office, the sole measure of concern will quickly become dollars saved.

In contrast, the CitiStat office has a different set of purposes. Primarily, the CitiStat office wants to improve the results produced by city agencies.

What Is the Purpose, Operation, and Impact of the Meetings?

The Participants in the Meeting

Q: Who attends the meeting?

A: *Several dozen people from the agency and the mayor's office.*

A CitiStat meeting is a deliberation that involves the management team from a city agency and key personnel from the mayor's office.

Q: Who does *not* attend the meeting?

A: *Journalists, stakeholders, and citizens.*

CitiStat is an internal management meeting—the mechanism that the mayor uses to run city government. Consequently, participation is limited to those with direct operational responsibilities for the specific agency under discussion. (Occasionally, journalists have attended a CitiStat meeting, but they do this to write a feature story, not to provide ongoing coverage.)

The Conduct of the Meetings

Q: What should be the mayor's role at the meeting?

A: *Both a little and a lot.*

A little, in the sense that the mayor needs to neither conduct nor attend the meeting. A lot, in the sense that the mayor needs to clearly confer authority on the person who does run the meeting.

Q: What is the role of the mayor's staff and the CitiStat staff at the meeting?

A: *To ask more questions, offer suggestions, and provide support.*

Although the first deputy mayor (or the director of CitiStat) runs the meeting and controls the movement of the agenda from topic to topic, other members of the mayor's staff contribute their own questions, comments, and suggestions.

What Did Baltimore Accomplish?

Mayor O'Malley created a room, collected data, analyzed the numbers, held meetings, asked lots of questions of middle managers, and pushed agency directors for new strategies. Through all of this, the mayor sought better performance. But what, exactly, did Baltimore accomplish?

Results

Q: What results did CitiStat produce?

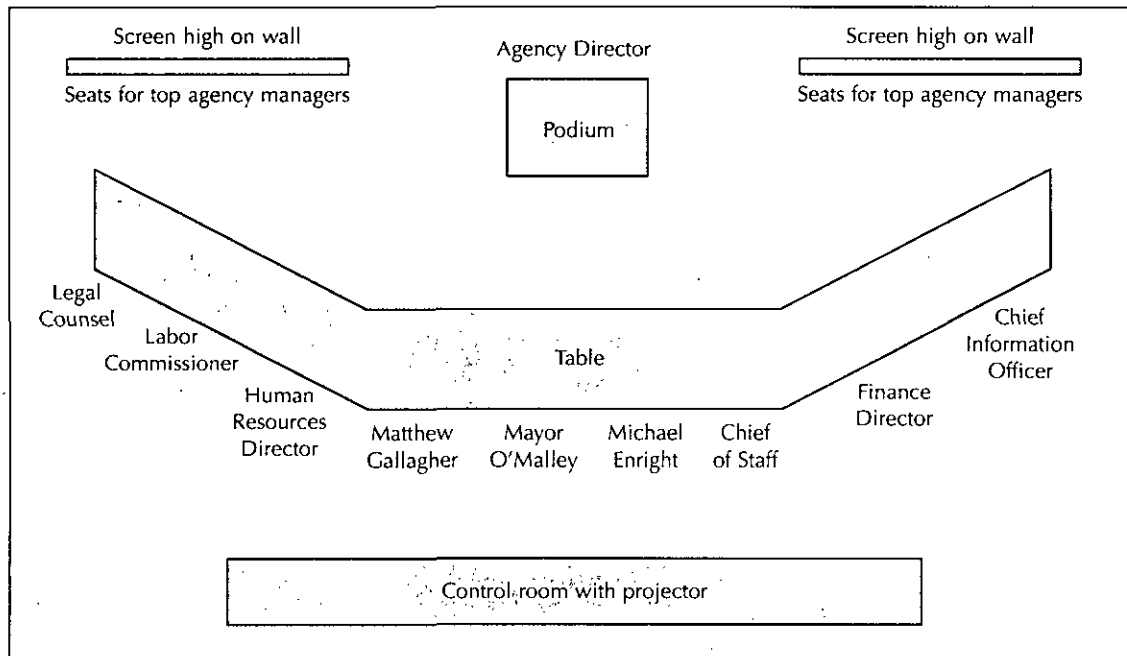
A: *It saved Baltimore money.*

In March 2007, at a conference organized by the Community Indicators Consortium, a CitiStat staff member delivered a presentation emphasizing two important impacts of CitiStat:

- "Through improved accountability on overtime spending, absenteeism, and managed contracts, the program has demonstrated cumulative positive financial impacts of over \$350 million in its seven years of existence. This does not include service improvements benefits.

Management

Figure 1: A Rough Schematic of Baltimore's CitiStat Room During the O'Malley Administration



- "This allowed reinvestment of \$54 million in the previous two fiscal years in children's programs, including \$25 million in school construction and renovation" (www.communityindicators.net/documents/CICCitiStatPresentation.pdf).

Q: What else did CitiStat produce? What were some performance improvements?

A: It filled potholes—lots of potholes, and very quickly.

Among the multiple targets that Baltimore set for completing various service requests, none was more visible than Mayor O'Malley's "48-Hour Pothole Guarantee."

Q: Did Baltimore do anything else besides fill potholes?

A: Yes, it improved its performance—and tightened its targets—for a number of priority service requests.

Whenever a citizen calls 311 with a service request, the operator gives the caller both a service-request number and a target time (in days) in which the city commits to fulfilling the request. Over the years, the city has added SRs and tightened its target times for numerous SRs.

Cause and Effect

Q: Can Baltimore "prove" that CitiStat was the cause?

A: Of course not.

Any change in the results produced by a public agency has many causes. Rarely does a public agency take only one action while carefully holding the rest of its behavior faithfully constant. And even if, to examine the impact of this one action, the agency tried and was able to do so for a long enough period of time (years? decades?), there would still exist a variety of external factors that are constantly changing and which do—or, at least, might—have an impact on the results.

References

Sullivan, Louis Henri. "The Tall Office Building Artistically Considered." *Lippincott's Magazine*, March 1896.

Weick, Karl E. "Small Wins: Redefining the Scale of Social Problems." *American Psychologist*, Vol. 39, No. 1 (January 1984), pp. 40–49.

Q: What results can other mayors in other cities expect CitiStat to cause?

A: A lot, or maybe a little, or maybe nothing.

Another mayor in another city cannot simply copy Baltimore's CitiStat. Any mayor has to adapt its core concepts to his or her city's current needs. After all, during Martin O'Malley's seven years as mayor, Baltimore's CitiStat was not fixed, but frequently changing. Indeed, the same is true for Baltimore's current mayor, Sheila Dixon; she will have to do the same thing. She too must continually adapt the use of the CitiStat strategy to Baltimore's current needs and her own priorities.

What Is the Future of CitiStat?

Uniqueness

Q: Could the CitiStat performance strategy be effective in a jurisdiction that did not have a strong-mayor form of government?

A: Sure.

CitiStat requires leadership—not a particular organizational structure. No characteristic of the CitiStat approach restricts its effectiveness to a city with a strong mayor. It could easily be employed in a municipality with a council and city-manager form of government.

Q: Could the CitiStat performance strategy work within an agency itself?

A: It has.

After all, the original version of this performance strategy was CompStat, developed by the New York City Police Department. CitiStat is an adaptation of CompStat.

Sustainability

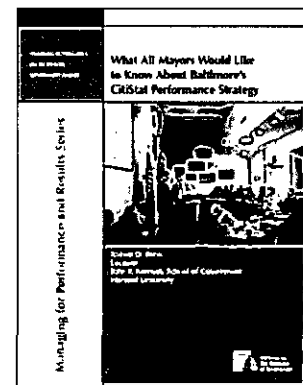
Q: What kind of approach will increase the probability that the next mayor will continue using CitiStat to manage a city?

A: Produce real, visible results!

A CitiStat-style performance strategy is of no value unless it helps government produce better results. ○

TO LEARN MORE

What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy
by Robert D. Behn



The report can be obtained:

- In .pdf (Acrobat) format at the Center website, www.businessofgovernment.org
- By e-mailing the Center at businessofgovernment@us.ibm.com
- By calling the Center at (202) 515-4504
- By faxing the Center at (202) 515-4375

January 2010

January 2010							February 2010						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28						
31													

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
				January 1, 2010	2
				8:00am New Year's Day - City Offices Closed	
				8:30am CleanStat - CitiStat Room	3
				11:00am Housing HCD - CitiStat Meeting	
4	5	6	7	8	9
10:00am Homeland Security Meetings (CitiStat Room- 6th Floor CitiStat)		11:00am PoliceStat (CitiStat 6th floor conference room)	11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting 3:00pm Government Relations Janelle Mummey	8:30am DOT-Stat (CitiStat 6th floor conference room) 11:00am Fire Department - CitiStat 2:00pm BERT - Jean Lewis (CitiStat Room)	
1:00pm HSPC Meeting					10
11	12	13	14	15	16
			11:00am HR Stat - CitiStat Meeting 12:30pm Visitors from Harford County, Maryland - Broady to host (CitiStat) 1:00pm General Services CitiStat Meeting	FURLOUGH DAY 4 8:00am Furlough - City Offices Closed 8:30am CleanStat - CitiStat Room	
					17
18	19	20	21	22	23
		11:00am PoliceStat (CitiStat 6th floor conference room)	11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting	8:30am DOT-Stat (CitiStat 6th floor conference room) 3:30pm Legislative Task Force Mtg. (Mary Pat Fannon)	
					24
25	26	27	28	29	30
		1:00pm MBE/WBE Stat meeting (CitiStat room)	11:00am HR Stat - CitiStat Meeting 1:00pm General Services CitiStat Meeting 3:00pm Gun Stat (CitiStat Room)	8:30am CleanStat - CitiStat Room 11:00am Housing HCD - CitiStat Meeting 3:30pm Government Relations (Mary Pat Fannon)	
					31

February 2010

February 2010

S	M	T	W	T	F	S
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2010

S	M	T	W	T	F	S
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
February 1 10:00am Homeland Security Meetings (CitiStat Room- 6th Floor CitiStat) 1:00pm HSPC Meeting	2 6:30pm CitiStat Presentation for UM Master's in Social Work Class - 20 students (CitiStat Room - Adrienne Breidenstine 443-286-5537)	3 11:00am PoliceStat (CitiStat 5th floor conference room)	4 11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting	5 8:30am DOT-Stat (CitiStat 6th floor conference room) 11:00am Fire Department - CitiStat (CitiStat Room)	6
8	9	10	11 11:00am HRStat - CitiStat Meeting 1:00pm General Services CitiStat Meeting	12 8:30am CleanStat - CitiStat Room 11:00am Housing HABC - CitiStat Meeting	13
15	16	17 11:00am PoliceStat (CitiStat 5th floor conference room)	18 11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting	19 8:30am DOT-Stat (CitiStat 6th floor conference room)	20
22	23	24 1:00pm MBE/WBE Stat meeting (CitiStat room)	25 11:00am HRStat - CitiStat Meeting 1:00pm General Services CitiStat Meeting 3:00pm Gun Stat (CitiStat Room)	26 8:30am CleanStat - CitiStat Room 11:00am Housing HCD - CitiStat Meeting	27
					28

March 2010

March 2010							April 2010						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
7	8	9	10	11	12	13	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28	29	30	

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
March 1	2	3	4	5	6
10:00am Homeland Security Meetings (CitiStat Room- 6th Floor CitiStat) 1:00pm HSPC Meeting		11:00am PoliceStat (CitiStat 6th floor conference room)	11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting	8:30am DOT-Stat (CitiStat 6th floor conference room) 11:00am Fire Department - CitiStat (CitiStat Room)	7
8	9	10	11	12	13
			11:00am HR Stat - CitiStat Meeting 1:00pm General Services CitiStat Meeting	8:30am CleanStat - CitiStat Room 11:00am Housing HABC - CitiStat Meeting	14
15	16	17	18	19	20
		11:00am PoliceStat (CitiStat 6th floor conference room)	11:00am Rec & Parks - CitiStat 1:00pm Water, Wastewater CitiStat Meeting	8:30am DOT-Stat (CitiStat 6th floor conference room)	21
22	23	24	25	26	27
	1:00pm STP Supervisory Training on CitiStat Process - Marc or Other Analyst (CitiStat Room)	1:00pm MBE/WBE Stat meeting (CitiStat room)	11:00am HR Stat - CitiStat Meeting 1:00pm General Services CitiStat Meeting 3:00pm Gun Stat (CitiStat Room)	8:30am CleanStat - CitiStat Room 11:00am Housing HCD - CitiStat Meeting	28
29	30	31			
		11:00am PoliceStat (CitiStat 6th floor conference room)			

Comparison of Performance Measures – POLICE

Oakland

- Number of annual compliance audits conducted
- Percentage change from prior year in bias complaints
- Percentage change from prior year in force complaints
- Percentage of Part 1 Violent Crime, excluding homicides, from prior year
- Percentage of Part II Violent Crime, from prior year
- Percentage of homicides from prior year
- Percentage of investigated cases presented to District Attorney
- Percentage of completed investigated cases charged by District Attorney
- Percentage of actual homicide cases investigated that are cleared
- UCR homicide clearance rate
- Percentage of cases the District Attorney refused to prosecute
- Average monthly case load for investigators
- Identification rate with CAL-ID on latent print searches
- Percentage of violent crimes in which perpetrators are identified through DNA typing and database searches
- Percentage of rape cases that are submitted into the Federal database
- Analyze sexual assault kits in active cases collected by the Department
- Percentage of Daily Crime Reports showing citywide Part One crime statistics created and published each weekday except holidays
- Number of completed data and map requests illustrating crime patterns, trends, clusters, and other vital information

Washington DC

- Percent change in DC Code Index violent crime
- Percent change in DC Code Index property crime
- Rate of sustained citizen allegations of police misconduct per 1,000 sworn members
- Percent of victims surveyed reporting that they were victimized more than once in the past three months
- Average number of city blocks with 15 or more repeat calls for service for public disorder within a month
- Average number of city blocks with 12 or more repeat calls for service for drug activity
- Number of addresses with three or more repeat calls for service for domestic violence
- Average response time (in minutes) to Priority One calls from time of dispatch to the
- Percent of victims of crime reporting that they were "very satisfied" or "somewhat"
- Percent of lieutenants, sergeants, and officers assigned to the Police Service Areas
- Ratio of Part 1 arrests of youth offenders to detentions or arrests of youth for all crimes
- Number of vehicle crashes with fatalities
- Percent of victims of crime reporting that they were "very satisfied" or "somewhat"
- Homicide clearance rate
- Forcible rape clearance rate
- Robbery clearance rate
- Aggravated assault clearance rate

Baltimore

- Citizen Perception of Safety; in your neighborhood during the day
- Citizen Perception of Safety; in your neighborhood at night
- Citizen Perception of Safety; Downtown during the day
- Citizen Perception of Safety; Downtown at night
- Citizen Perception of Safety; In city parks during the day
- Violent Crime Rate
- Property Crime Rate
- Number of Juvenile Arrests
- Number of Juvenile Crime Victims

San Francisco

- UCR: Number of UCR homicides per 100,000 population
- Number UCR Part I violent offenses reported
- UCR: Number of UCR Part I violent offenses reported per 100,000 population
- UCR: Number of UCR Part I property offenses reported per 100,000 population
- Response time to calls for emergency assistance: Priority A calls (in seconds)
- Response time to calls for emergency assistance: Priority B calls (in seconds)
- Response time to calls for emergency assistance: Priority C calls (in seconds)
- Number of traffic accidents that result in injuries
- Number of traffic accidents that result in fatalities
- Percentage of sustained complaints completed in a timely manner
- Number of complaints closed during the year per FTE Investigator
- Percentage of sustained cases that resulted in corrective or disciplinary action by the Chief or Police Commission

Comparison of Performance Measures – POLICE

Oakland

- Percentage of crime reports assigned to an investigative unit, reproduced and distributed within 16 hours of arrival
- Percentage of monthly Federal and State Uniform Crime Reports compiled, validated and submitted to California Department of Justice by the 10th working day of each following month
- Percentage of Priority 1 calls dispatched within 1 minute of the time it is received
- Percentage of Priority1 calls dispatched within 1 to 5 minutes of the time it is received
- Average seconds to answer a 911 call
- Average seconds to answer a non-emergency call
- Percentage of NCPC meetings scheduled and attended by NSC's to provide 911 public education
- Percentage of sworn members provided with 40 hours of basic in-service training every 18 months
- Percentage of the sergeants provided with 40 hours of supervisory training every 18 months
- Percentage of the commanders/managers provided with 40 hours of command training every 18 months
- Percentage of the newly promoted sergeants provided with 80 hours of supervisory training within six months of promotion
- Percentage of the newly promoted commanders provided with 80 hours of command school within six months of promotion

Washington DC

- Burglary clearance rate
- Larceny-theft clearance rate
- Motor vehicle theft clearance rate
- Percent of child abuse cases resolved
- Court overtime hours per arrest
- Percent of special events without serious injury or significant property damage
- Percent of call-outs of emergency services unit without serious injury or significant
- Percent of AFIS fingerprint database searches performed within one hour
- Percent of prisoners processed at Central Cell Block that meets court cut-off time
- Percent of authorized sworn strength staffed
- Percent of incidents of police firearm discharges in which MPD members failed to
- Average daily fleet availability

Comparison of Performance Measures – POLICE

Oakland

- Percentage reduction in employees' preventable vehicle collision, from *prior year*
- Percentage increase on the number of problem-oriented policing projects
- Percentage from prior year in vice-related arrests
- Percentage from prior year in narcotics-related arrests
- Percentage increase in volunteer reserve staffing
- Percentage of priority calls for service made to the Animal Shelter that are responded to within 24 hours of receipt
- Increase in the investigation and presentation of cruelty to animal cases to the District Attorney
- Increase number of animal adoption
- Percentage of complaints resolved/addressed within 30 days

Comparison of Performance Measures – FIRE

Oakland

- Percent of first company arriving to the scene of an emergency within 0-7 minutes of notification to the Dispatch Center
- Percent of first company arriving to the scene of an emergency within 7-10 minutes of notification to the Dispatch Center
- Percent of first company arriving to the scene of an emergency more than 10 minutes of notification to the Dispatch Center
- Youth Mentoring to provide Oakland youth with opportunities to learn about the Fire Services and the skills, abilities, education and experience that is necessary to become a sworn member of the Oakland Fire Department. Sworn personnel will spend time,
- All staff trained and certified as EMT or Paramedic
- Adequately staff Paramedic as part of the Advance Life Support (ALS) program
- Meet County Requirement for EMS Requirements for Annual Policy Update
- Percent of first company arriving to EMS-related emergencies within 0-7 minutes
- Percent of first company arriving to EMS-related emergencies within 7-10 minutes
- Percent of first company arriving to EMS-related emergencies within 10 minutes
- Provide CORE training to all City of Oakland residents
- Provide CORE Program Outreach to all Council Districts and especially to Council Districts with low participation

Washington DC

- % of critical medical calls with paramedic arriving within 8 minutes, en route to scene.
- % of critical medical calls with first transport unit arrival within 13 minutes, dispatch to scene.
- % of hospital drop times of 30 minutes or less.
- % of patient care reports that are E-PCRs.
- % of cardiac arrest patients successfully resuscitated.1
- % decrease in 911 usage by Street
- Calls patients in a cohort.2
- # of department vehicles involved in accidents during emergency responses.
- # of department personnel injured during emergency responses.
- # of department personnel injured during firefighting operations.
- % change in # of all structural fires.
- % of emergency apparatus with MDCs implemented.
- % of emergency apparatus in service each day.
- # of peak hour/high risk inspections.
- % of arson cases closed with an arrest.
- # of scheduled drug/alcohol screenings.
- # of random drug/alcohol screenings.
- # of background /criminal records checks.
- % of District of Columbia fire hydrants inspected.
- # of individuals trained in CPR programs
- # of new AED registrations.
- # of smoke detector installations.
- # of unplanned overtime hours.

Baltimore

- Number of 911 Fire Suppression Service Calls
- Number of Residential Structure Fires- Private Dwellings
- Number of Residential Structure Fires- Apartments
- Number of Residential Structure Fires- Others
- Number of Non-Residential Structure Fires- Public Assembly
- Number of Non-Residential Structure Fires- Schools & Colleges
- Number of Non-Residential Structure Fires- Health Care & Penal Institutions
- Number of Non-Residential Structure Fires- Stores & Offices
- Number of Non-Residential Structure Fires- Vacant Structure
- Number of Non-Residential Structure Fires- Others
- Number of Vacant Structure Fires
- Number of Non-Structure Fires- Vehicles
- Number of Non-Structure Fires- Area Outside of Structures
- Number of Non-Structure Fires- Brush, Grass, Wildland
- Number of Non-Structure Fires- Trash, Rubbish, Dumpsters
- Number of Non-Structure Fires- Others
- Number of HAZMAT Incidents
- Number of Mutual Aid Incidences- Provided
- Number of Mutual Aid Incidences- Received
- Number of False Alarms- Suppression
- Number of False Alarms- EMS
- # of Private Alarms- EMS

San Francisco

- Total number of responses to emergency incidents
- Number of Code 3 incidents
- Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile
- Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile
- Number of citizens trained in emergency techniques and procedures
- Number of new recruits trained
- Number of fires investigated
- Total arson arrests
- Number of new fire permits issued
- Number of inspections made

Comparison of Performance Measures – FIRE

Oakland

- Provide injury prevention education to youth ages K-3rd grade through the Risk Watch Program
- Provide fire safety education to 10,000 youth ages K-8th grade through the *On-site Education and Training Program*
- Provide fire safety education for 500 youth age K-5th grade through annual event of Annual Fire Safety Education Program
- Provide career orientation and information to 2,000 youth ages 9th - 12th grade through the Careers in the Fire Services Program
- Provide fire safety education to seniors
- Provide fire safety education to community
- Provide fire safety education to businesses
- Number events conducted

Washington DC

- % of unfilled appropriated FTEs (vacancy rate).
- # of the operational workforce certified as paramedics
- % of uncertified operational personnel who have obtained EMS certification (of 88 remaining).
- % of patients surveyed indicating they were "satisfied" or "very satisfied" with EMS services.

Baltimore

- # of Private Alarms- Suppression- Residential
- # of Private Alarms- Suppression- Commercial
- Average Response Times- 1st Arriving Unit
- Average Response Times- First Alarm
- # of Civilian Deaths: 0 - 18
- # of Civilian Deaths: 19 - 35
- # of Civilian Deaths: 36 - 59
- # of Civilian Deaths: 60 +
- # of Civilian Deaths: Unknown Age
- # of Arson-Related Fire Deaths
- # of Residential Structure Fire Deaths
- # of Non-Residential Structure Fire Deaths
- # of Other Fire Deaths
- # of Fire Deaths Occurring in Structures with Working Smoke Detector
- # of Fire Deaths Occurring in Structure without a Working Smoke Detector
- EMS: # of Total Dispatched/Incidents
- EMS: # of Total Responses- Medic (ALS)
- EMS: # of Total Responses- Peak
- EMS: # of Total Responses- Critical
- EMS: # of Total Patient Transports- Medic (ALS)
- EMS: # of Total Patient Transports- Peak
- EMS: # of Total Patient Transports- Critical
- EMS: % Incidents that Resulted in EMS Transport
- EMS: # of Suppression Ambulance Assist Runs
- EMS: Response Times- EMS Units

Comparison of Performance Measures – FIRE

Baltimore

- EMS: Response Times- Suppression Ambulance Assists
- EMS: # of Responses that Resulted in EMS Billing
- EMS: # of Bills Collected
- EMS: EMS Billings (\$)
- EMS: EMS Revenue Collected (\$)
- EMS: Medicare Revenue Collected (\$)
- EMS: Medicaid Revenue Collected (\$)
- EMS: Other (\$)
- EMS: None (\$)
- EMS: EMS Collection Rate
- # of Public Fire Safety Education (Persons)
- # of Community Meetings/Events
- # of Inspections
- # of Permits Issued
- # of Smoke Detectors Distributed
- # of Smoke Detectors Installed
- # of Fire Marshal's Office Investigations
- # of Incendiary/Arson as Cause of Fire
- # of Investigation-Related Criminal Arrests
- Hazmat # of: Total
- Hazmat # of: Spills/Ground Responses
- Hazmat # of: Spills/Water Responses
- Hazmat # of: Bio / Chem Responses
- Hazmat # of: Release to Atmosphere Responses
- Hazmat # of: Carbon Monoxide Responses
- Hazmat # of: Apparatus Inspections Performed (Weekly Pump/Ladder Test)
- Hazmat # of: Fire Prevention Presentations

Comparison of Performance Measures – PARKS & RECREATION

Oakland

- Provide recreation centers with some form of Cultural Arts Programming.
- Increase adult & teen boating program enrollment citywide through community presentation and special events.
- Implement a comprehensive service for Central Reservations Unit customers.
- Host Town Hall meetings in each Council District and in specialized communities annually.
- Host fiscal and administrative monitoring and planning meetings with departmental meeting.
- Bring expired contracts current (10)
- Establish and/or expand public/private partnerships to expose youth to outdoor recreation.
- Conduct regular outreach campaigns/open houses in community (28)
- Increase adult sport teams in each sport.
- Train, hire and certified Junior Lifeguards
- Increase swim lessons from ages 0 - 5
- Enroll teens in the Counselor in Training program (CIT).
- Hire youth from our Camp in Training (CIT) program.
- Upgrade the remaining "Leveling of Playfield" ball fields
- Offer OPR Programs at OUSD School Playground Sites.
- Partner with playground sites that receive Prop 49 funds to leverage services for city reimbursement.

Washington DC

- Percent of emergency maintenance requests addressed within 24 hours
- Percent of DPR-owned facilities meeting ADA standards
- Percent of capital projects completed on time
- Percent of DPR parks rated "clean and safe"
- Percent of TR (therapeutic recreation) customers who report satisfaction with TR
- Percent change in number of senior "health promotion" special events over prior year
- Percent of DPR's 17 child development facilities maintaining national accreditation
- Percent of parents reporting satisfaction with the quality of Daycare/Head Start
- Percent of DPR recreation centers conducting environmental education programming
- Percent of parents that report satisfaction with their child(ren)'s summer urban day camp
- Percent change in number of youth participants in sports leagues
- Percent of lifeguards needed for summer hired and trained by March 31st
- Percent of Roving Leader clients participating in structured prevention programs
- Percent change in registration for programs using RecWare software
- Percent of recreation center visitors participating in structured programs

Baltimore

- Number of bags disposed (trash)
- Number of basketball nets replaced
- Number of basketball rims replaced
- Number of benches painted
- Number of benches repaired
- Number of cubic yards of bulk trash
- Number of fences painted
- Number of fences repaired
- Number of linear ft. edged
- Number of down trees
- Number of Follow on Requests Created
- Number of Follow on Requests Created
- Number of Inspections
- Number of Inspections
- Number of Stumps Removed
- Number of trees planted
- Number of trees pruned
- Number of trees removed
- Number of playground repairs
- Number of service requests abated
- Number of service requests submitted
- Number of sites w/graffiti removed
- Number of trees w/ down limbs
- Number of wood chip applications

San Francisco

- Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good
- Citywide percentage of park maintenance standards met for all parks inspected
- Citywide percentage of park maintenance standards met in neighborhood parks
- Citywide percentage of turf athletic field standards met in parks
- Percentage of graffiti work orders completed within 48 hours
- Percentage of users who rate the quality of the City's adult recreation programs as good or very good
- Percentage of users who rate the quality of the City's children and youth recreation programs as good or very good
- Percentage of users who rate RPD's customer service as good or very good
- Number of recreation volunteer hours
- Percentage of capital projects completed on or under budget

Comparison of Performance Measures – PARKS & RECREATION

Washington DC

- Percent change in number of adult participants in sports leagues
- Percent change in number of volunteers participating in clean-up and/or other
- Percent change in "adopt-a-park" and/or "friends-of groups" over prior year
- Percent change in grant funding over prior year
- Percent change in corporate sponsorship funding over prior year
- Percentage of reimbursable meals within the summer food program
- Percent change in collaborative/cohabitative partnerships with nonprofits over prior year
- Percent of the Mayor's Customer Service Standards Met
- Percent of Key Result Measures Achieved
- Percent of local budget used for training

Comparison of Performance Measures – PUBLIC WORKS

Oakland

- Percent of fleet available for use by operating personnel - Police Services
- Percent of fleet available for use by operating personnel - Fire Services
- Percent of fleet available for use by operating personnel - Public Works
- Percent of fleet available for use by operating personnel - All other
- Average maintenance cost per mile - police vehicles
- Average maintenance cost per mile - fire vehicles
- Average maintenance cost per mile - all other vehicles
- Average fuel cost per mile
- Percent of non-emergency, minor bldg. maintenance requests responded to within 48 hours
- Percent of non-emergency, custodial maintenance requests responded to within 48 hours
- Respond to and resolve all reports of sewer backups within 2.5 hours
- Percent of 10,000 storm water inlets cleaned and inspected annually
- Respond to and resolve all reports of flooding within 2.5 hours
- Percent of 300 miles of sanitary sewer pipe cleaned and inspected annually (of 1,000 miles)
- Streets - Average number of calendar days between pothole repair requests and potholes filled by staff
- Average number of working days between legal claim received related to sidewalks and completion of preliminary repair.
- Street Lighting - Percentage of repair calls responded to and repaired within a working day

Washington DC

- % of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean"
- % of trash collection routes completed on the scheduled day
- Complaint rate for missed trash and yard waste collections per 10,000 collections (standard is 6)
- Cost per ton to collect trash and yard waste
- % of recycling collection routes completed on the scheduled day
- Complaint rate for missed recycling collections per 10,000 collections
- Cost per ton to collect recyclables
- Pounds of household and bulk trash generated per residence served
- Residential recycling diversion rate
- # of graffiti abatements
- # of parking tickets issued
- Cost per ticket issued (measured by PS/# of tickets)
- # of vehicles immobilized
- % of RPP blocks covered by daily enforcement
- % of service requests for abandoned vehicles on public space resolved within 5 business days
- % of mission critical fleet maintained by DPW available for daily operations
- % compliance with preventive maintenance appointments
- % of mechanics with at least one ASE certification
- % mechanics with at least one professional certification
- % light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours

Baltimore

San Francisco

- Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate
- Percentage of lowest bid received for each advertised project that is within 10% of the architect's estimate
- Percentage change order cost to original contracts, for projects exceeding \$2 million
- Percentage change order cost to original contracts, for projects not exceeding \$2 million
- Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate
- Percentage of lowest bid received for each advertised project that is within 10% of the engineer's estimate
- Number of blocks of City streets repaved
- Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good
- Number of potholes repaired
- Percentage of potholes repaired within 72 hours of request
- Number of vehicles assigned to departments
- Number of trees planted
- Number of City employees participating in commuter check program
- Number of commuters with access to emergency ride home

Comparison of Performance Measures – PUBLIC WORKS

Oakland

- Traffic Signals - Average number of hours to repair traffic signals
- Percent of workers compensation paperwork forwarded to third party administrator within 3 business days
- Percent of new supervisors and managers receiving worker's compensation training within one year
- Percent of full-time employees on workers' compensation status (monthly average)
- Percent of employees participating in Transitional Duty Program (monthly average)
- Number of reported vehicle accidents
- Percent of reported vehicle accidents that are preventable
- Percent of customer complaints responded to within 72 hours
- Percent of fields mowed within 15 days
- Number of volunteer hours served in community cleanup and beautification.
- Percent of time trash containers at the City parks are emptied before they overflow.
- Percent of Oaklanders that rate the City parks "clean and green" (based on citywide survey).
- Number of sidewalk street trees planted
- Number of sidewalk street trees pruned (of approximately 45,000 sidewalk street trees)
- Number of park trees pruned annually
- Number of right-of-way trees pruned annually
- Number of hazardous right-of-way trees removed

San Francisco

- Gallons of Biodiesel used by City vehicles
- Amount of conserved energy in kilowatt hours electricity attributable to SF Energy Watch Program
- Amount of conserved energy and therms of natural gas attributable to SF Energy Watch Program
- Number of trainings/workshops on resource-efficient buildings
- Percentage of total solid waste diverted in a calendar year
- Percentage of solid waste diverted by largest 15 City department locations
- Pounds of hazardous waste collected
- Number of Green Businesses certified through Green Business program

Comparison of Performance Measures – PUBLIC WORKS

Oakland

- Percentage of damaged traffic signs replaced within two business days
- Percent of routes swept on schedule
- Number of volunteer hours served in community cleanup and beautification.
- Percent of illegal dumping incidents responded to and resolved within 72 hours.
- Number of community outreach presentations on illegal dumping and volunteer opportunities
- Reduction in illegal dumping tonnage
- Number of graffiti incidents reported and removed within 74 hours.
- Percentage of City-owned facilities posted with current asbestos notifications
- Percentage of required hazardous materials business plans up-to-date
- Percentage of scheduled and requested hazardous waste pickups performed
- Percentage of underground storage tanks tested and in compliance
- Percentage increase in volunteer hours worked at creeks and Lake Merritt per dollar spent.
- Percentage increase in number of volunteers working at creeks and Lake Merritt per dollar spent.
- Number of pounds of residential recycled materials collected annually
- Number of calls resolved annually via the recycling and solid waste hotline
- Percent of City staff supported or engaged by the Sustainable Oakland program reporting satisfaction (at minimum) with value received from the program
- Number of meetings held inter-agency sustainability teams