

# Data Analytics

## INTRODUCTION

Boston's Performance Management efforts, driven in partnership between the Citywide Analytics Team and the Office of Budget Management (OBM), exist to ensure that the city delivers the most effective and efficient services possible. We work with departments across the City to solve challenging problems, build a more effective government, and deliver better outcomes for people who live and work in Boston.

This chapter highlights our approach, recent accomplishments, and plans for the upcoming year.

## OUR APPROACH

### Executive Insight

One of our top priorities is providing City leadership with performance data where and when they need it. We provide the Mayor, Cabinet Chiefs, and City leadership with dashboards and reports that provide up-to-date information so they can stay regularly informed about the effectiveness of programs, day-to-day operations, and progress toward accomplishing strategic goals.

### Optimizing Process

Along with building the tools to understand how well the City is performing, we work collaboratively across 14 Cabinets to help identify pain points and develop immediate and potential long-term performance and process improvements. These direct engagements create lasting improvements for the City.

### Engaging with the Public

The public plays a critical role in our work. To promote transparency, we publish City and departmental performance scorecards so people can see how the City is performing at

delivering services, and to encourage innovation, we share our data so the public can create new tools and propose new ways for the City to deliver services.

## ACCOMPLISHMENTS THIS YEAR

### What Works Cities Certification

Boston was one of nine U.S. cities awarded certification from Bloomberg Philanthropies' What Works Cities program. The program recognizes our commitment to the use of data and analytics to improve residents' quality of life.

Through What Works Cities, Boston will share insights with a community of peers, helping cities lead the way on big challenges ranging from equity to climate change.

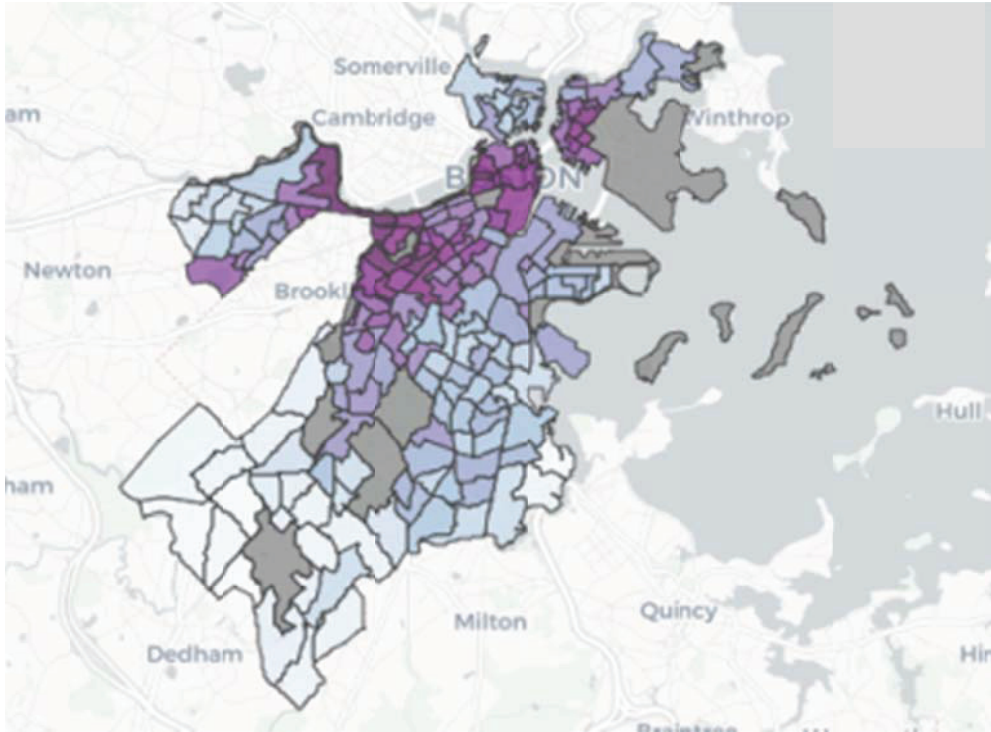
### EMS Community Assistance Teams

As part of our ongoing collaboration with Boston EMS, we assisted with the creation of a new Community Assistance Team to provide specialized care for residents dealing with issues such as substance abuse and homelessness.

Known as Squad 80, this team works in high-demand areas and can help connect patients with the long-term support and services they need.

### Imagine Boston 2030

We designed a set of dashboards to visualize progress in implementing the City's Imagine Boston 2030 plan. These visualizations use data to help illustrate where we stand on the goals set by the Imagine Boston 2030 plan, and will be updated annually. Going forward, the tool will help the public to understand long-term trends affecting quality of life in Boston, such as housing costs, economic opportunity, and public health and safety.



## DELIVERING RESULTS

Our work this year has also contributed to the following improvements:

- **Streamlined performance reporting** that connects the day-to-day operational work of our departments with the City's cross-cabinet strategic priorities.
- A **15% increase** in the average number of calls answered within 30 seconds at the 311 Call Center, resulting in more expedient customer service for those interacting with the City.
- **New Transportation Insight Tools** to allow the City to better understand mobility in Boston and support long-term planning.
- A **3D base map** of Boston, used by the Boston Planning and Development Agency to understand the impact of new development.
- A **user-focused open data portal** that makes it easier than ever for the public or internal staff to explore City data and conduct analyses.

## LOOKING TOWARD NEXT YEAR

Our work next year will continue to build upon the successes we've recognized this year in the areas of customer service, transportation and mobility, recruitment, finance analytics, and public safety. You can learn more about our work and check out our progress at: [boston.gov/departments/analytics-team](http://boston.gov/departments/analytics-team).

## CITYSCORE

CityScore's 22 metrics are monitored daily to get an understanding of the quality of life in Boston, and the performance of City government. Since inception, CityScore has prompted key process improvements, increased data-driven decision-making at all levels of city government, and informed the budget process.

The following list details the performance metrics and targets that currently make up CityScore. Daily scores and additional information can be found at: [boston.gov/cityscore](http://boston.gov/cityscore)

**311 CALL CENTER PERFORMANCE** - Target 95% of calls answered within 30 seconds

**311 CONSTITUENT EXPERIENCE SURVEYS** - Target 4 on a 5 point rating scale

**BOSTON FIRE DEPARTMENT INCIDENTS** - Fewer incidents than previous years

**BOSTON FIRE DEPARTMENT RESPONSE TIME** - Target 90% of responses in 4 minutes or less

**BOSTON PUBLIC SCHOOLS ATTENDANCE** - Target 95% of all students

**CITY SERVICES SATISFACTION SURVEYS** - Target 4 on a 5 point rating scale

**BOSTON EMERGENCY MEDICAL SERVICES INCIDENTS** - Fewer incidents than previous years

**BOSTON EMERGENCY MEDICAL SERVICES RESPONSE**

**TIME** - Target median of 6 minutes

**GRAFFITI ON-TIME %** - Target 80% completed within 45 business days

**HOMICIDES (TREND)** - Fewer incidents than previous years

**LIBRARY USERS** - More users than previous years

**MISSED TRASH ON-TIME %** - Target 80% completed within 1 business day

**ON-TIME PERMIT REVIEWS** - Target 75% completed within 20 business days

**PARKS MAINTENANCE ON-TIME %** - Target 80% lighting issues completed within 7 business days; 80% all other issues completed within 5 business days

**PART 1 CRIMES** - Fewer incidents than previous years

**POTHOLE ON-TIME %** - Target 80% completed within 1 business day

**SHOOTINGS (TREND)** - Fewer incidents than previous years

**SIGN INSTALLATION ON-TIME %** - Target 80% completed within 30 business days

**SIGNAL REPAIR ON-TIME %** - Target 80% completed within 24 hours

**STABBINGS (TREND)** - Fewer incidents than previous years

**STREETLIGHT ON-TIME %** - Target 80% completed within 10 business days

**TREE MAINTENANCE ON-TIME %** - Target 80% completed within 365 calendar days

## PRIORITY FY19 PERFORMANCE GOALS

The Mayor's FY19 budget priorities highlight the vision to create an environment that promotes equity, builds community, and helps fulfill Boston's great promise. The performance measures listed below reflect the City's top priorities and the partnerships necessary to achieve these ambitious goals.

### Priority FY19 Performance Goals

Performance Measure	Responsible Department	FY18 Projected	FY19 Target
<b>Education</b>			
New K1 seats available	Schools	109	160
Participants in the Early Literacy Program	Boston Public Library	30,000	55,000
<b>Housing</b>			
# of homeless Veterans placed in permanent housing	Neighborhood Development	200	200
# of low income housing units permitted (deed restricted and IDP)	Neighborhood Development	347	347
# of middle income housing units permitted (deed restricted and market)	Neighborhood Development	1,500	1,000
# of potential evictions averted	Neighborhood Development	500	500
<b>Mobility</b>			
Average annual PCI rating of Boston's roads	Public Works	66	67
% of street light outages addressed on time	Public Works	75%	80%
% of crosswalks in good repair	Transportation	47%	65%
Average personnel hours on a hokey route (hand cleaning streets/sidewalks)	Public Works	2,800	3,000
<b>Prosperity &amp; Equity</b>			
Average usage of City Hall to Go	Neighborhood Services	290	300
# of MWBE companies with City of Boston contracts	Economic Development	52	60
# of employees in companies newly signing Boston's 100% Talent Compact	Women's Advancement	2,000	2,500
<b>Arts, Culture, and Creativity</b>			
% of first time Boston Cultural Council organizational grant awardees	Arts & Culture	24%	15%
Library card daily usage	Boston Public Library	3,000,000	3,000,000
Average number of Ebook holds	Boston Public Library	175,000	175,000
<b>Health &amp; Safety</b>			
EMS median response time for Priority 1 calls	Public Health Commission	6 Min	6 Min
# of individuals placed in recovery services	Public Health Commission	8,000	6,000
# of mediations conducted by streetworkers	Boston Centers for Youth and Families	440	450
Firefighters attending resiliency, health, and safety symposiums	Fire Department	550	600
YouthConnect referrals	Police Department	840	800