MIKE PURZYCKI

IMPROVED CITY SERVICES DELIVERY

311 PHONE SYSTEM AND WILSTAT DATA TRACKING

At a fundamental level, our residents want a city government that works for them each and every day. When an issue needs to be fixed, we all expect our government to listen carefully, respond quickly, and get the job done. Among other basic services, residents want graffiti to be removed, trash to be picked up, potholes to be filled, snow to be plowed, and vacant properties to be boarded up or demolished. In every Wilmington neighborhood today, there is virtually unanimous dissatisfaction with the quality of the most basic city services. It doesn't need to be this way.

Throughout my public service career with New Castle County and the Riverfront Development Corporation, I have emphasized the importance of quality services for residents, workers, and businesses. Anyone who visits the Riverfront will see that it is free of trash and graffiti, the streets and sidewalks are in excellent condition, and public lawns are maintained. I admit this concept isn't shiny or exciting, which is why it often doesn't receive the attention it deserves from elected leaders, yet the quality of services directly determines quality of life.

Among other things, the Mayor is held responsible for this day-to-day delivery of City services. It is an enormous task, and it is not something that comes naturally to anyone; it is a management skill that can only be developed and refined over years and years of experience. My extensive background at RDC has prepared me to lead the day-to-day operations of our city.

I operate on the fundamental belief that you cannot fix what you do not measure. To ensure quality city services in every neighborhood, I will employ two inter-dependent data-intensive operational management approaches known as 311 and CitiStat which we will brand WilStat. WilStat will be the central tool of my customer-focused approach to managing the delivery of city services to our citizens. In my administration, it will be a priority to ensure that improvements in government efficiency and effectiveness are paired with greater transparency, accountability, and integrity. The combined use of 311 and WilStat will help drive a culture change in City Hall and in our neighborhoods so our public sector employees and residents alike will be truly proud of what we are achieving together.

I envision Wilmington as a beautifully maintained city where our parks and public places are inviting for all ages, where tree-lined streets and sidewalks are free of trash, and where blight is removed from our neighborhoods quickly. These qualities are central to the Riverfront's success, and there's no good reason every neighborhood can't benefit from the same level of services. To realize this vision for Wilmington, we must ensure that all departments are functioning at a high level.

This paper represents the core elements of my service delivery strategy for Wilmington. Through the 311 and WilStat initiatives outlined in this document, my administration will work to ensure that every City department operates efficiently and effectively with the ultimate aim of a higher quality of life in every corner of the city.

Sincerely,

Mike Purzycki

IMPLEMENT A "311" NON-EMERGENCY SERVICE REQUEST SYSTEM

Cities across the country have non-emergency 311 hotlines to process requests for help with services like cleaning graffiti, filling potholes, and picking up trash. 311 ensures that a non-emergency service request is directed to the proper department, and then 311 electronically follows the request until the job is complete and even notifies the caller of the completed task. This approach reduces operating costs while improving delivery of services.

Our neighbor to the south, Baltimore, pioneered the 311 model in 1996. Twenty years later, however, Wilmington still uses outdated and inefficient methods of service delivery, which too often means you need to "know a guy" for anything to get fixed. That ends when I am mayor.

Citizens shouldn't need to place multiple calls or take time out of their day to visit City Hall just to fix a basic problem. In my administration, Wilmington residents and workers will be able to make simple service requests online or over the phone with the help of a friendly customer service operator. My administration will prioritize the delivery of services that matter most to residents.

Keeping a watchful eye on our city and by witnessing the improvements they themselves initiated, our residents will become more connected with their neighborhoods and more committed improving the quality of life in our town.

311 will be more than a simple tool for accepting service calls; it will also be a central management tool for efficient and effective government operations. We will issue customer response time guarantees as well as service delivery time guarantees. Departments will issue customer surveys directly to citizens to ensure satisfaction with the service and to aid in the assessment of departmental performance so we can continue to improve each day. The system will produce recurring data reports for management so they can track performance, and the 311 technology can even map which areas have the most problems, allowing the Neighborhood Stabilization Unit (NSU) to be deployed for improved delivery and coordination of services.

IMPLEMENT A WILSTAT PERFORMANCE MANAGEMENT APPROACH

WilStat will make use of 311 data to guide the management of all municipal operations and be the central driving force for a Wilmington City government that is responsive, accountable, and efficient. Each department will issue executive briefing reports to the Mayor's Office weekly, in-person departmental reviews using key performance indicators will take place every two weeks, and budget reviews will occur monthly.

Through these regularly scheduled WilStat events, department chiefs will quickly understand my administration's priorities and be held accountable for their performance. The WilStat approach uses key data to analyze service delivery trends, improve department performance, and, monitor all savings across departments. Each department will be expected to meet quantifiable performance standards to ensure integrity and accountability and improve outcomes for our residents, workers, and businesses. The format will ensure that communication between all departments and the Mayor's Office remains strong throughout my tenure and nothing falls through the cracks.

Due to the limited startup costs and time demands involved in implementing WilStat, my administration will aim to roll one department per month into WilStat and have it fully operational for all of city government within one year. WilStat will aim to save our city significantly more than any minimal startup costs involved by reducing employee absenteeism and overtime expense and by providing a more efficient delivery of services.

Data will be made available to the public through a dedicated website so our citizens can see firsthand how service is improving. The goal is to improve the delivery of services, instill confidence in our City Government and improve the quality of life in our city.

Tenets of WilStat:
- Fully engage Mayor and Department heads in bi-weekly meetings to establish and improve service delivery

- Accurate and timely information shared by all decision makers

- Rapid deployment of City resources

- Use of effective strategies and tactics

- Relentless follow-up and self-assessment

- Public release of performance trends

- Commitment to continuous improvement/constantly improve timing and results

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