
The City of
LOWELL
Alive. Unique. Inspiring.

**Numbers 4 Neighborhoods
Presentation to A.C.T.I.O.N.**



January 15, 2014

The City of **LOWELL** *Alive. Unique. Inspiring.*

Data-Driven Decision Making

LOWELL **STAT**

- What is CitiStat?
- How does the City Manager use the data?
- What does data analysis have to do with performance management?
- Why is this important to me as a resident and how can I access the data?
- What is **Numbers 4 Neighborhoods**?

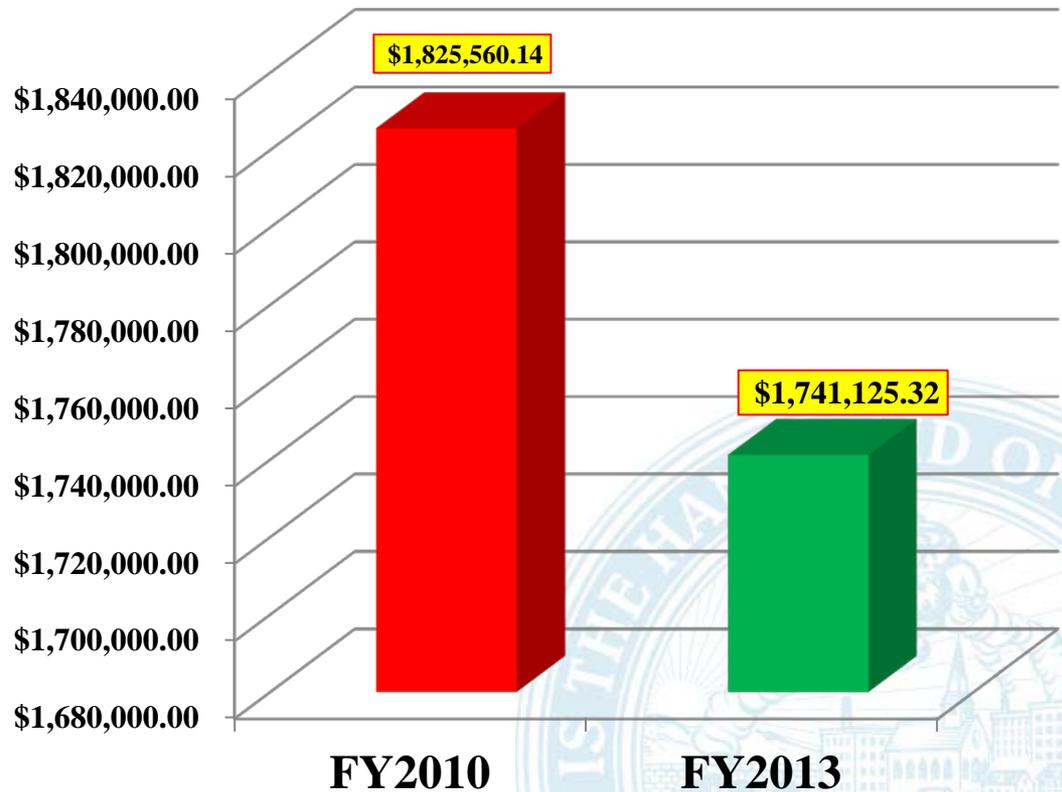
Data-Driven Decision Making

LOWELL **STAT**

- In the first three years of operation, LowellSTAT has produced a NET savings of: **\$1,393,363.51**

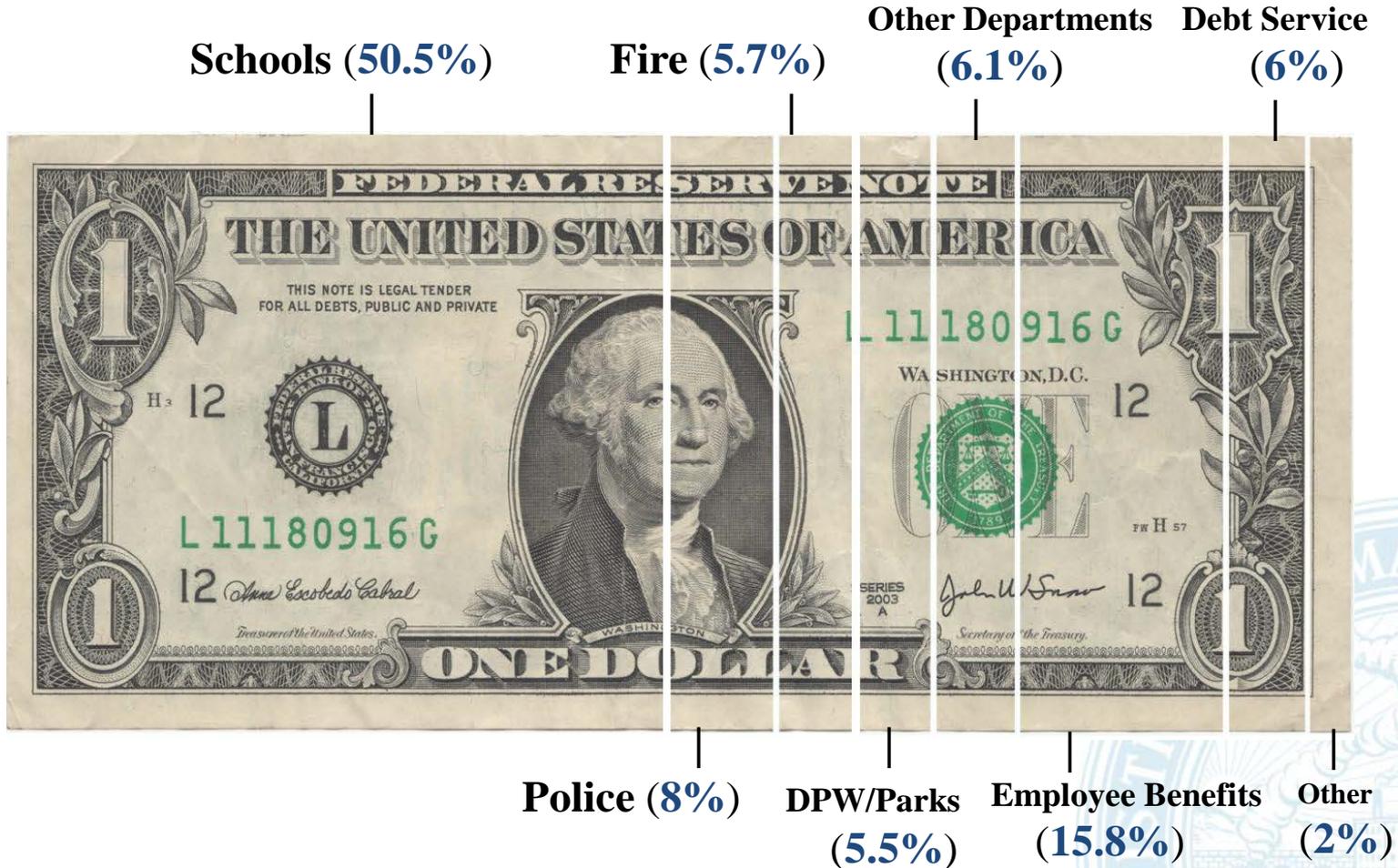
Examples of Savings:

- City-wide expenditure on sick leave decreased by **25%** (Savings of **\$84,434.82**)
- Overtime Controls in Public Works**
- Analysis of data leads to decision to privatize maintenance of City cemeteries; creation Municipal Hearing Officer position, etc.



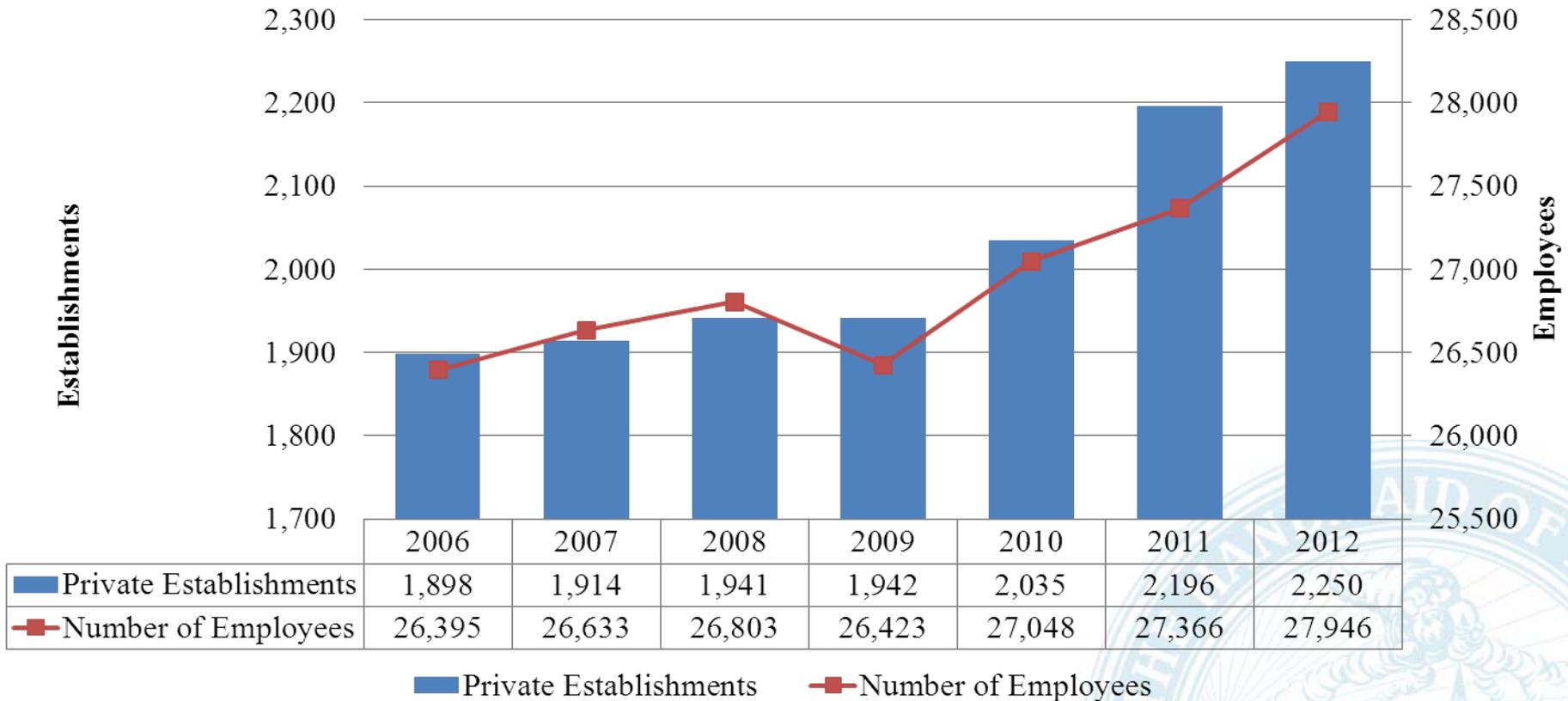
Bringing the data to you!

Where do your tax dollars go?



Economic Development

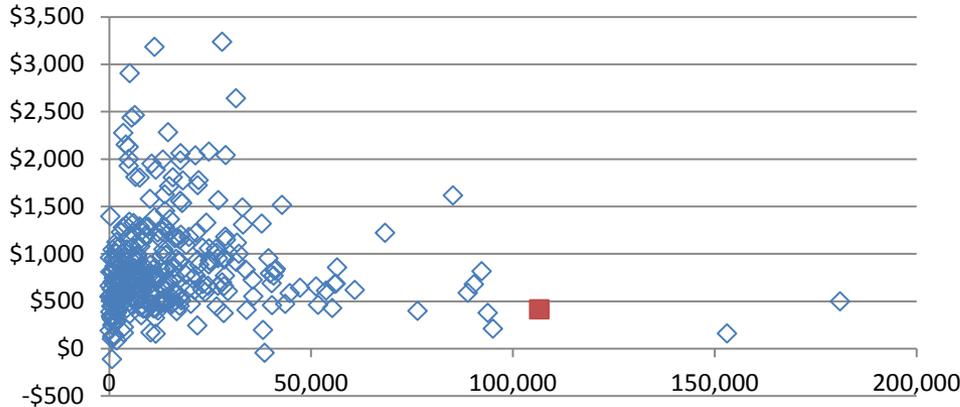
City of Lowell - Economic Profile



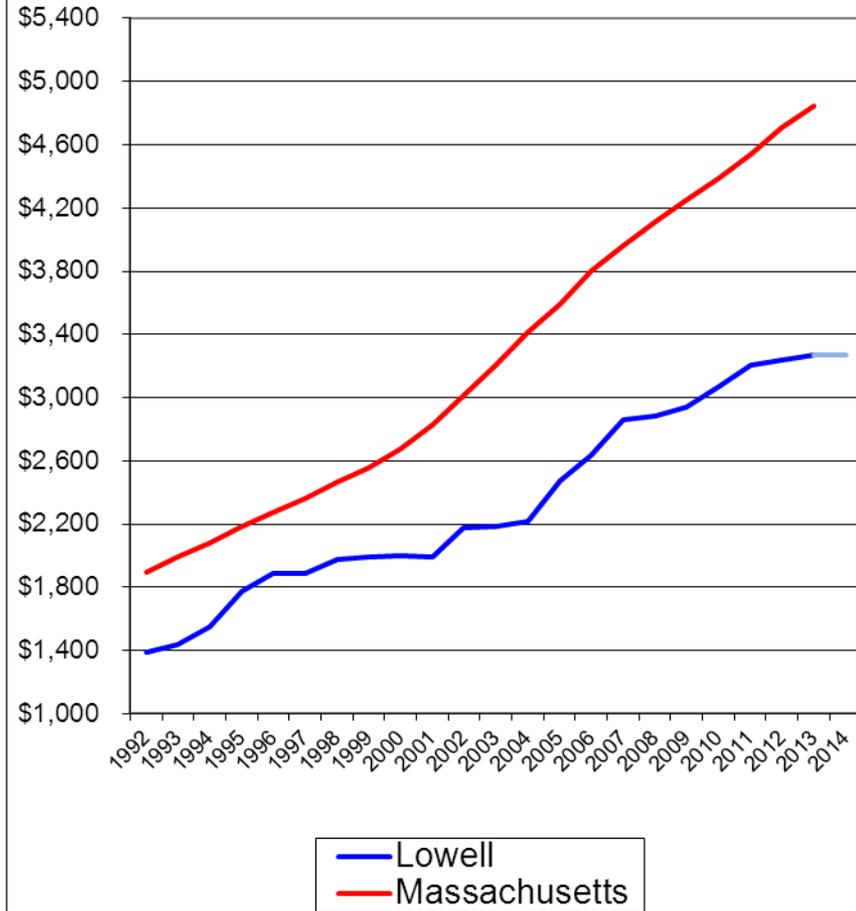
Source: MA Department of Employment & Training

Finances

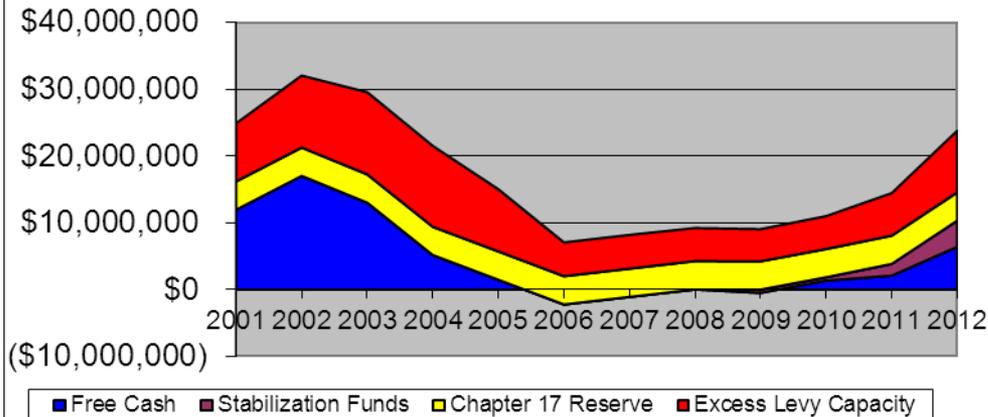
2007-2013 Tax Change by Community Population



Average SFH Tax Bill 1992-2014



Lowell Reserves 7/1/2001 to 7/1/2012



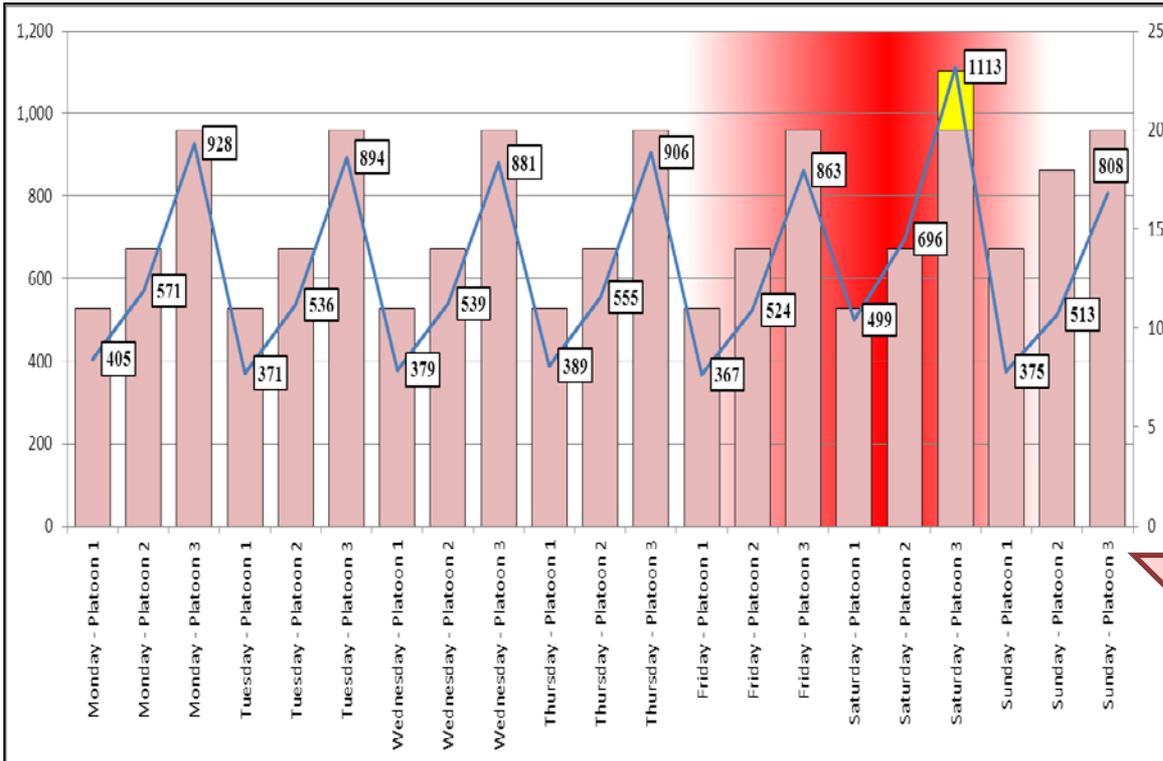
Public Safety

How does the LPD use data?

- **CompSTAT**
- **Analysis of “Hot Spots”**
- **Rapid resource deployment**

Continued trend of decrease in overall Group A Crimes (CY '12 Over CY '11):

- **38.3%** decrease in aggravated assaults;
- **24.9%** decrease in juvenile crime
- **18.2%** decrease in arson;
- **14%** decrease in vandalism incidents;
- **13.6%** decrease in disorderly conduct
- **9.8%** decrease in burglaries;
- **8%** decrease in downtown disorder;



Public Safety

June 3, 2013



Lowell Police Department Pawtucketville Neighborhood Meeting

Pawtucketville Aggravated Assault, Burglary, Car Breaks, Disorderly, Robbery, Shoplifting, Vandalism 5/3/13 - 6/2/13



Legend

- Aggravated Assault
- Burglary
- Car Break
- Disorderly Conduct
- Vandalism

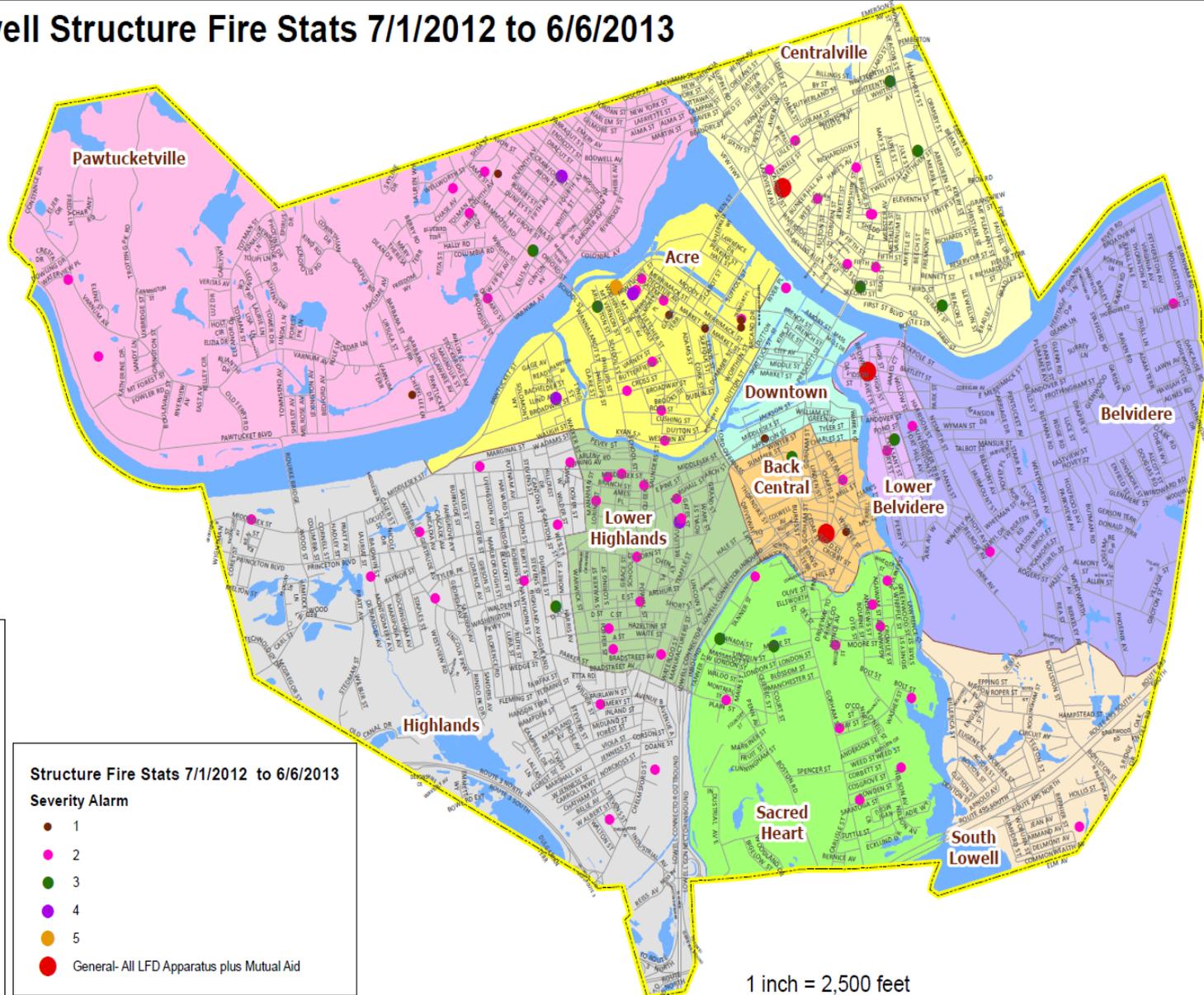
Crime Type	# Crimes
Aggravated Assault	6
Burglary	4
Car Break	4
Disorderly	3
Robbery	0
Shoplifting	0
Vandalism	12
Total	29

Statistics are subject to change due to ongoing investigations.
Statistics pulled using the Crimeview system and will not match NIBRS.

Public Safety – Fire Protection



City of Lowell Structure Fire Stats 7/1/2012 to 6/6/2013



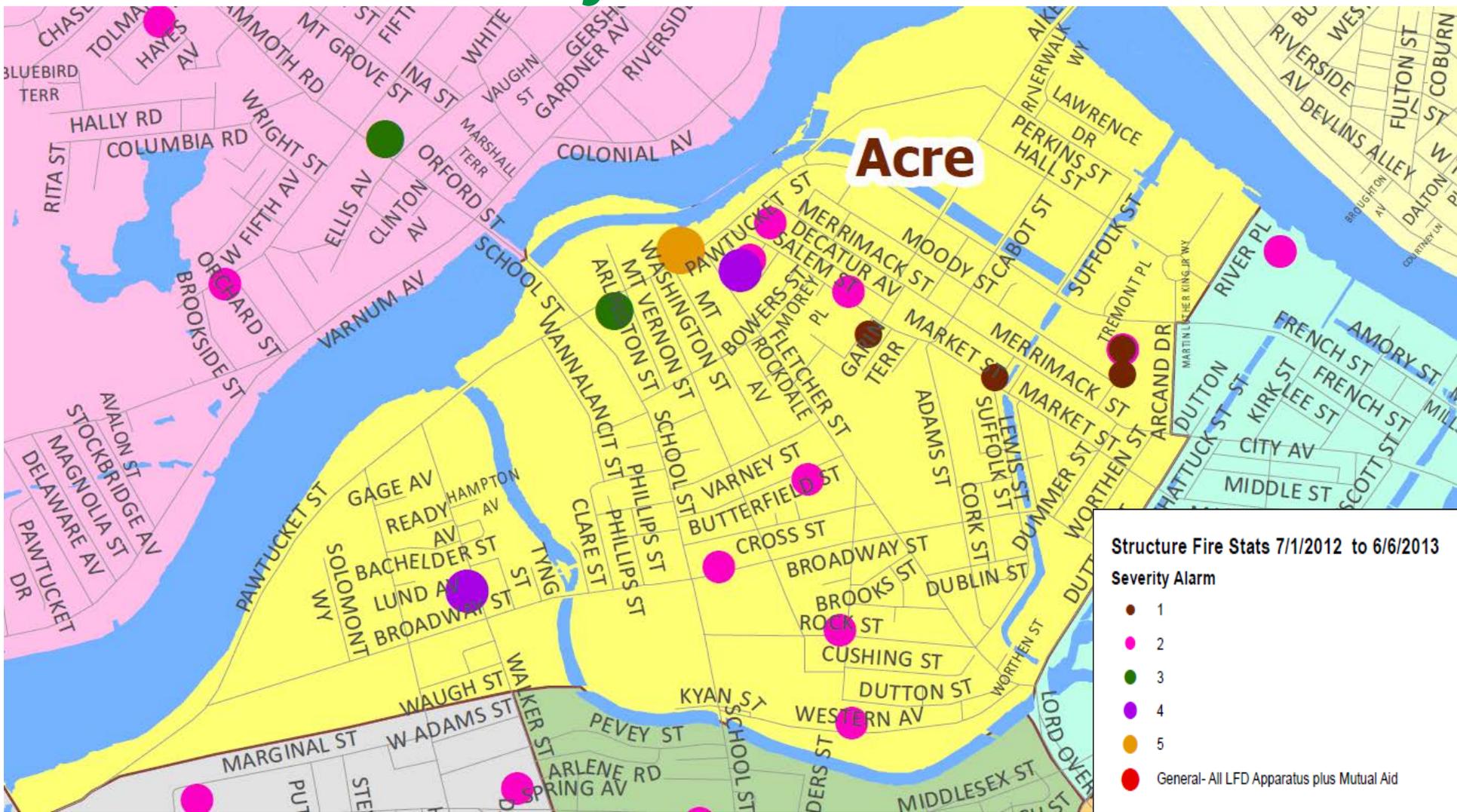
Neighborhoods	
[Yellow]	Acre
[Orange]	Back Central
[Purple]	Belvidere
[Light Yellow]	Centralville
[Light Green]	Downtown
[Grey]	Highlands
[Light Purple]	Lower Belvidere
[Light Green]	Lower Highlands
[Pink]	Pawtucketville
[Light Green]	Sacred Heart
[Light Orange]	South Lowell

Structure Fire Stats 7/1/2012 to 6/6/2013	
Severity Alarm	
[Brown dot]	1
[Pink dot]	2
[Green dot]	3
[Purple dot]	4
[Orange dot]	5
[Red dot]	General- All LFD Apparatus plus Mutual Aid

1 inch = 2,500 feet



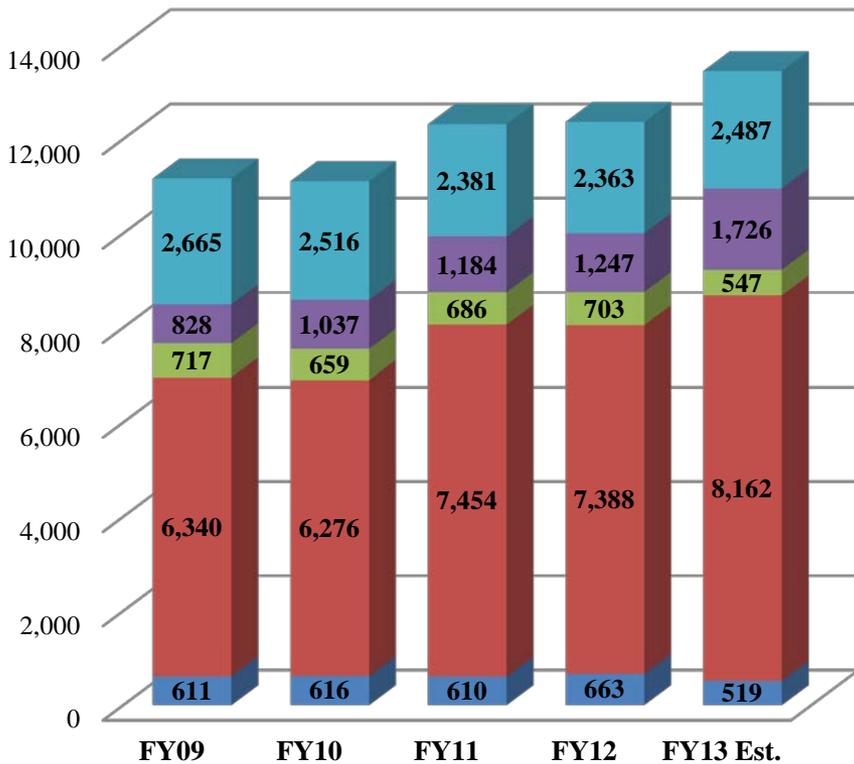
Public Safety – Fire Protection



Public Safety – Fire Protection

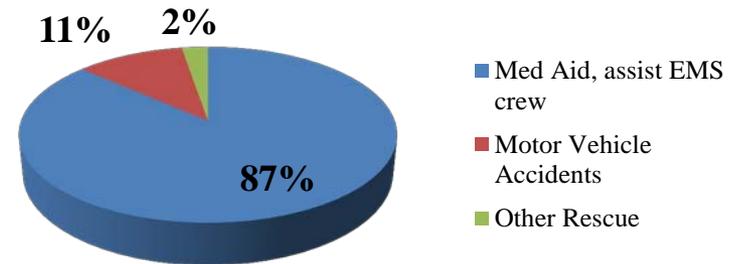
FY12 Break-Down

FY09-13 Call Volume

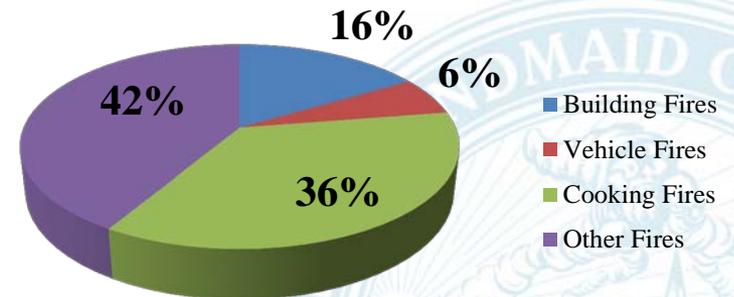


■ Total Fires ■ Total Rescue/EMS ■ Hazardous Conditions
■ Good Intent ■ False Calls

FY12 Rescue/ EMS (Call Types)



FY12 Fires (Call Types)



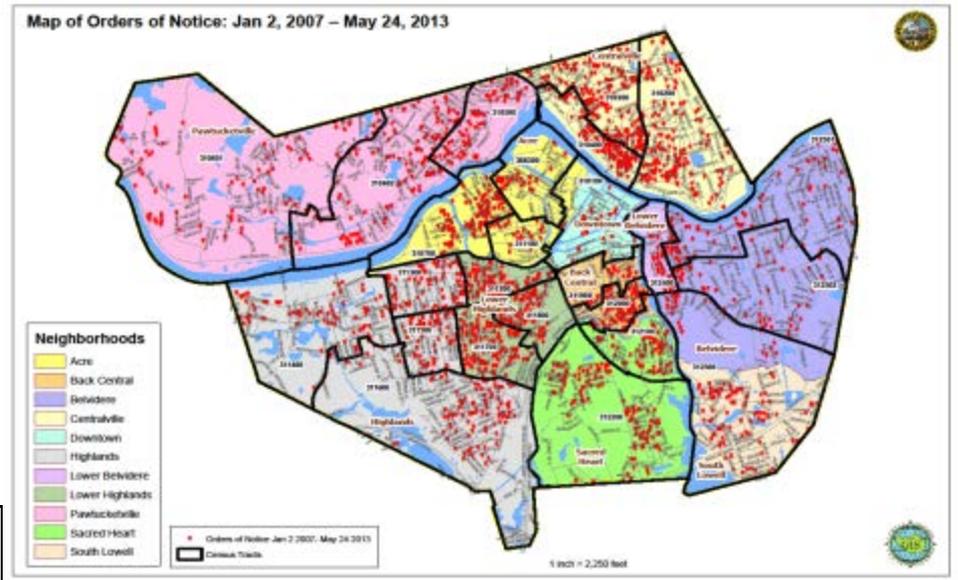
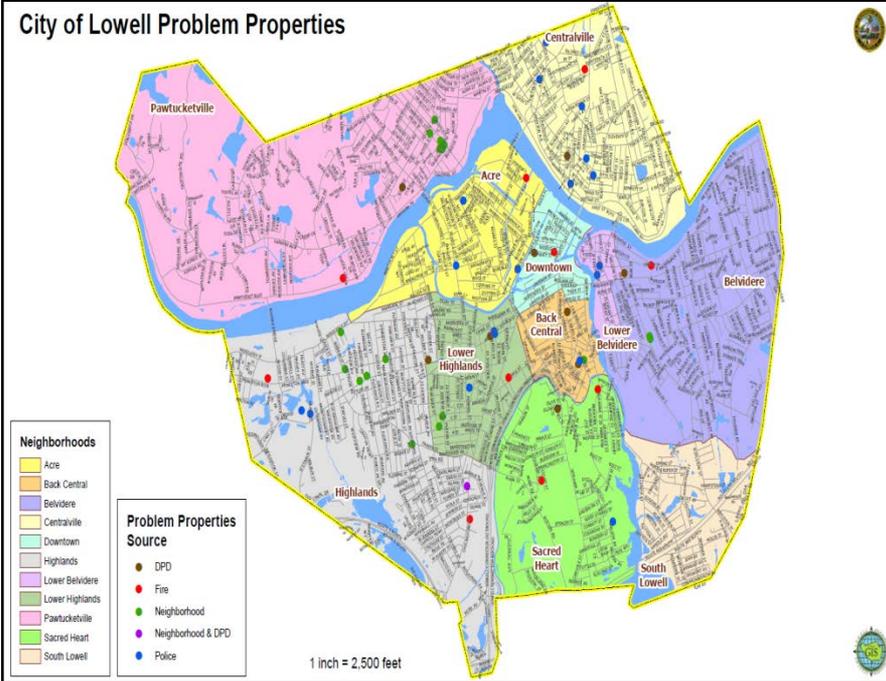
Code Enforcement

	ACRE	BACK CENTRAL	BELVIDERE	CENTRALVILLE	DOWNTOWN	HIGHLANDS	LOWER BELVIDERE	LOWER HIGHLANDS	PAWTUCKETVILLE	SACRED HEART	SOUTH LOWELL	Grand Total
CURBSIDE RECYCLING			1	1				1				3
CURBSIDE WASTE	88	28	14	132		75	13	96	58	28	2	534
OVERSIZED VEHICLE				1								1
PARKING - NON-IMPERVIOUS						3				2		5
SANITARY CODE VIOLATION	2	3						1		1	2	9
UNREGISTERED DUMPSTER	8	1	5	4	8	5		6	2	7	4	50
UNREGISTERED VEHICLE	15	2	10	17		31	5	23	12	7	1	123
VACANT/FORECLOSED VIOLATION	26	21	27	85	6	66	6	53	58	29	16	393
ZONING - ILLEGAL USE	1	2				1			3	3		10
ZONING CODE - AUTO REPAIR		1	1	1								3
Grand Total	140	58	58	241	14	181	24	180	133	77	25	1,131

Code Enforcement

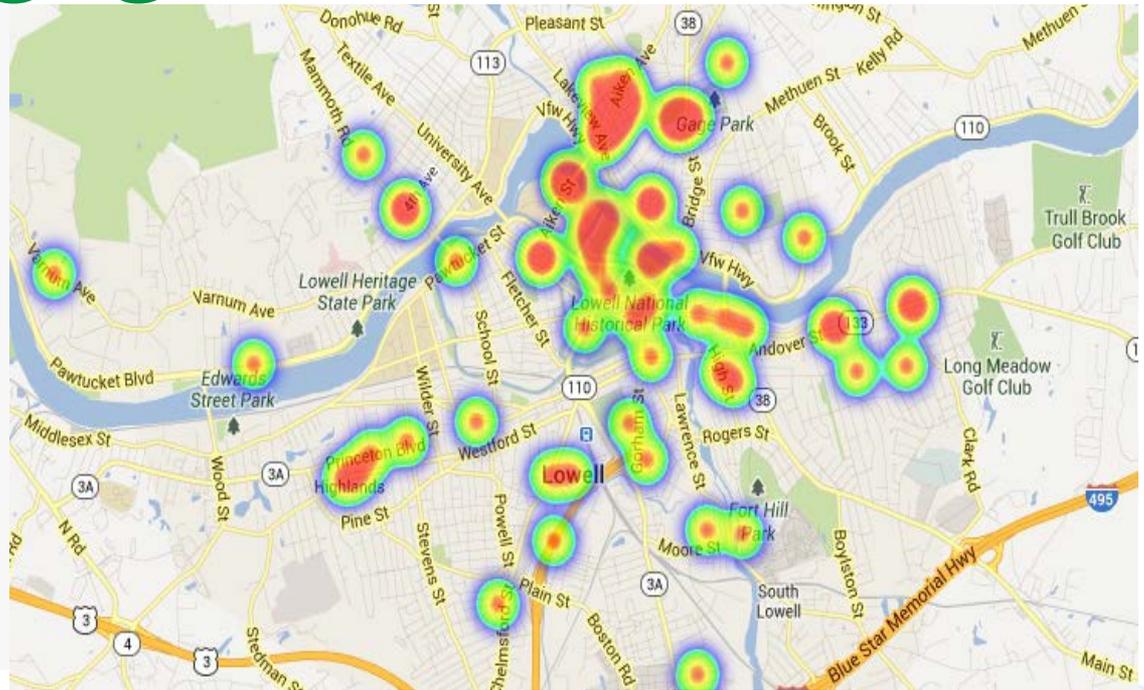
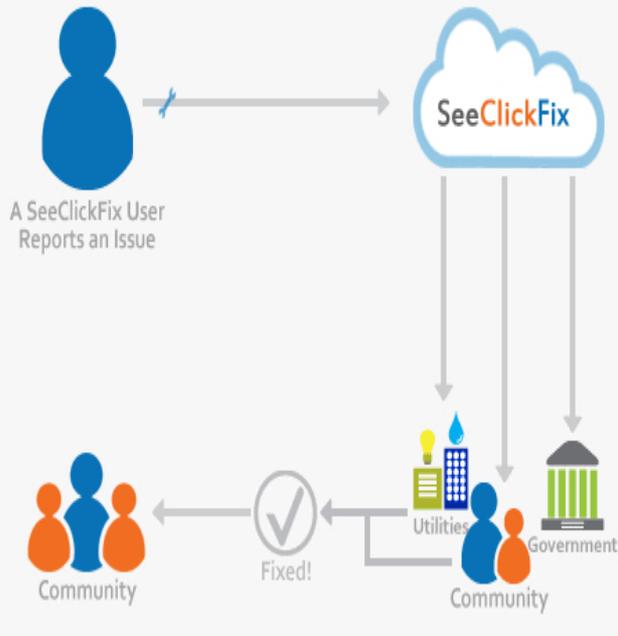
Addressing “Problem Properties”

- **Problem Properties Task Force**
(*Below*)
- **“Orders of Notice”** – 1st step in foreclosure process (*Right*)
- Almost **40%** of homeowners and renters in Lowell live in units that cost more than **35%** of their total earnings



- **Vacant and Foreclosed Property City Ordinance**
- **1,143** housing structures are registered as vacant and/or foreclosed
- 2013 DPIR Grant from Attorney General to help in addressing these issues.
- **MA GL Chapter 111, Section 127 - Receivership Program (“Blight to Bright”)**

Citizen Engagement



Between Jan 01, 2013 and Oct 10, 2013

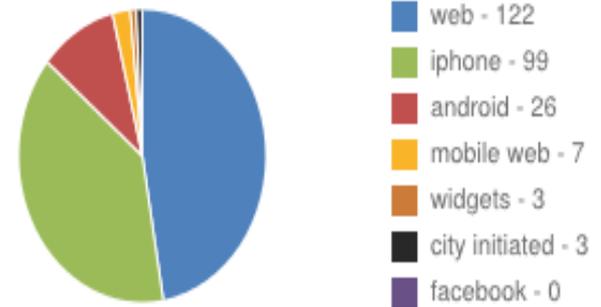
260 issues were opened

130 issues were acknowledged

84 issues were closed

The average time to acknowledge was 7.9 days.

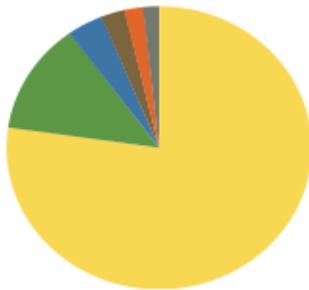
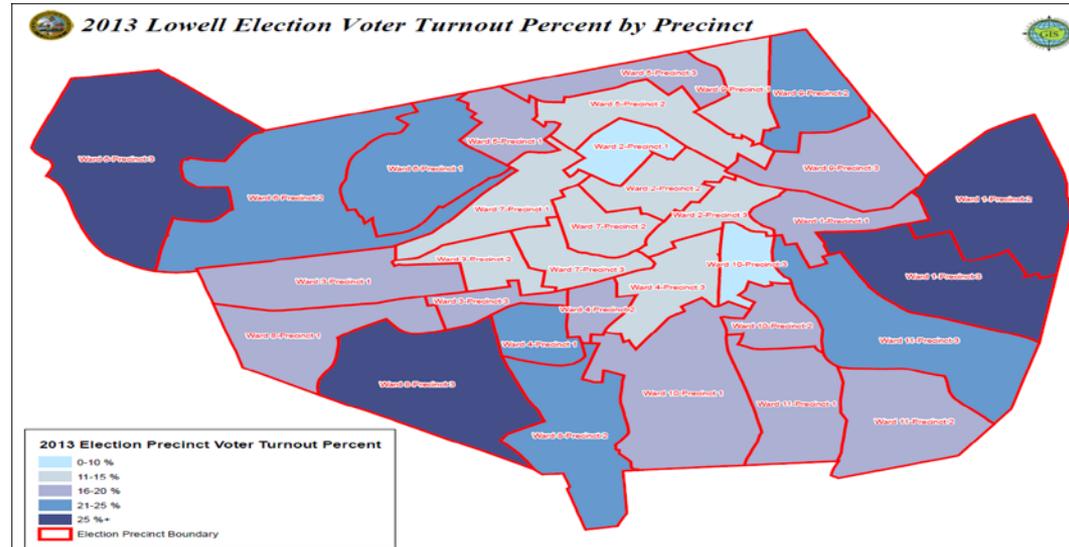
The average time to close was 25.9 days.



Citizen Engagement

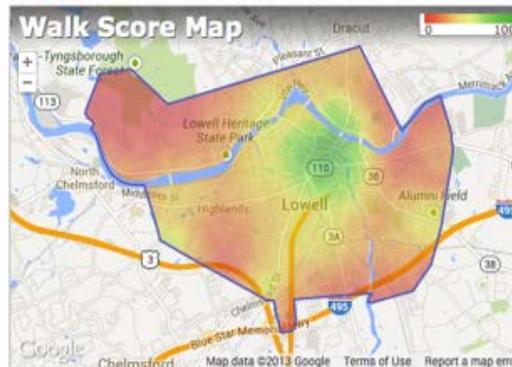
HOW DO YOU MEASURE ENGAGEMENT?

- Length of Commute
 - **25.3 minutes (Mean)**
- Walkability
- Mode of transport
- Voter Turnout



- Drove Alone
- Carpooled
- Walked
- Public Transportation (excluding Taxicab)
- Worked At Home¹
- Other Means¹

Walk Score **64** **Somewhat Walkable**
Some errands can be accomplished on foot.



Some errands can be accomplished on foot in Lowell.

Citizen Engagement

September 24, 2013 City Council Preliminary

		Registered Voters	Ballots Cast	Turnout
Ward 7	Precinct 1	1,417	116	8.19%
Ward 7	Precinct 2	1,579	104	6.59%
Ward 2	Precinct 1	1,209	57	4.71%
Ward 2	Precinct 2	1,744	132	7.57%
Acre Turnout		6.76%		
City Turnout		12%		

November 5, 2013 City Council General Election

		Registered Voters	Ballots Cast	Turnout
Ward 7	Precinct 1	1,424	214	15.03%
Ward 7	Precinct 2	1,595	203	12.73%
Ward 2	Precinct 1	1,215	100	8.23%
Ward 2	Precinct 2	1,764	219	12.41%
Acre Turnout		12.1%		
City Turnout		21%		

Operational Efficiency

Performance Management – Department “Report Cards”:

REPORT CARD

POTHOLES (10 DAYS)

FY13 89% (B+)

FY12 89% (B+)

FY11 90.5% (A-)

TREE SERVICE (30 DAYS)

FY13 75% (C)

FY12 70% (C-)

FY11 67.9% (D+)

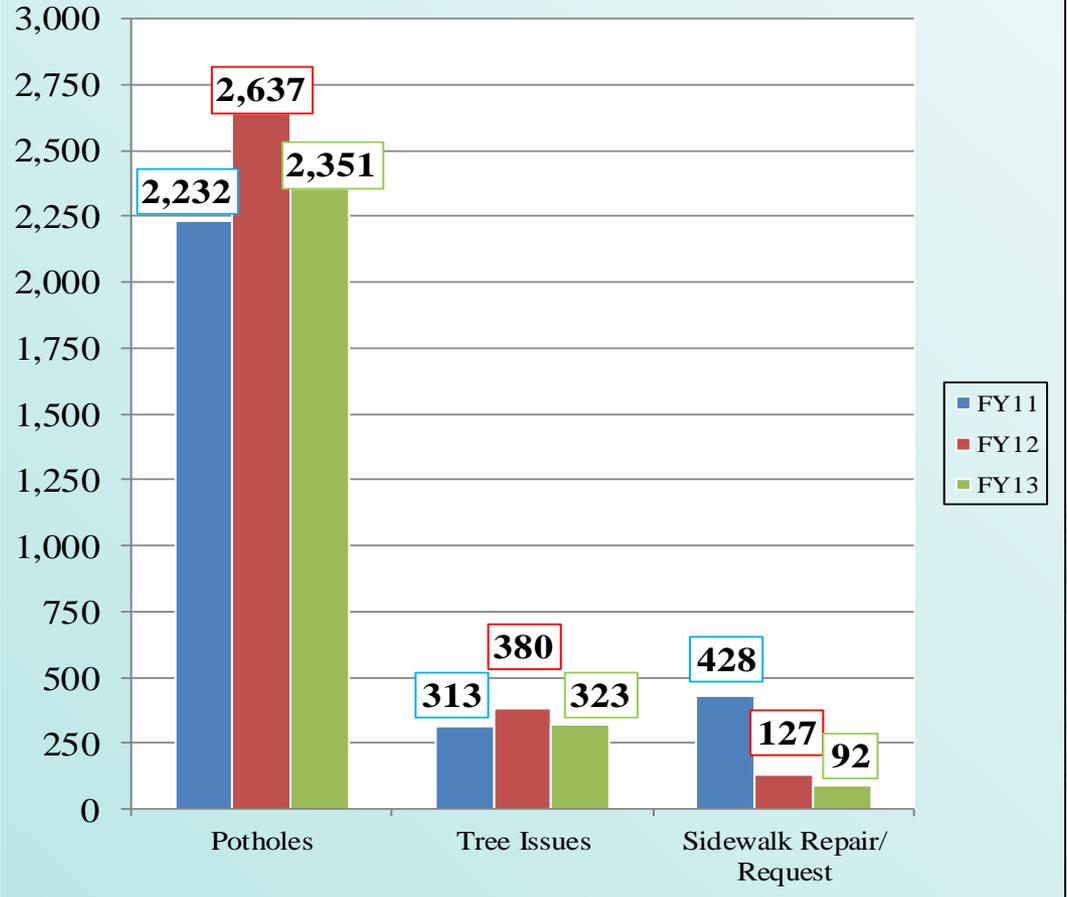
SIDEWALK REPAIR (60 DAYS)

FY13 77% (C)

FY12 60% (D-)

FY11 84.3% (B)

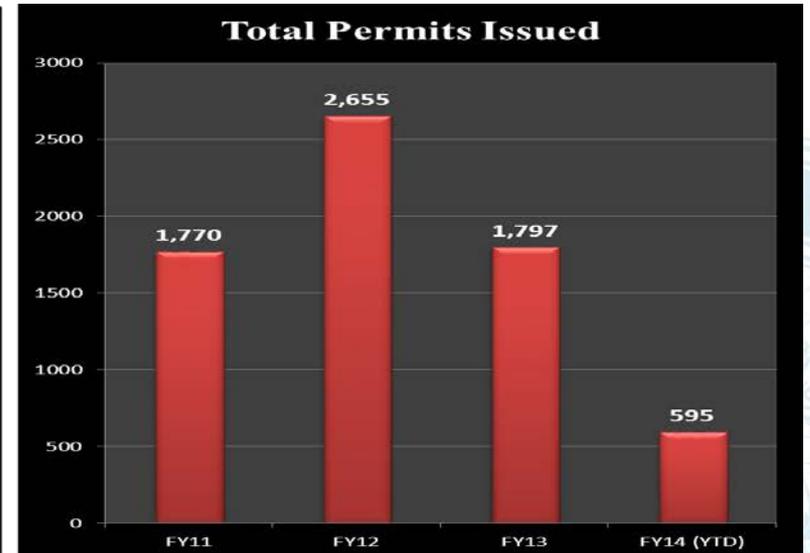
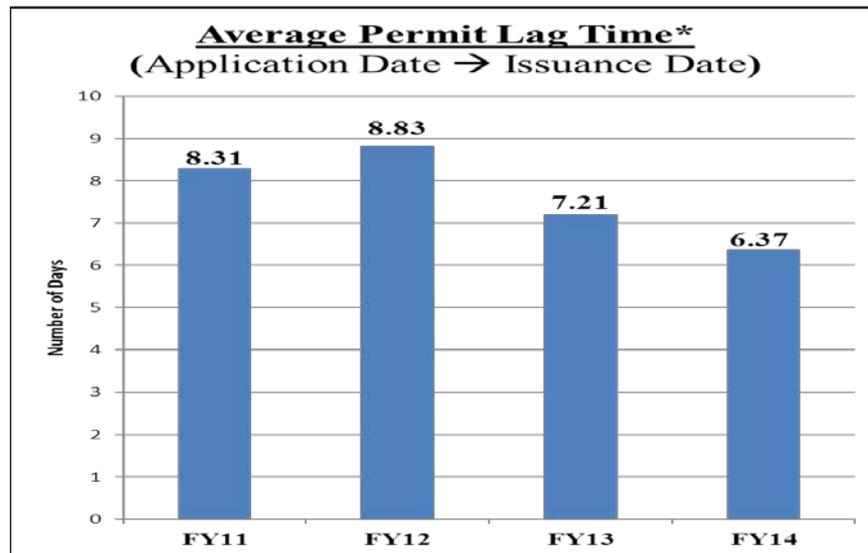
DPW SERVICE REQUESTS



Operational Efficiency

Performance Management – Department “Report Cards”:

	CURBSIDE RECYCLING	CURBSIDE WASTE	OVERSIZED VEHICLE	PARKING - NON-IMPERVIOUS	SAN CODE VIOLATION	UNREG DUMPSTER	UNREG VEHICLE	VAC/FORECLOSED VIOLATION	ZONING - ILLEGAL USE	ZONING CODE - AUTO REPAIR	Grand Total
NO SOURCE LISTED (NULL)		22				53	2	15			92
AUCTION NOTICE								25			25
CITY MANAGER / CITY COUNCIL	1										1
DPD					1						1
E-GOV LINK		15					21			1	37
EMAIL			1					3			4
FAILURE TO COMPLY						8		187	1		196
INSPECTOR OBSERVATION	2	503			5	50		13	3	1	577
NEIGHBORHOOD SERVICES		2									2
OTHER DEPARTMENT						6					6
REPORT FROM REGISTRY								154			154
TELEPHONE CALL		6		5	1	34		2	6		54
USPS MAIL					1			1			2
WALK IN / COUNTER					1		2			1	4
Grand Total	3	548	1	5	9	53	123	400	10	3	1155





Goal #1 – The City of Lowell will operate as a best practice and customer-focused government, employing progressive policies and embracing new technologies whenever doing so will increase the efficacy and efficiency of public service delivery.

Goal #2 – The City will support sound and transparent fiscal policies that provide a maximum return on taxpayer investment while leveraging alternative forms of revenue whenever possible.

Goal #3 – The City will provide services that proactively ensure the health, safety and welfare of those who live in, work in, and visit our city.

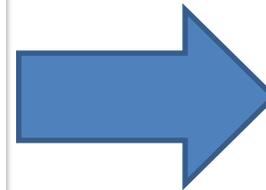
Goal #4 – Collaborating with public and private organizations, the City will support and maintain thriving neighborhoods consistent with the City's comprehensive master plan.

Goal #5 – The City will initiate and support economic development efforts that will create, attract, and retain jobs and ensure a diverse local economy.

Goal #6 - The City will provide high-quality education opportunities that support and enhance the well-being and success of our students and our community.

Goal #7 – The City will embrace sustainable development practices and environmental sensitivity in our unique, urban setting.

Goal #8 – Develop and maintain our physical infrastructure in a way that actively supports the City's priorities.



- **Objective A** – Protect people and property throughout the City
- **Objective B** – Maintain safe homes and buildings
- **Objective C** – Staff our public safety departments with well-equipped and well-trained personnel

Fiscal Year 2014 Police Department Budget

- Department Narrative (Mission Statement)
- Department Accomplishments
- Staffing Levels
- Organizational Chart
- Goals, Outcomes, Workload & Efficiency Measures, etc.
- Detailed Department Budget

GOALS AND PERFORMANCE INDICATORS <i>(All data is based on the calendar year)</i>										ALIGNMENT WITH MANAGER'S GOALS							
DEPT	Goal/Indicator	Type	2009	2010	2011	2012	2013 YTD	2014 TARGET	2014 Target-2012 Actual Change	#1	#2	#3	#4	#5	#6	#7	#8
Police	Total Computer Aided Dispatch (CAD) Calls	Outcome	96,111	96,750	96,907	110,225	131,529	131,529	21,304			X					
Police	Police Computer Aided Dispatch (CAD) Calls	Workload	79,815	78,714	82,999	93,181	111,744	111,744	18,563			X					
Police	NIBRS Group A Offenses	Outcome	10,421	9,285	8,118	8,082	8,162	8,243	161			X					
Police	NIBRS Group B Offenses	Outcome	2,889	2,153	2,231	2,119	2,140	2,161	42			X					
Police	Juvenile Incidents	Outcome	468	309	374	281	267	254	-27			X					
Police	Firearms Recovered	Outcome	80	100	43	40	40	40	0			X					
Police	Number of directed patrols	Output			4,581	15,629	17,191	18,910	3,281			X					
Police	Number of CompStat meetings	Output			26	26	26	26	0			X					
Police	Number of traffic citations issued	Output	25,084	25,977	22,444	24,009	24,489	24,978	969		X	X					

#LowellSTAT 2.0



@LowellSTAT – Follow us on Twitter!

PUBLIC REPORTS – Short, one-page summaries of key findings.

View the reports on our website:

<http://www.lowellma.gov/citymanager/lowellstat/Pages/default.aspx>

Sign up for the LowellSTAT Listserv:

<http://www.egovlink.com/lowell/subscriptions/subscribe.asp>

Numbers 4 Neighborhoods – What kind of Data do YOU care about? Let us know!