WHAT IS CITISTAT?

• CitiStat is a management tracking initiative.

• CitiStat is computer-based, but not a specific software program.

• CitiStat utilizes many different, often interoperable, software programs.

• CitiStat is a process that uses a variety of tools to collect, analyze, and report data.

• Computer-based data tracking system is coupled with best management practices to achieve policy objectives.
WHERE DID THE IDEA FOR CITISTAT COME FROM?

- New York City Police Department introduced CompStat, which is short for “Computerized Statistics,” under the Giuliani administration in the 1990’s.

- CompStat employs Geographic Information Systems (GIS) to map statistics, detect patterns, and identify problems in the 8 patrol boroughs of the City.

- CompStat uses data about crime rates and arrests to evaluate command and control structure, dedication of resources, and effectiveness of policing efforts.

- CompStat assists the NYPD in understanding where most crimes occur, which allows them to dedicate extra resources to that area. Weekly meetings are held to discuss findings and determine how resources should best be used.
WHERE DID THE IDEA FOR CITISTAT COME FROM?

- Baltimore introduced CitiStat under the O’Malley administration in 2000, based on New York City’s CompStat model for the NYPD.
- Each department is responsible for submitting data to the CitiStat team of analysts, who prepare it for the upcoming CitiStat meeting.
- Mayor and his administration are briefed on the analysis and prepared for a meeting with the department to discuss operations and allocation of resources.
- City of Buffalo bases its CitiStat initiative on the Baltimore model.
WHAT IS THE PURPOSE OF BRINGING CITISTAT TO BUFFALO?

- Mayor Byron W. Brown instituted CitiStat Buffalo in order to:
  - Ensure accountability, reliability and productivity of the City workforce.
  - Develop and execute effective strategies and tactics for all delivery systems.
  - Accurately gauge impact and effectiveness of City service delivery.
  - Identify and implement any new technologies needed to improve service delivery.
  - Maintain consistent follow-up of all City functions.
  - Guarantee swift deployment of resources where needed.
HOW DOES CITISTAT BUFFALO WORK?

- Using a variety of methods, data is collected from City departments for a specific reporting period a week before the department’s CitiStat meeting.

- CitiStat analysts review the data for accuracy, performs a thorough analysis, and summarizes major findings in a report to the CitiStat Review Panel.

- CitiStat team of analysts also prepare a “presentation” that supplements the report to the CitiStat Review Panel.

- CitiStat Review Panel examines the report in preparation for the CitiStat meeting and requests additional information, as necessary.
HOW DOES CITISTAT BUFFALO WORK?

• The CitiStat Review Panel members are:
  - Mayor Byron Brown
  - First Deputy Mayor Steven Casey
  - Corporation Counsel Timothy Ball
  - Commissioner of Administration, Finance, Policy & Urban Affairs Donna Estrich
  - Deputy Director of Communication & Marketing Lorey Schultz

• Department Heads appear before the CitiStat Review Panel to answer questions formulated in response to the data analysis

• Departments are tasked with various responsibilities and given deadlines to improve operations, save money, enhance delivery of City services, etc.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• General Accomplishments:

  ➢ 14 City Departments, Divisions, and Authorities routinely come before the CitiStat Panel

  ➢ There have been nearly 500 CitiStat meetings since CitiStat Buffalo began in 2006

  ➢ In 2011, the 50th CitiStat meeting was held with the Department of Citizen Services

  ➢ In 2010, CitiStat Buffalo met with delegates from the Japanese Intercultural Academy of Municipalities to promote the efficacies of the CitiStat program.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• General Accomplishments:
  
  ➢ In 2012, Russian delegates—through the Open World Leadership Center—visited CitiStat Buffalo to learn about the CitiStat program and its applicability in different civic arenas

  ➢ CitiStat meetings are available on the City of Buffalo website soon after meetings take place

  ➢ CitiStat meetings air on the Government Access Time Warner Cable Channel 22.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Citizen Services:
  - Complete conversion of Mayor's Call and Resolution Center into the City of Buffalo 311 Call and Resolution Center.
  - Received over 624,328 calls, since the July 2008 soft launch of the 311 Call and Resolution Center.
  - Increased the number of self-service requests for city services, approximately 208,295.
  - Revised all Service Level Agreements (SLAs) with various city departments (case close out times).
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- Division of Citizen Services:
  - Designated one of nine Citizen-Engaged Communities across the United States, by the Public Technology Institute (PTI), due to the City's effort to provide multi-channel access to government services and information
  - Save Our Streets' Clean Sweeps Program
    Received the 2007 American City and County "Crown Community" Award for the Clean Sweeps Program
  - Increased the number of Clean Sweeps conducted each year, to record levels and increased the number of community partners involved in this effort
CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Citizen Services – Additional Programs
  - Created the Anti-Graffiti and Clean City Program, to combat graffiti across the City of Buffalo and educate the general public about how to eradicate graffiti
  - Established working partnership with AmeriCorps and established the Citizen Services Corps
  - Developed the Mayor's Citizens Participation Academy
  - Developed and held the first Citizens' Empowerment Conference, in conjunction with private and public partners. Over 500 participants in attendance
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Citizen Services – Additional Programs

  ➢ Instituted the Division of Citizen Services' Urban Fellows Program to introduce young professionals to city government
  ➢ Began partnership with Center for Employment Opportunities (CEO)
  ➢ Initiated planning for 2013 Youth Empowerment Conference
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- Division of Public Works, Parks & Streets:
  - Nearly doubled the city’s recycling rates by introducing larger green carts for curbside pickup
  - Established a state of the art Automatic Vehicle Location (AVL) system to track our snow plows and garbage trucks on an interactive map
  - Adding 14 lane miles of bicycle lanes throughout the city which will total 34 lane miles when completed in 2013
  - Traffic Signal Synchronization Projects continue
Division of Public Works, Parks & Streets:

- Two way timing patterns installed along South Park Ave., William St. and Niagara St. corridors in 2007
- Additional Traffic Signal Projects since 2008 on Genesee St., Bailey Ave.
- Main St. reconstruction project, Spring 2012 including Traffic Signal upgrades
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Public Works, Parks & Streets:

- Signal retiming on Seneca St. completed in April 2012.
- Future signal retiming projects for Niagara St., Jefferson Ave. and Hertel Ave. taking place in 2013
- Continued pursuit of grants to further improve our traffic signal system in the City of Buffalo
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Public Works, Parks & Streets:

  ➢ Car Sharing on Main St. project - 600 block begins construction, Fall 2012

  ➢ 2nd phase of multi-phase project to reintroduce vehicular traffic to Main St., and improve transit stations

  ➢ Integrates transit, pedestrian and vehicular traffic to provide multi-modal functionality as a “complete street

  ➢ $7.7 million bid - Completion: Late 2013
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Public Works, Parks & Streets:

  ➢ City-wide Playground Improvements – upgrades to 35 playgrounds city-wide - $1.6 million (2010)

  ➢ Centennial Pool – reopening of state of the art pool facility after it had been closed for 7 years, it is now the most popular pool in the summer - $4 million (2010)

  ➢ Massachusetts Ave Park Phase I - $119,000 and Roosevelt Park Phase I - $125,000 - improvements to two neighborhood parks and are both currently under construction to continue improvements in Phase II, as per plans developed with the community, scheduled for completion in 2013 – an additional $292,00 & $566,00 (2011)
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Division of Public Works, Parks & Streets:
  
  - City-wide Splash pad Automation – installation of timers at splash pads citywide for better efficiency and extension of operational season, as well as other surface improvements to - $600,000 (2012)
  
  - Bird Island Pier – The City applied for and received Greenway funds and then coordinated with US Army Corps of Engineers to perform critical repairs in order to reopen a portion of the Bird Island Pier recreational walkway that has been closed since 2010. Work is now underway and will be completed by spring of next year - $750,000 (2012)
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Management Information Systems:
  - Has made Open Government more available through online streaming of City meetings
  - A Department wide Web page review happens each month to ensure timely and accurate information
  - Our Web page is constantly corrected for accuracy
  - A Citizen Feedback link on every Web page.
  - ACH bank account and credit card payments are now available for some City Services
CITISTAT BUFFALO ACCOMPLISHMENTS

- Management Information Systems:
  - Developed a Civil Service portal to apply for upcoming exams.
  - A job openings section was created with the ability to fill out the application online.
  - Continue to thoroughly assess all technology needs of all City Departments to ensure that each has the necessary programs, software, etc. to run as efficiently and effectively as possible.
  - A review of our content management software undertaken to see if there is a better vendor for us.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- Buffalo Fire Department:
  - Converted Department from First Responder to Emergency Medical Technician (EMT)
  - Implemented IOD program reducing IOD’s from over 100 to less than 60 today
  - Cut approximately 60,000 hours off of sick time use
  - Trained Department members as Child Safety Seat Technicians
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Buffalo Fire Department:
  
  ➢ Provided a wide variety of training to City residents including CPR, First Aid, Community Emergency Response Team (CERT), Disaster Preparedness
  
  ➢ Secured funding and purchased Public Notification System
  
  ➢ Developing Crisis Management System to greatly enhance our ability to manage emergencies
  
  ➢ Successfully applied for numerous grants to purchase equipment and services including Thermal Imagers, Inventory Asset Management System, etc.
CITISTAT BUFFALO ACCOMPLISHMENTS

- Buffalo Fire Department:
  - Since 2010, we have purchased seven new pumpers, four new ladder trucks and a new Air/Light Response Vehicle which has allowed us to modernize and standardize our fleet
  - Remodeled Emergency Operation Center (EOC)
  - Secured funding and purchased Oxygen Generating System for medical grade O2
  - Purchased Driving Simulator
  - New Self Contained Breathing Apparatus (SCBA)
CITISTAT BUFFALO ACCOMPLISHMENTS

• Buffalo Police Department:

  - Continued reduction in crime, reaching a decade low of homicides in 2011 of 36
  
  - Continued expansion of surveillance cameras city wide to over 150 and counting
  
  - Expanded foot, bike and segway patrols in city parks, business districts and at city events and grew the highly effective “park and walk” patrols
  
  - Established Operation Strike Force in Summer 2012 leading to a decrease in street level crimes, more guns recovered and over 900 arrests.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Buffalo Police Department:
  
  ➢ Since 2006, more than 200 officers have been hired
  
  ➢ Revamped the Internal Affairs Division with more efficient access to citizens for reporting issues and concerns
  
  ➢ Revamped the Injured on Duty (IOD) process getting injured officers the necessary medical attention in a more timely fashion and returning them to duty which is more cost effective to taxpayers
CITISTAT BUFFALO ACCOMPLISHMENTS

- Department of Permit & Inspection Services:
  - Closed nearly 19,000 citizen calls and requests for inspection services in the last year by prioritizing calls from the Call and Resolution Center, targeting specific areas with high rates of unresolved calls.
  - Hired a new service company to improve the number and method by which individuals and corporations are summoned to City of Buffalo Housing Court.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- Department of Permit & Inspection Services:
  - Updated computer software program to an enhanced version of the HANSEN 8 which tracks all inspections, permits and licenses. Inspectors will now be using hand held tablet computers to maximize productivity and efficiency from field inspections and maintain and e-record and filing system saving time and money.
  - Faster permit and license application process. More homeowners, contractors and architects are using the on line E-Permit service which allows start to finish tracking of permits and licenses.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Department of Permit & Inspection Services:
  
  ➢ Redesigned the department website with current contact information, lists of city licensed contractors, important hyperlinks allowing a faster response and answer to typical building code related questions.
  
  ➢ Led the implementation of Mayor Brown’s aggressive demolition plan completing 4300 structures on pace to complete 5000 demolitions in five years.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Department of Permit & Inspection Services:
  
  ➢ Developed and publicized a “sign off” letter that allows contractors and developers to begin work while their plans gain final approval
  
  ➢ All inspectors are armed with a summons book which allows for better protection for the general public and more comprehensive approach of enforcement of the NYS Building Code
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Community Services & Recreational Programming

  ➢ The Mayor’s Summer Youth Internship program has grown with many agencies willing to provide employment opportunities for City of Buffalo youth.
    In 2012, 2204 jobs were created through the City of Buffalo and Buffalo Employment Training Center.

  ➢ The Mayor’s Summer Reading Challenge program continues to attract students from all over Western New York. In 2012, over 1500 students completed the challenge. This program has many agencies and sponsors who participate annually.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- Community Services & Recreational Programming

  - The Game Changers program was introduced in the summer of 2012 and is gaining interest statewide. 90-100 kids ages 10-18 participated in the eight week program and learned basketball skills and attended valuable life skills training workshops. It expanded to a second site in 2013.

  - The Mayor’s Discount Card program has over 13,000 seniors participating and continues to grow. More than 300 businesses participate.
CITISTAT BUFFALO ACCOMPLISHMENTS

- Community Services & Recreational Programming

  - The File of Life program for senior citizens allows storage of life saving information in a packet that is posted on the refrigerator. It comes with a decal for the home that alerts first responders to this file of life saving material.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Office of Strategic Planning:

  - Secured $4 million through the Western New York Regional Economic Development Council for Cars Sharing Main Street, Genesee Gateway and Pearl Street Conversion projects. Secured a $15 million TIGER grant earmarked for Cars Sharing Main Street project.

  - Capital Improvement Plan – OSP manages the capital budget for the city, which uses bond financing to fund improvements to streets, sidewalks, parks, and city-owned buildings; as well as to purchase equipment such as fire trucks and snow plows that are needed to deliver services.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Office of Strategic Planning:

  - The Buffalo Green Code, a two-part project that includes the first city wide land use plan assembled since 1977 and the first comprehensive rewrite of the zoning code since 1951. The Green Code will introduce a more predictable and streamlined approvals process and support goals of environmental, social, and economic sustainability.

  - Awarded Brownfield Opportunity Area (BOA) grants from the New York State Department of State. Three BOA sites are, the Buffalo Harbor BOA, the Buffalo River Corridor BOA, and the Tonawanda Street Corridor BOA.
CITISTAT BUFFALO ACCOMPLISHMENTS

- Office of Strategic Planning:
  - The Brownfield Opportunity Area (BOA) documents will help guide the transformation of more than 2,500 acres of land within the City of Buffalo.
  - OSP provides technical assistance to small and large businesses regarding available loan program and tax incentive programs. Focusing on commercial corridors, business development, and is the City Hall point of contact.
  - Revamped the marketing process employed by the Division of Real Estate to sell City-owned properties.
Office of Strategic Planning:

- OSP staff work with residents and stakeholders to develop and implement neighborhood plans; and to assist community members with issues such as targeting problem properties, planting trees and installing street lights, and establishing community gardens.

- Green and Healthy Homes Initiative (GHHI) Buffalo is one of 17 HUD-designated GHHI pilot sites around the country. It aligns and coordinates public and private funding sources and programs for weatherization, lead hazard control, asthma control, and other home health and safety interventions in low-income homes.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

• Office of Strategic Planning:
  
  ➢ Participated in the Buffalo Building Reuse Project coordinated through the Buffalo Niagara Partnership at the request of Mayor Brown. The BBRP makes recommendations to improve downtown Buffalo’s ability to compete for private investment building upon the Queen City Hub plan. Mayor Brown has committed $11.25 million investment in downtown development which will be used primarily for infrastructure improvements.

  ➢ OSP is preparing a Local Waterfront Revitalization Program with the support of the New York State Department of State.
CITISTAT BUFFALO ACCOMPLISHMENTS

- **Human Resources:**
  - Implemented a City wide workplace violence prevention program – 1365 employees trained to date
  - Conducted a spousal audit- finding over 40 employees who had ineligible people on their insurance as a spouse, who were not a spouse. Cost to the City of Buffalo over $400,000
  - Converted our pharmacy benefit to self-insured, saving unnecessary administrative fee costs

In past 12 months, hired two new police classes and one firefighter class
Implemented a City wide workplace violence prevention program, and as of today (8-15-12), 1365 COB employees have already been trained.
CITISTAT BUFFALO

CITISTAT BUFFALO ACCOMPLISHMENTS

- **Human Resources:**
  - Began work with the DPW to implement a Return to Work or Light Duty program for employee’s injured and on Workers Compensation.
  - In 2011-2012, hired two new Buffalo Police classes and one Buffalo Firefighter class.