

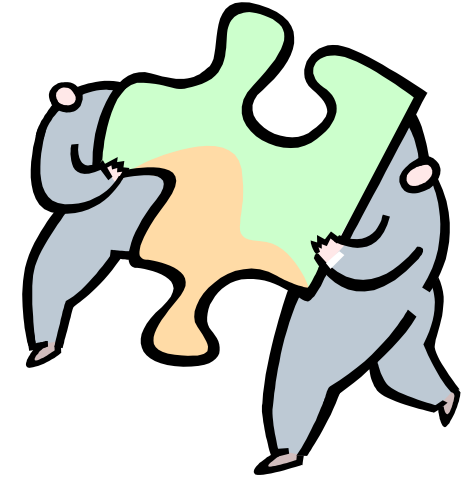
# AmesStat

Performance Metrics  
for Smaller Cities

# AmesStat: Topics of Presentation

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1. Why AmesStat
2. What is AmesStat
3. Successes & Challenges
4. Effective use of Stat Programs



# Why AmesStat

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## **AmesStat: Enacting Change in a People-Base Organization**

- ▶ **It's All About Accountability and Advocacy**
- ▶ We need to transform how we do business in order to meet our current and future challenges.
- ▶ AmesStat provides a mechanism to evolve how we communicate, and establish a more precise and effective language in which to share critical information.
- ▶ AmesStat is promoting a management style that values good data and analysis in the decision making process.
- ▶ AmesStat provides a mechanism to develop credible cases for needs and changes in government.



# What is AmesStat

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- ▶ Four Standing AmesStat Meetings:
  - ▶ Public Works, Community Development & Inspections
  - ▶ Public Safety
  - ▶ Finance and Administration
  - ▶ Community & Human Services
  
- ▶ Standardized Agenda and Presentations:
  - ▶ Staffing levels, time utilization
  - ▶ Spending and trends
  - ▶ Operations and production
  - ▶ Projects and issues



# What is AmesStat

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AmesStat is a management approach not a software program!

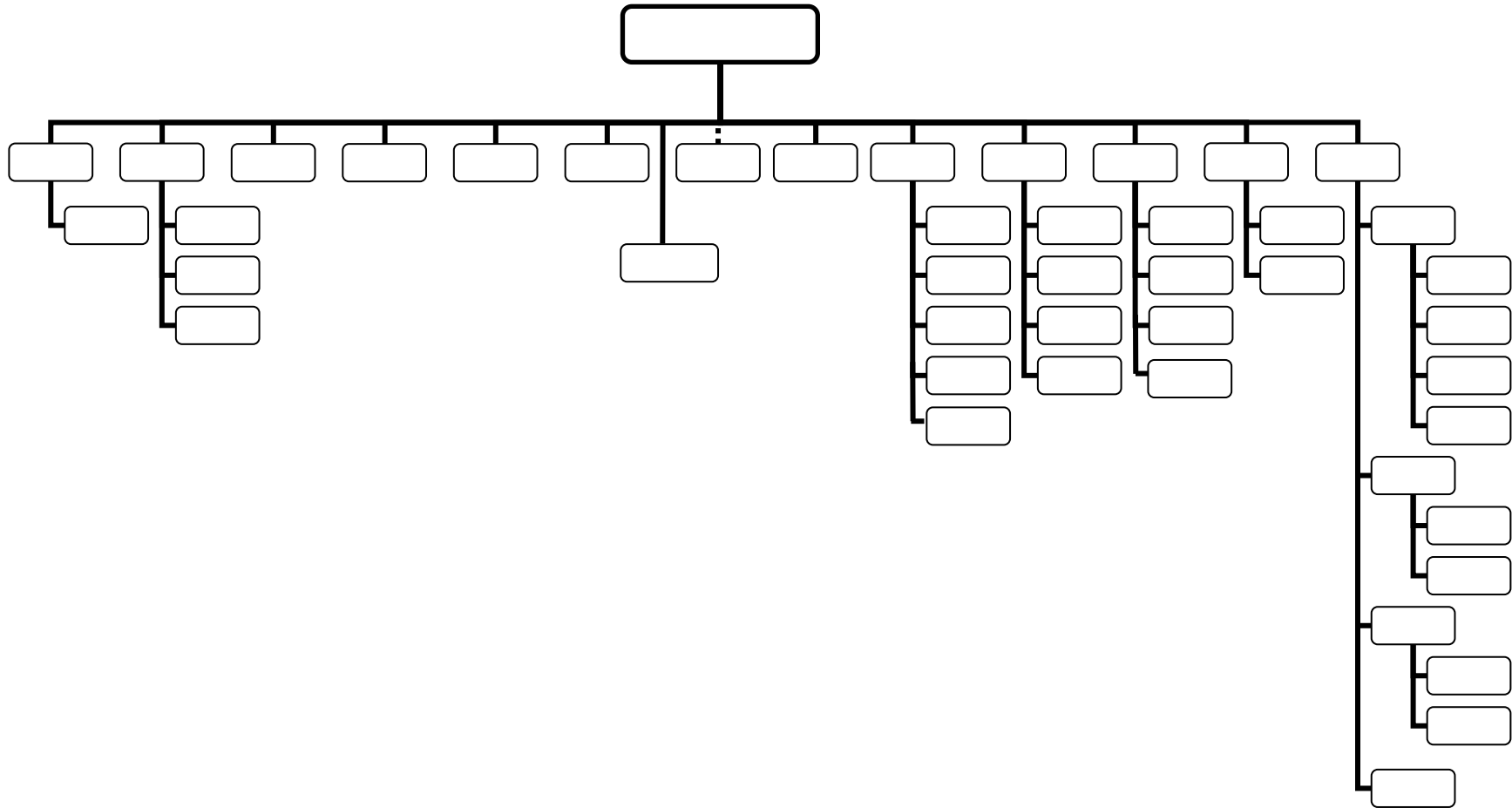
- ▶ We use what we already have to analyze and report data, including:
  - ▶ Paper forms
  - ▶ Excel spreadsheets
  - ▶ Munis reports
  - ▶ PowerPoint slides
  - ▶ NIBERS reports
  - ▶ Fire Incident reports
  - ▶ Work order tracking system



# What is AmesStat:

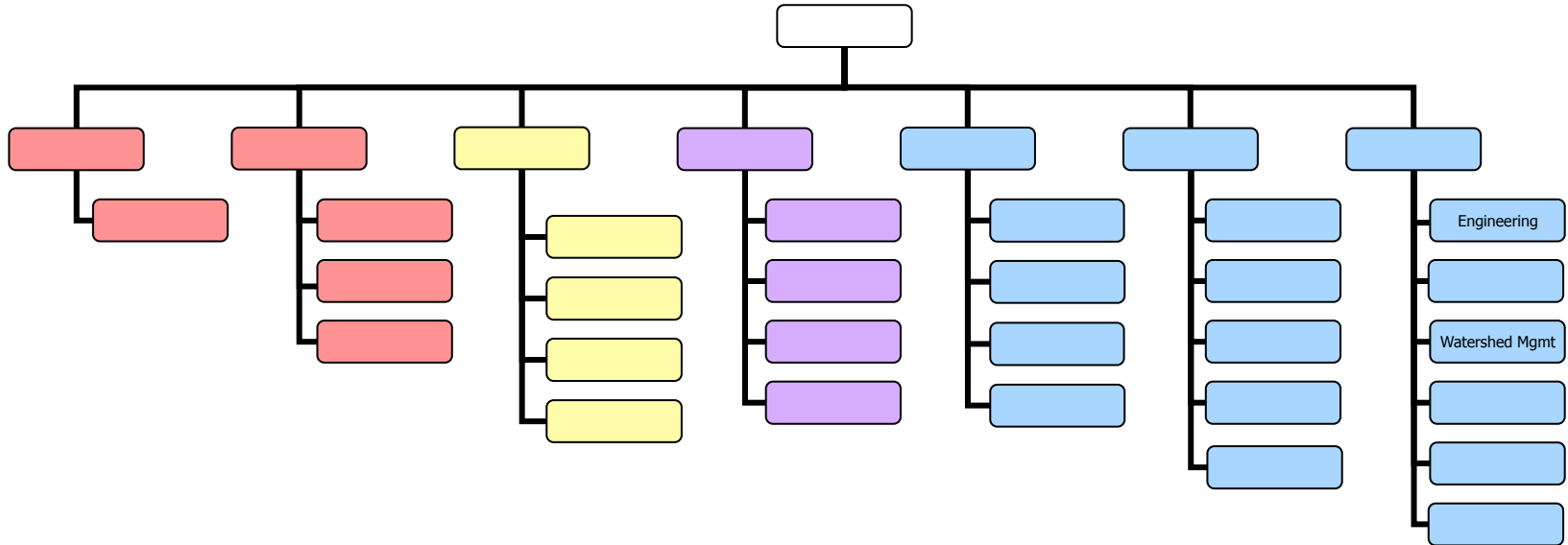
## *Organizational Chart Prior to AmesStat*

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




# Organizational Chart with **AmesStat**

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## AmesStat Groupings

-  - Public Safety
-  - Health & Human Services
-  - Administration & Finance
-  - Public Works, Community Development & Inspectional Services



# What is AmesStat

## Public Works: Total Personnel

Position	Authorized	Available	Unavailable	Unfilled
Management & Admin	5	5	0	0
Production – Full Time	31	29	1	1
Production - Seasonal	8	2	0	6

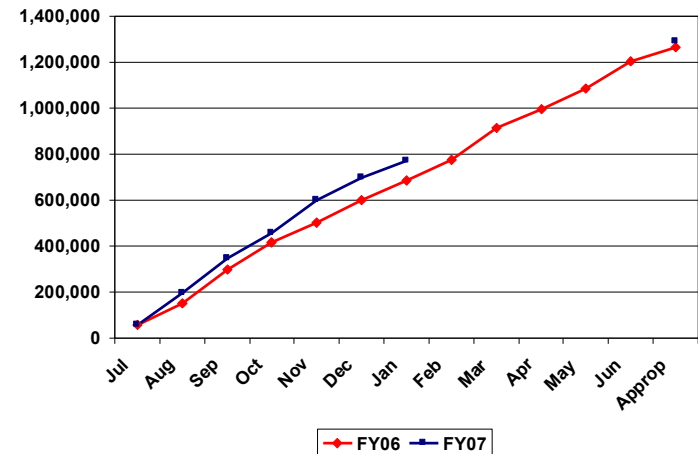
Notes:

- Unavailable position until Feb 2007

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## Public Works: Total Spending



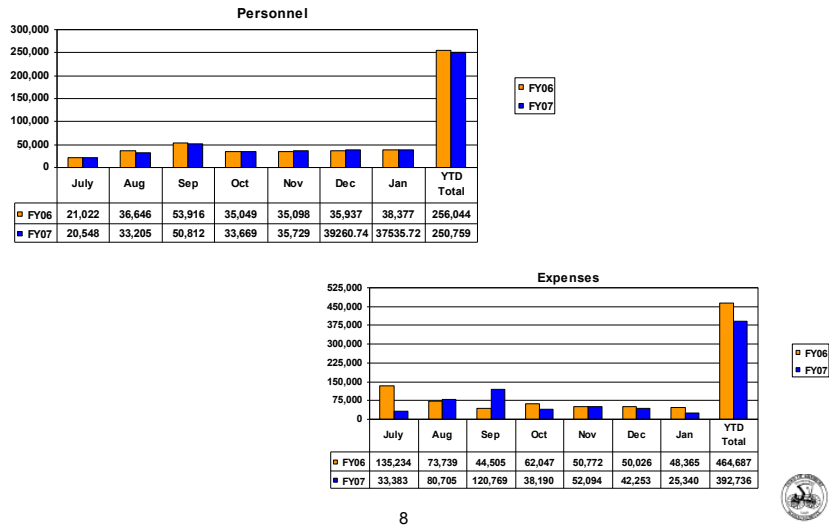
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# What is AmesStat

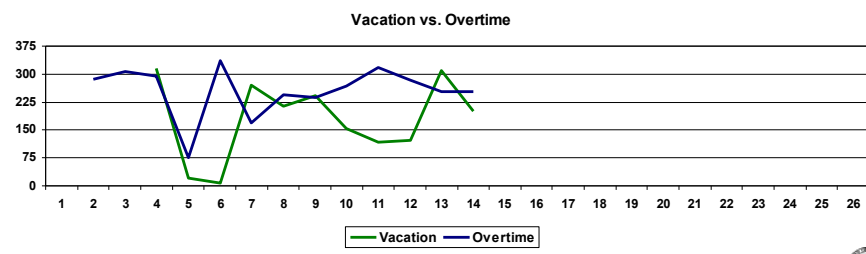
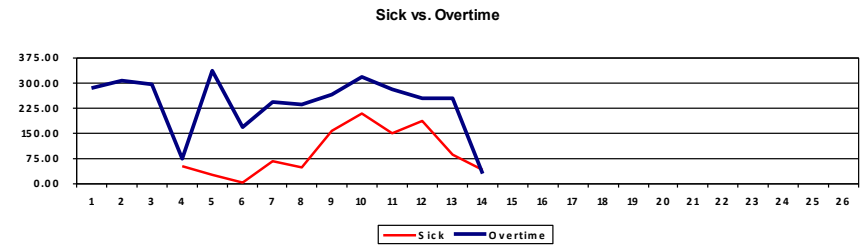
## Sewer: Total Spending By Category



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## DPW: Total Time Off & Overtime



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# What is AmesStat

## Public Works: Projects & Issues

5. CIP  
In process. Due February 2<sup>nd</sup>.
6. Trash Collection, Plowing Unaccepted Street  
In process. Due February 2<sup>nd</sup>.
7. Cemetery Regulations  
PW sent regs for Mayor's Office to review. Will develop a plan for addressing the recommendations in the coming weeks.
8. Vehicle Policy  
Draft sent to PW, awaiting comments.
9. Strategic Goals and Budget Development  
Begin conversation in current AmesStat meetings about setting strategic goals and their impact on the budget process.



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## Engineering: Projects & Issues

**Drainage Project List**

Project ID#	Project	Previous		Current		Anticipated
		Phase	Status	Phase	Status	
D07-1	Merrill Ave	Engineering	Procurement Pending	Engineering	Survey Complete	Permitting
D07-2	Mill Street	Engineering	Design	Engineering	Survey Complete	Permitting
D07-3	Maple Street	Engineering	Design	Engineering	Survey Complete	Permitting
D07-4	Park Pond	Engineering	Procurement Pending	Engineering	Survey Complete	Permitting
D07-5	N. Martin Road	Construction	Awaiting Funding	Construction	Awaiting Funding	Construction
D07-6	Willowdale Ct	Engineering	Procurement Pending	Engineering	Survey Complete	Permitting
D07-7	Market Street	Engineering	Procurement Pending	Engineering	Survey Complete	Permitting
D07-8	Summit Ave	Construction	Awaiting Funding	Construction	Awaiting Funding	Construction
D07-9	S. Hampton Road	Engineering	On Hold	Engineering	On Hold	Engineering
D07-10	Fern Ave Bridge	Engineering	On Hold	Engineering	On Hold	Engineering
D07-11	Congress Street	Engineering	On Hold	Engineering	On Hold	Engineering



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# POLICE: Personnel

Position	Funded	Available	Unavailable	Unfilled
Chief	1	1	0	0
Lieutenant	2	2	0	0
Sergeants	6	5	1	0
Patrolmen	22	20	2	0
Reserve Officers	3	3	0	0
Court Officer	1	1	0	0
Other (FLO)	0.5	0.5	0	0

Notes:

- Sergeant- Military Leave until January 2014
- Patrolman at Academy
- Patrolman out injured for approx. one month

# POLICE: Total Spending

	Q1	Q2	Q3	Q4	Remaining	Approp	Spent YTD	% Spent YTD (at 91.67% of Year)
Salaries	563,726	752,004	616,824	517,425	91,271	2,541,250	2,449,979	96%
Overtime	103,468	107,955	84,585	77,529	(28,747)	344,790	373,537	108%
Other	44,250	60,471	-	46,326	14,983	166,030	151,047	91%
<b>Part I total</b>	<b>711,444</b>	920,430	701,409	641,280	77,507	3,052,070	2,974,563	97%
Utilities	6,977	6,600	9,013	4,888	3,194	30,672	27,478	90%
Bldgs & Grounds	8,349	5,768	6,429	3,212	3,680	27,438	23,758	87%
K9 Operations	440	300	300	3,056	(2,896)	1,200	4,096	341%
Training	1,861	7,674	6,281	1,097	(10,213)	6,700	16,913	252%
Vehicles & Equip	53,451	19,027	35,755	17,876	85,571	211,680	126,109	60%
Supplies	11,981	21,296	9,558	1,446	(16,361)	27,920	44,281	159%
Admin & Office	8,334	2,814	3,795	1,301	(1,454)	14,790	16,244	110%
<b>Part II Total</b>	<b>91,393</b>	63,479	71,131	32,876	61,521	320,400	258,879	81%

	Q1	Q2	Q3	Q4	YTD
<b>Total spent per Quarter</b>	802,837	983,909	772,540	674,156	3,233,442
<b>% Spent of Approp</b>	24%	29%	23%	20%	96%

27%

# COA: Spending Detail

	Approp	Q1	Q2	Q3	Q4	Spent YTD	% Spent	Remaining
Salaries	125,742	24,224	4,228	-	-	28,452	23%	97,290
Utilities	3,060	493	-	-	-	493	16%	2,567
Vehicles & Equipment	5,030	1,196	-	-	-	1,196	24%	3,834
Admin & Office	3,350	663	-	-	-	663	20%	2,687
<i>Subtotal</i>	11,440	2,352	-	-	-	2,352	21%	9,088
<b>Total</b>	<b>137,182</b>	<b>26,576</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>30,804</b>	<b>22%</b>	<b>106,378</b>
<b>% of Approp</b>		<b>19%</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>			

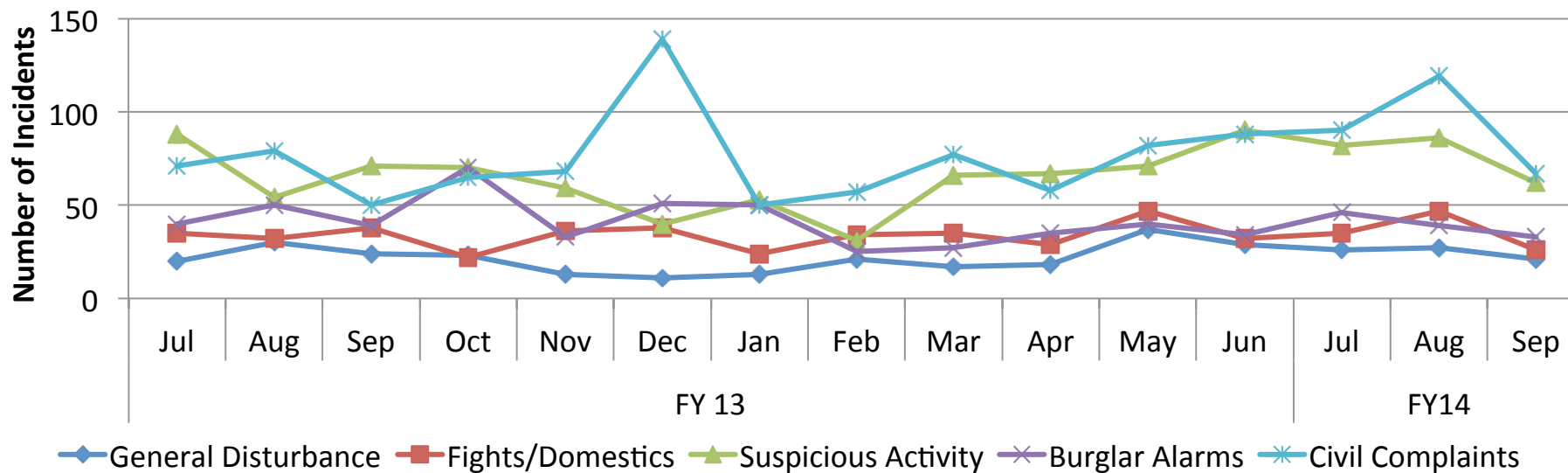
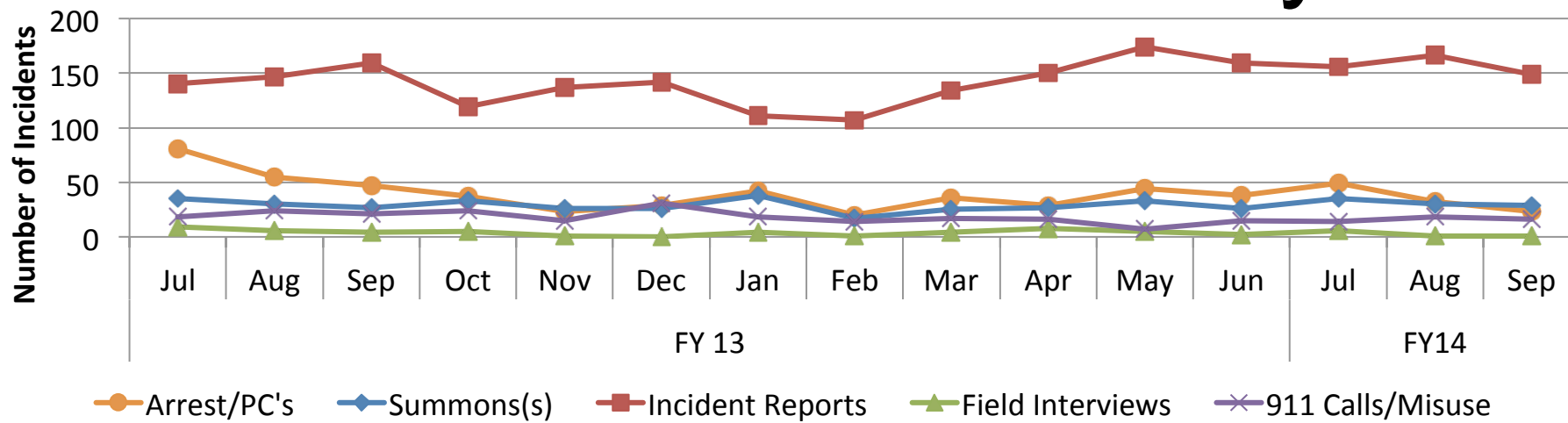
# Treasurer: Tax Revenues <sup>25%</sup>

Tax Revenue	FY13 YTD	FY14 YTD	Total
Personal Property	531,331	513,776	(17,555)
Real Estate Taxes	8,716,785	8,933,523	216,738
Tax Deferrals	-	-	0
Tax Possessions	-	-	0
Motor Vehicle Excise Tax	149,537	225,119	75,582
Boat Excise Tax	1,929	4,163	2,234
Other Revenue	2,300	3,300	1,000
Earnings on Investments	4,286	3,092	(1,194)
Fees from Tax Collections	14,275	17,070	2,795
<b>Total</b>	<b>9,420,443</b>	<b>9,700,043</b>	<b>279,600</b>

# POLICE: IBR Activity

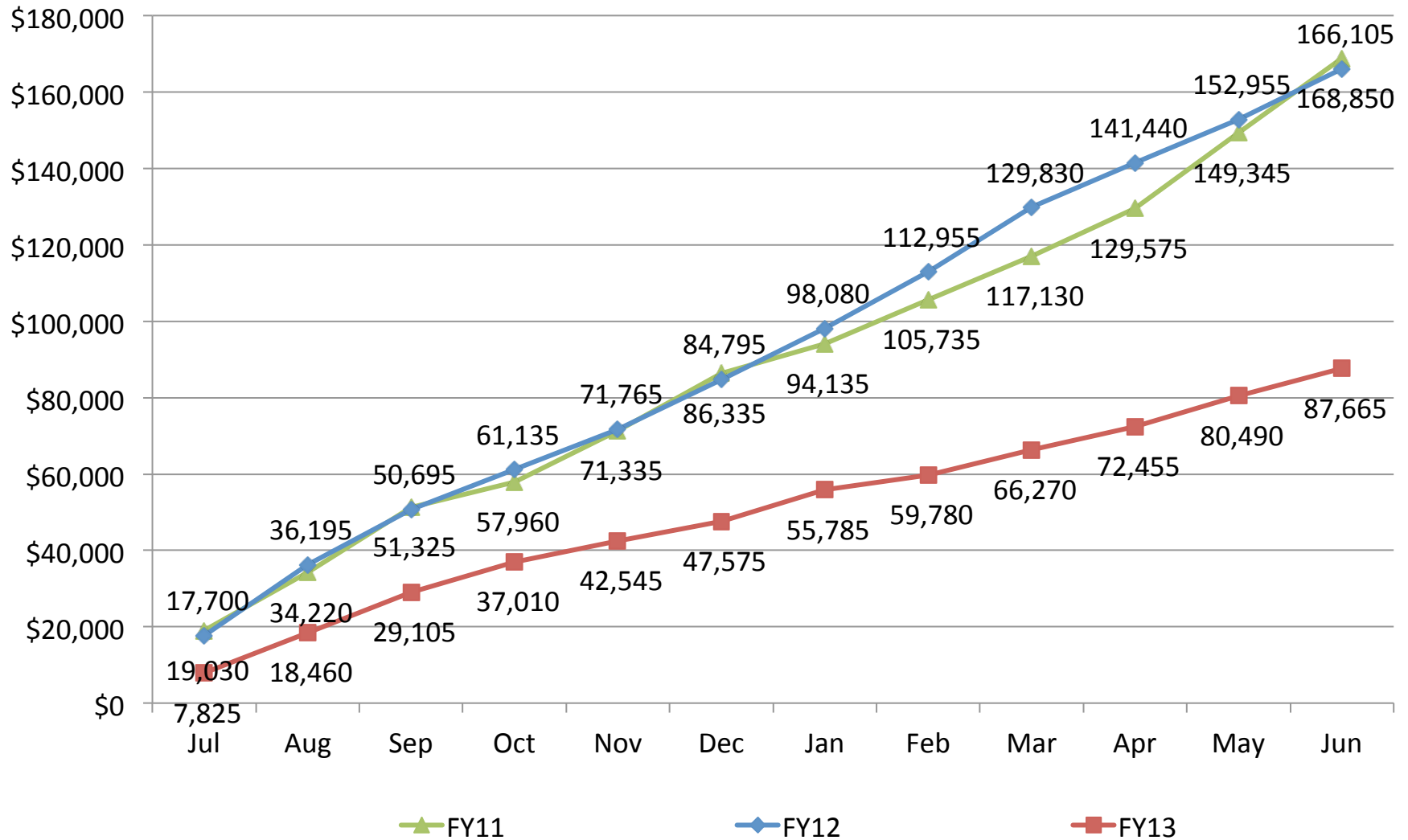
	FY12	FY13	FY14 YTD	Variance FY13-FY14 at 17% of Year	% of FY13; FY14 at 25% of Year
13A&B Assault	214	182	48	(134)	26.37%
13C Intimidation	76	56	7	(49)	12.50%
220 Burglary	60	53	19	(34)	35.85%
23D Theft From Building	60	58	23	(35)	39.66%
23F Theft From M/V	102	60	33	(27)	55.00%
23H Larceny	198	132	51	(81)	38.64%
26A False Pretenses	42	45	12	(33)	26.67%
280 Stolen Property	53	5	3	(2)	60.00%
290 Vandalism	163	142	31	(111)	21.83%
35A&B Drug Offenses	62	70	24	(46)	34.29%
90C Disorderly Conduct	95	61	17	(44)	27.87%
90D OUI	119	91	15	(76)	16.48%
90G Liquor Law Violations	73	45	7	(38)	15.56%
90Z Other Offenses	331	330	106	(224)	32.12%
99 Traffic General	914	669	175	(494)	26.16%
<b>TOTAL</b>	<b>2,562</b>	<b>1,999</b>	<b>571</b>	<b>(1,428)</b>	<b>28.56%</b>

# POLICE : Crime Activity



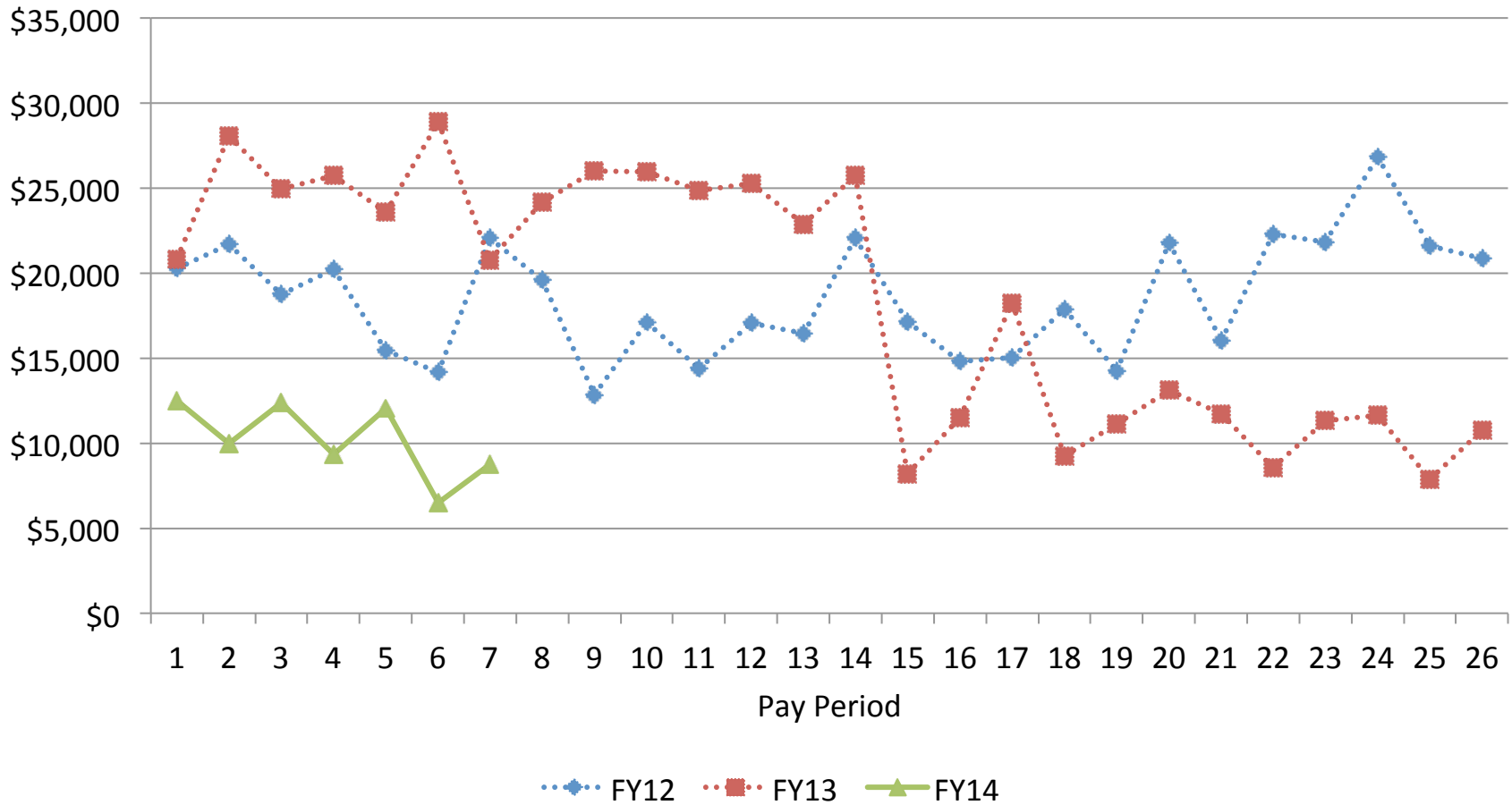


# POLICE: Fines



# FIRE: Payroll

FY12 - FY14 YTD\* Overtime Cost per Pay Period

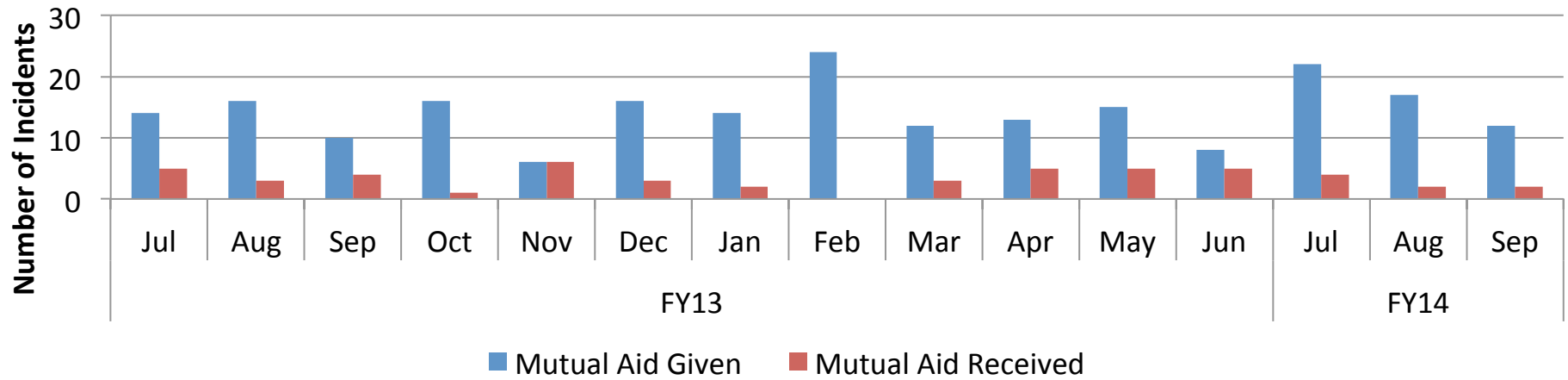


\*Through 26% of Year

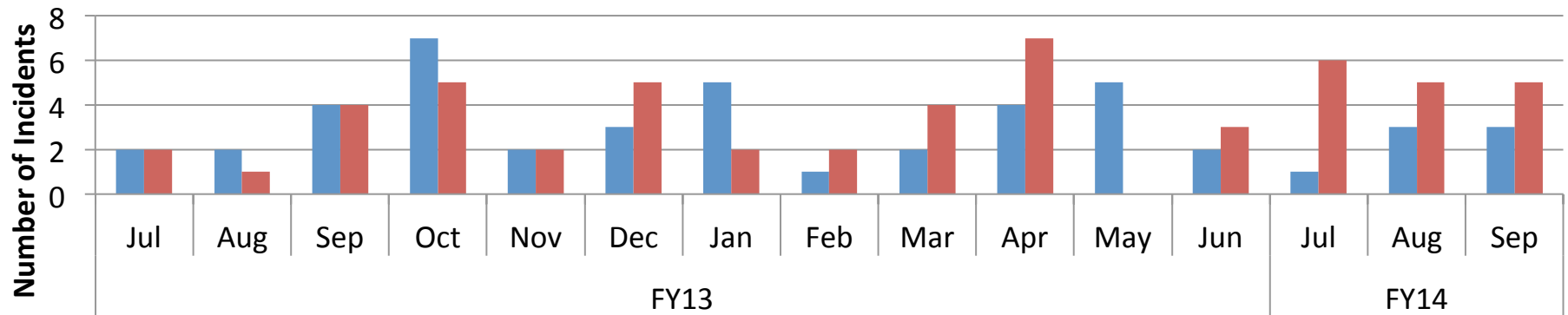
# FIRE: Activity

Mutual Aid: FY13 & FY14 YTD\*

## Medical



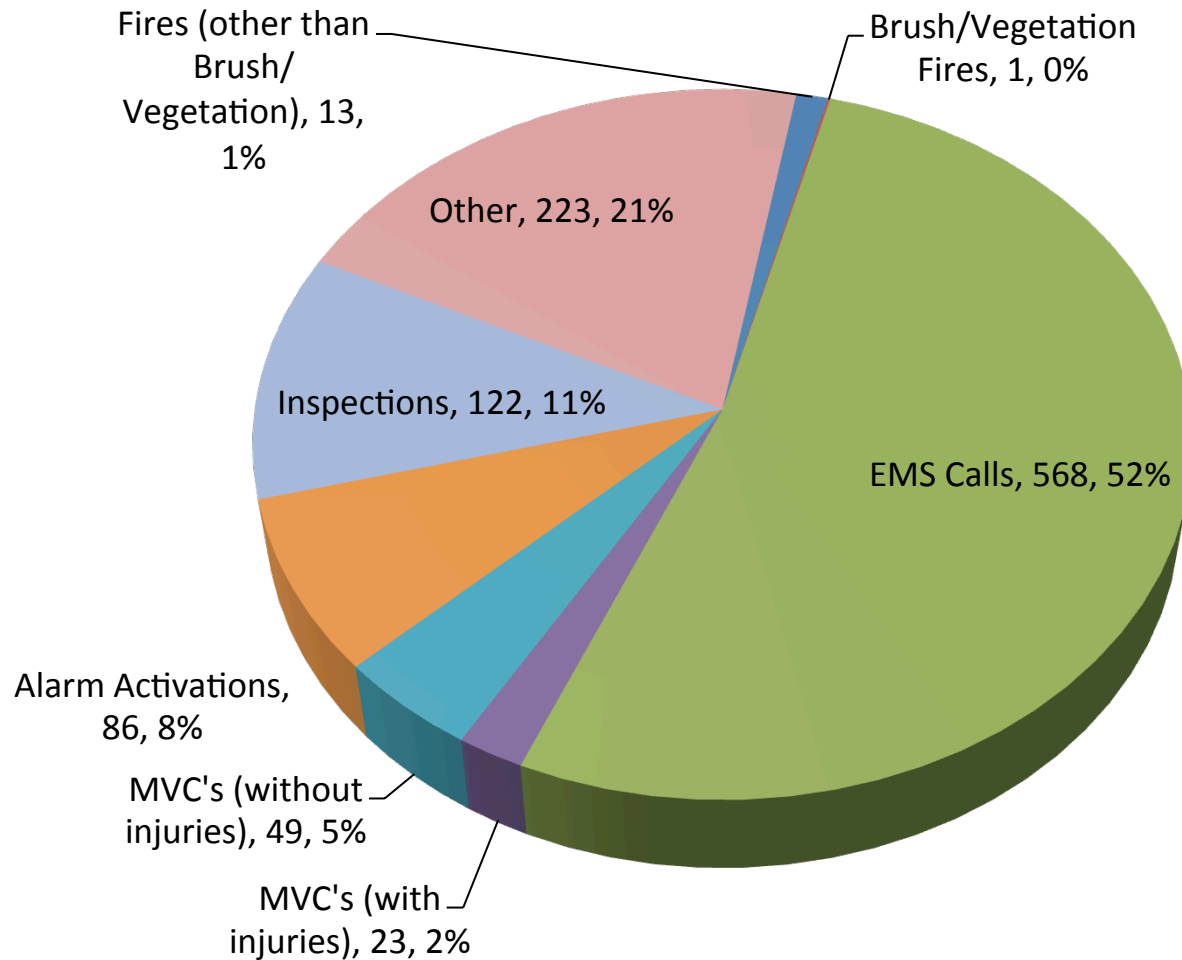
## Fire



\*Through 25% of Year

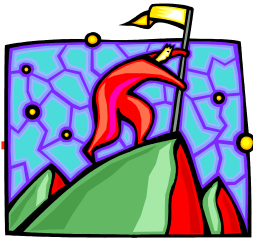
# FIRE: Activity

**Calls for Service by Type: FY14 YTD\***



\*Through 25% of Year

# Successes & Challenges



## Successes

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- We are changing how department heads communicate with the Office of the Mayor.
- We are establishing a higher professional standard for how we operate and communicate.
- We are beginning to proactively identifying issues, needs, and areas for improvement before they become emergencies.
- We are establishing an environment in which strategic planning can occur and goals can be set and evaluated.



# Successes & Challenges

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## Challenges

- There is an natural tendency to resist change.
- No additional resources, staff or funding is available to implement the program.
- Staff technical skill sets need further development to grow the program.
- Systems and technology upgrades would improve how we manage data and analysis.

# How to Make a Stat Program Successful

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## ▶ Needs to Be a CEO Initiative to Be Successful.

This is how we do business in Amesbury, period.

## ▶ Learn by Doing

Be prepared for false starts, hiccups and plateaus. All efforts whether successful or not contribute to the program.

## ▶ Work With What You Have

If you wait until you have a new high tech database you will never get off the ground.

## ▶ Leverage Experiences of Other

Adopt and adapt good ideas from other communities, departments, and staff.



# Resources

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## **Learn More About AmesStat**

- *Contact:* Eric Gregoire, Chief of Staff, 978-388-8121, gregoiree@amesburyma.gov.

## **Other Resources**

- The Collins Center at UMass Boston (<http://www.umb.edu/cpm>) offers municipalities a range of performance management services.
- Baltimore's CitiStat (<http://www.ci.baltimore.md.us/news/citistat/>) hosts many visitors from municipalities who are interested in CitiStat and 311.
- The Rappaport Institute (<http://www.ksg.harvard.edu/rappaport/>) has published articles and runs workshops relating to “Stat” programs.

