USING PERFORMANCE MANAGEMENT AND TECHNOLOGY TO IMPROVE CODE ENFORCEMENT IN KANSAS CITY, MISSOURI

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Performance Management Program

- Started in current form in 2009
- Task: Use data to drive effectiveness and efficiency improvements in selected city service areas
- Tools:
  - Executive support
  - Dedicated staff
  - 311 Call Center data on city services
Code Enforcement Through the 311 Lens

- **High volume**
  - 14,500+ service requests open as of summer 2010 (2/3 of all service requests)

- **Long timeframes**
  - 8.5 months is median time open as of fall 2010

- **Frequent callbacks from citizens**

- **Limited interface from tracking software to CRM software → limited information for citizens**
Code Enforcement Case Volume

![Graph showing the number of open property violation cases and median days open over time.](image-url)
Code Enforcement Operations

- Limited tracking software → limited management opportunity
- High inspector caseloads conceal inefficiencies
- Urban core infrastructure decay layered with foreclosure crisis provides challenging environment
## New Technology: The Whole Picture

### Positive
- Allows closer tracking of activities/violations
- Tied to CRM software
- Pilot project = allows custom build-out

### Negative
- Pilot project = major implementation challenges
- Cultural resistance from field employees
- Frustration from management

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PM: Where to start?

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Days to Initial Inspection (3.1.11-4.30.11)

- 50% of initial inspections ≤ 11 days (median)
- 80% of initial inspections ≤ 76 days
- 90% of initial inspections ≤ 130 days
- 95% of initial inspections ≤ 228 days
First Focus: Management

- **PREVIOUSLY**: Inspectors self-managed their caseloads of approximately 240 cases each.
- **NOW**: Inspectors are assigned inspections on a daily basis to ensure they are completed in a reasonable amount of time.
- **NOW**: Division was reorganized to increase oversight of supervisors and inspectors.
- **NOW**: Benchmarking info and data shared with staff.
Additional Leverage: More Technology

- **PREVIOUSLY**: Inspectors must return to office for case entry, resulting in:
  - Intensive reliance on paper
  - Data entry errors
  - Delay in recording inspections
  - Low morale

- **NOW**: Inspectors utilize tablet technology to link directly into the database

- **NEXT**: Inspector use a streamlined entry portal
Digging In: Field Ops and QA

- Ride-along analysis
- Audit of performance measurement processes → 13 recommendations

- System Entry (Data/Photos)
- Actual Inspection Time
- Driving time
- Court/Court Prep
- Owner Research
- Customer Interaction
- Idle Time

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Initial Inspection Improvements

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Next: Focusing on Outcomes

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Percent of Citizens Satisfied With Service

- Exterior maintenance of residential property
  - 2005: 22%
  - FY2010-11: 24%
  - FY2011-12: 24%
  - Big City Benchmark: 44%

- Clean up of litter/debris on private property
  - 2005: 21%
  - FY2010-11: 23%
  - FY2011-12: 23%
  - Big City Benchmark: 43%

- Mowing and cutting of weeds on private property
  - 2005: 20%
  - FY2010-11: 22%
  - FY2011-12: 22%
  - Big City Benchmark: 42%

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Major Takeaways

- Select Your Measurement (and Data) Carefully
- Technology is the Tool, Not the Answer
- Your Work is Never Done
- Culture is Key