Philadelphia Performance Network

Presentation posted online at www.phila.gov
under the City-Wide Initiatives section

City of Philadelphia
Managing Director's Office
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Managing Director

Agenda

- Why Change?
- Goals of the Performance Network
- What is a Performance Management System?
- What is 3-1-1?
- What is a PhillyStat?

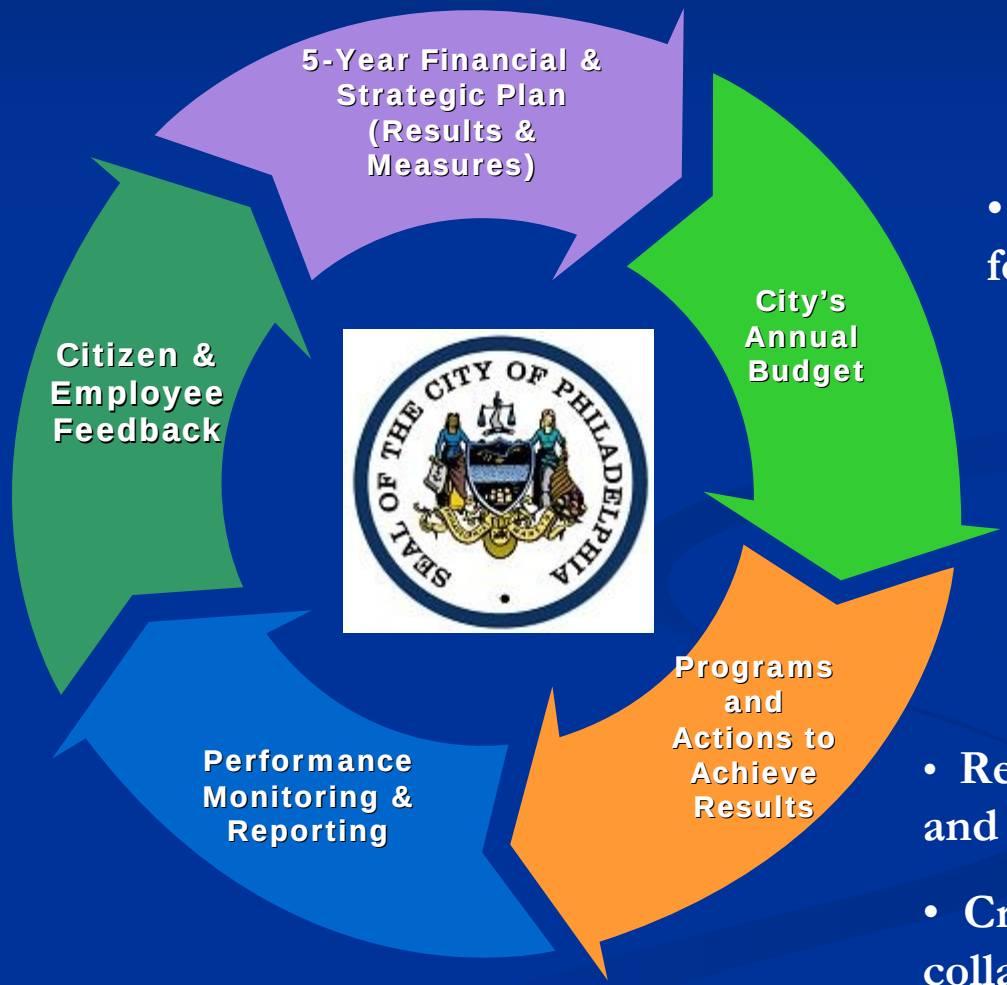
WHY CHANGE?

Six Strategic Results

PUBLIC SAFETY	Philadelphia becomes the safest large city in the country
EDUCATION	Philadelphia becomes the country's premier education city
JOBS & ECONOMIC DEVELOPMENT	Philadelphia grows as a green city
HEALTHY & SUSTAINABLE COMMUNITIES	Philadelphia neighborhoods are vibrant and livable
ETHICS	Philadelphia demonstrates the highest standards for ethics and accountability
CUSTOMER SERVICE & A HIGH PERFORMING GOVERNMENT	Philadelphia becomes a national customer service leader

What is a Performance Management System?

- Town meetings, public hearings
- Citizen and customer surveys
- Focus groups



- Budgeting is focused on results

- Result focused planning and implementation
- Cross-departmental collaboration

- PhillyStat
- 311
- Work Order Management Systems

Goals of the Performance Network

- Develop network throughout the City of:
  - Analysts
  - Internal consultants
  - Project champions
- Assist in implementation of system
- Serve as coordination point with Managing Director's Office

What is 3-1-1?

- Contact center
- Customer relationship management & work order system
- Management information

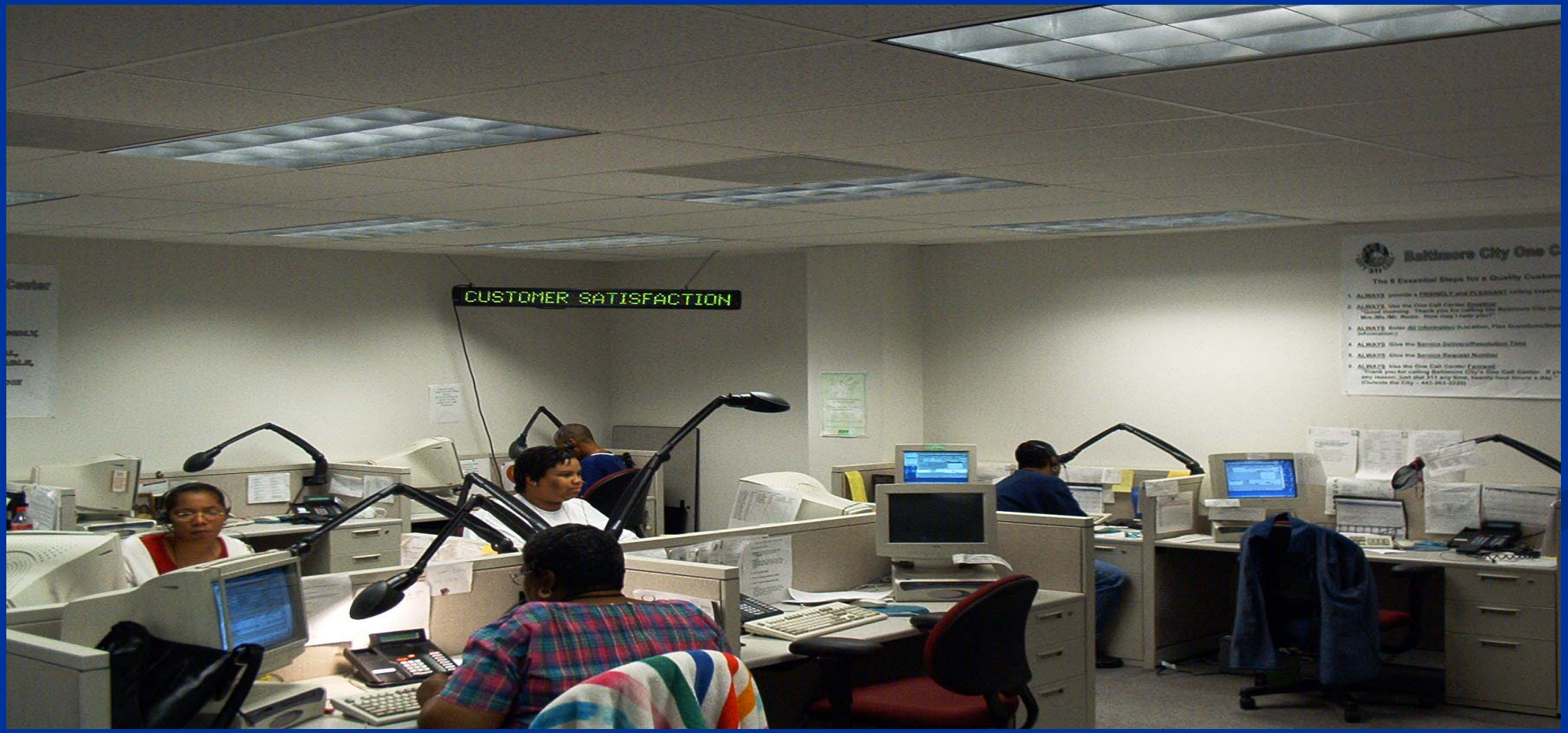
What is 3-1-1?

Cities with 3-1-1

What is 3-1-1?

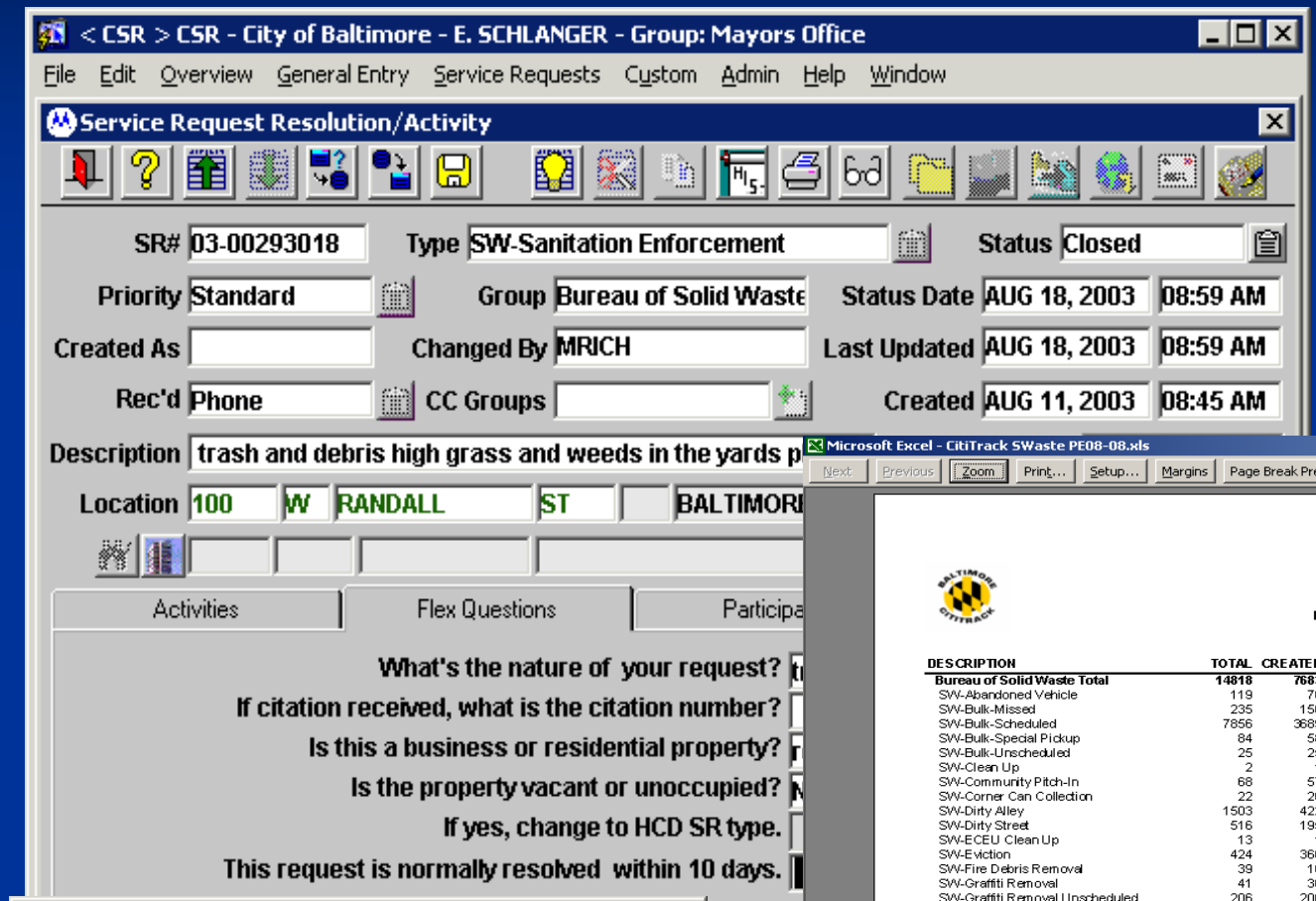
Smarter, Faster, Better

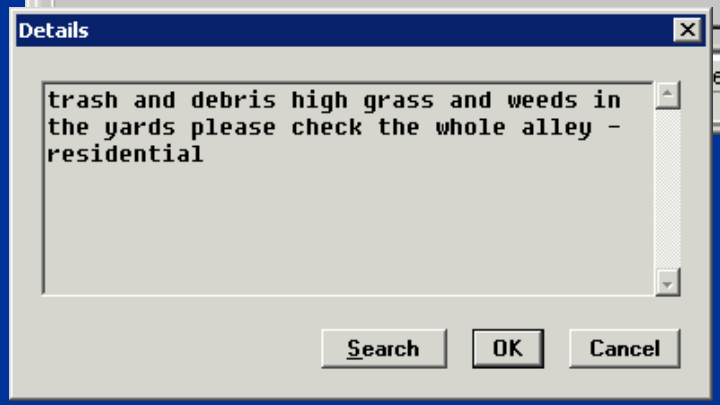
- "One call is all"
- Follow-up
- Trends, collaboration

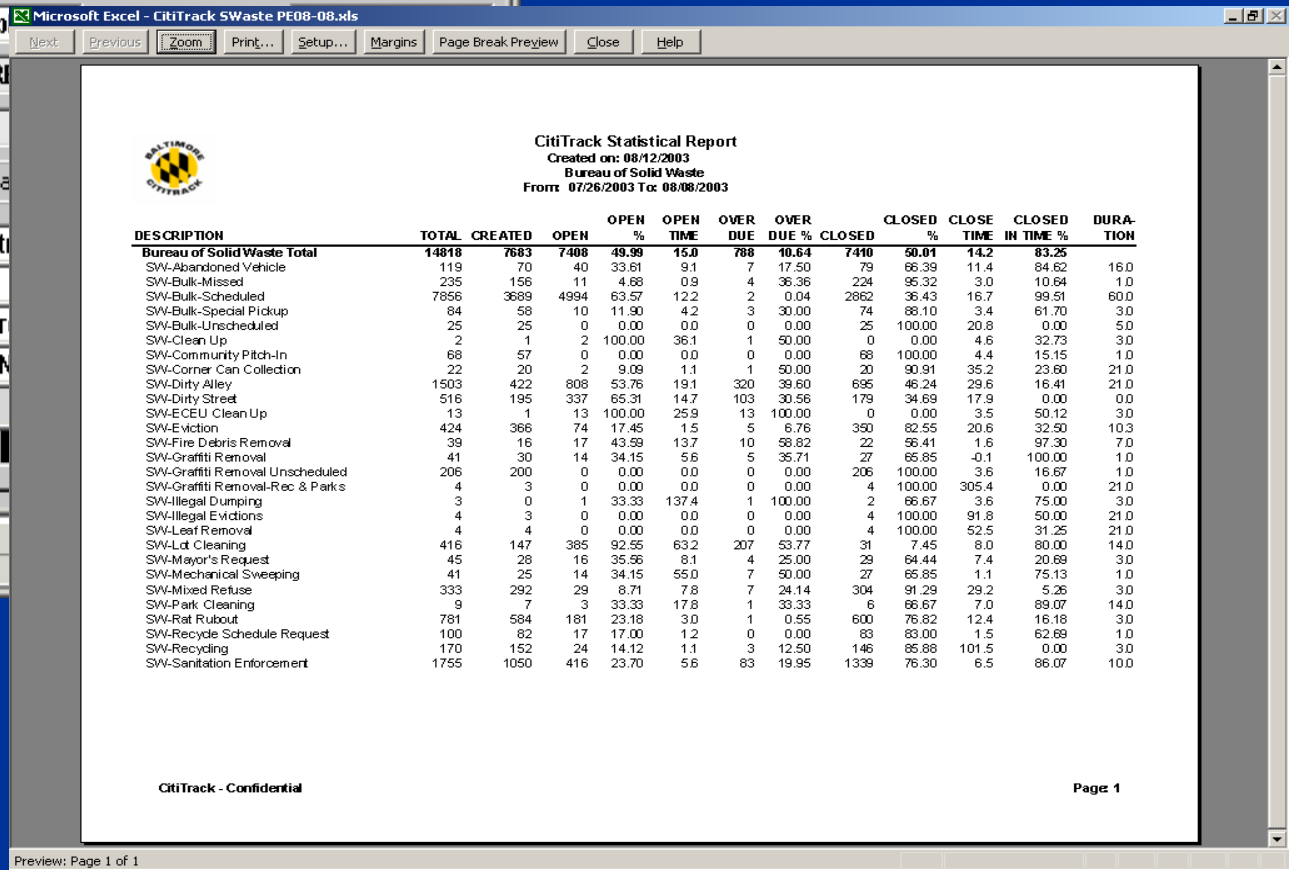


What is 3-1-1?

Customer Relationship Management (CRM)







DESCRIPTION	TOTAL	CREATED	OPEN	OPEN %	OPEN TIME	OVER DUE	OVER DUE %	CLOSED	CLOSED %	CLOSE TIME	CLOSED IN TIME %	DURA-TION
Bureau of Solid Waste Total	**14818**	**7683**	**7408**	**49.99**	**15.0**	**788**	**10.64**	**7410**	**50.01**	**14.2**	**83.25**	
SW-Abandoned Vehicle	119	70	40	33.61	9.1	7	17.50	79	66.39	11.4	84.62	16.0
SW-Bulk-Missed	235	156	11	4.68	0.9	4	36.36	224	95.32	3.0	10.64	1.0
SW-Bulk-Scheduled	7856	3689	4994	63.57	12.2	2	0.04	2862	36.43	16.7	99.51	60.0
SW-Bulk-Special Pickup	84	58	10	11.90	4.2	3	30.00	74	88.10	3.4	61.70	3.0
SW-Bulk-Unscheduled	25	25	0	0.00	0.0	0	0.00	25	100.00	20.8	0.00	5.0
SW-Clean Up	2	1	2	100.00	36.1	1	50.00	0	0.00	4.6	32.73	3.0
SW-Community Pitch-In	68	57	0	0.00	0.0	0	0.00	68	100.00	4.4	15.15	1.0
SW-Corner Can Collection	22	20	2	9.09	1.1	1	50.00	20	90.91	35.2	23.60	21.0
SW-Dirty Alley	1503	422	808	53.76	19.1	320	39.60	695	46.24	29.6	16.41	21.0
SW-Dirty Street	516	195	337	65.31	14.7	103	30.56	179	34.69	17.9	0.00	0.0
SW-ECEU Clean Up	13	1	13	100.00	25.9	13	100.00	0	0.00	3.5	50.12	3.0
SW-Eviction	424	366	74	17.45	1.5	5	6.76	350	82.55	20.6	32.50	10.3
SW-Fire Debris Removal	39	16	17	43.59	13.7	10	58.82	22	56.41	1.6	97.30	7.0
SW-Graffiti Removal	41	30	14	34.15	5.6	5	35.71	27	65.85	-0.1	100.00	1.0
SW-Graffiti Removal Unscheduled	206	200	0	0.00	0.0	0	0.00	206	100.00	3.6	16.67	1.0
SW-Graffiti Removal-Rec & Parks	4	3	0	0.00	0.0	0	0.00	4	100.00	305.4	0.00	21.0
SW-Illegal Dumping	3	0	1	33.33	137.4	1	100.00	2	66.67	3.6	75.00	3.0
SW-Illegal Evictions	4	3	0	0.00	0.0	0	0.00	4	100.00	91.8	50.00	21.0
SW-Leaf Removal	4	4	0	0.00	0.0	0	0.00	4	100.00	52.5	31.25	21.0
SW-Lot Cleaning	416	147	385	92.55	63.2	207	53.77	31	7.45	8.0	80.00	14.0
SW-Mayor's Request	45	28	16	35.56	8.1	4	25.00	29	64.44	7.4	20.69	3.0
SW-Mechanical Sweeping	41	25	14	34.15	55.0	7	50.00	27	65.85	1.1	75.13	1.0
SW-Mixed Refuse	333	292	29	8.71	7.8	7	24.14	304	91.29	29.2	5.26	3.0
SW-Park Cleaning	9	7	3	33.33	17.8	1	33.33	6	66.67	7.0	89.07	14.0
SW-Rat Rubout	781	584	181	23.18	3.0	1	0.55	600	76.82	12.4	16.18	3.0
SW-Recycle Schedule Request	100	82	17	17.00	1.2	0	0.00	83	83.00	1.5	62.69	1.0
SW-Recycling	170	152	24	14.12	1.1	3	12.50	146	85.88	101.5	0.00	3.0
SW-Sanitation Enforcement	1755	1050	416	23.70	5.6	83	19.95	1339	76.30	6.5	86.07	10.0

Dashboards: Service requests created and tracked until closed. Reports are generated.

What is PhillyStat?

- Ongoing management discussions based on data
- Data is visual (maps, charts, photos)
- Real time problem solving
- Multi-departmental and by Result
- Focus on outcome measures; customer service standards
- Public

What is PhillyStat?

Examples

- Baltimore, MD

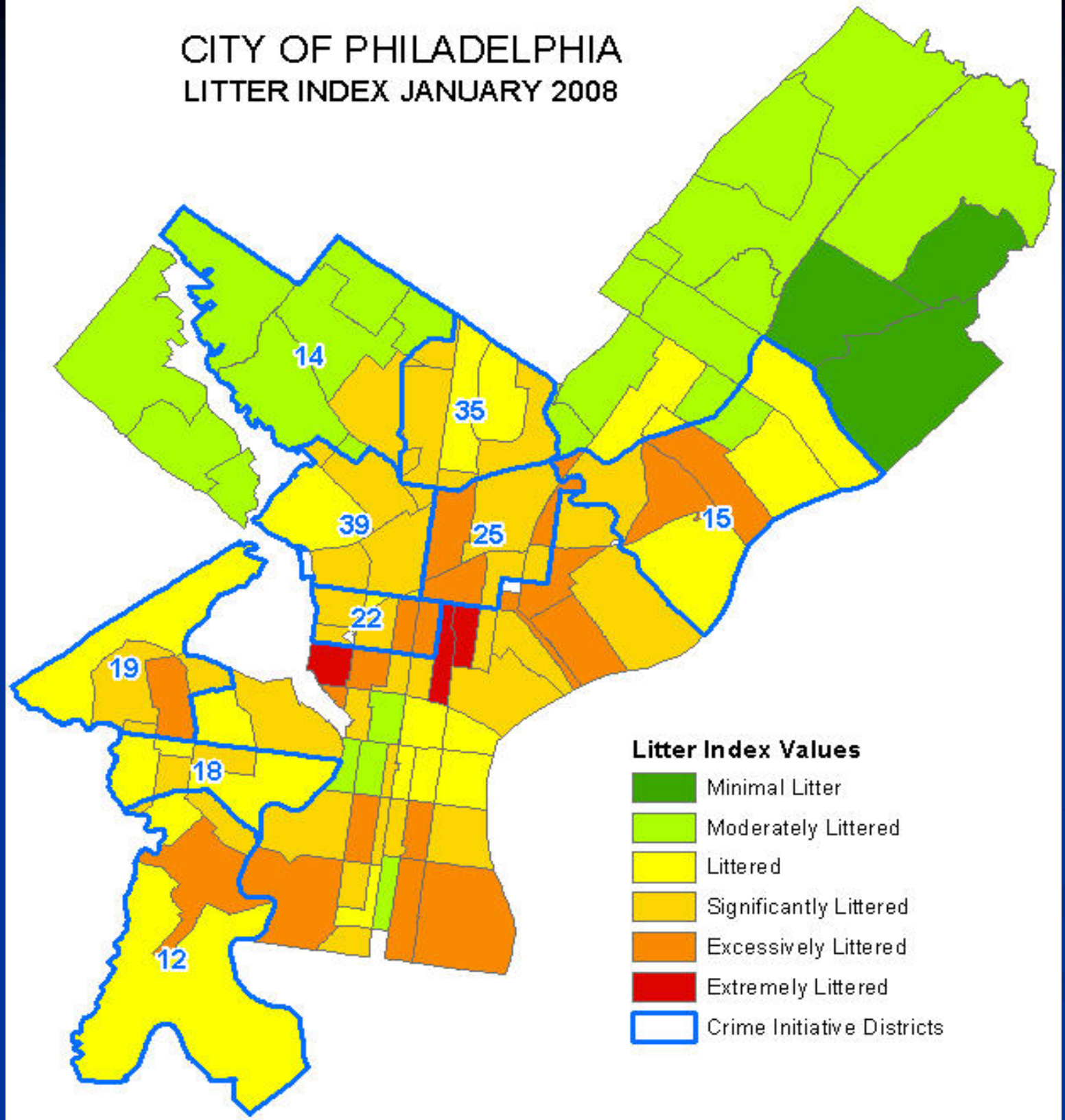
  "CitiStat"

  http://www.baltimorecity.gov/new/citistat/

- Washington, D.C.

  "CapStat"

  http://capstat.oca.dc.gov/



In the 9 targeted police districts, there are high incidences of litter

What is PhillyStat?

- Customer Service Standard:
  - Promise to customer on what they can expect
  - Customer focused
  - Posted and known
  - Redress: what is done for the customer if standards are not met

What is PhillyStat?

Customer Service Standards with Redress

- **Example**
  - Standard: Licenses & Inspections: Permits will be processed within 5 business days beginning the day a completed permit application is submitted.
  - Redress: If not, the customer is entitled to a discounted permit fee for every day a permit is not processed beyond the 5th business day: 1st day= 20%, 2nd day= 40%, 3rd day= $60%, 4th day= 80%, 5th day= 100%

What is PhillyStat?

- What is your Customer Service Standard?
  - Did customers help develop it?
  - Do customers know what it is?
  - Does the workforce know it and track it?
  - What is the redress?

Break Out Groups