

COV

STAT

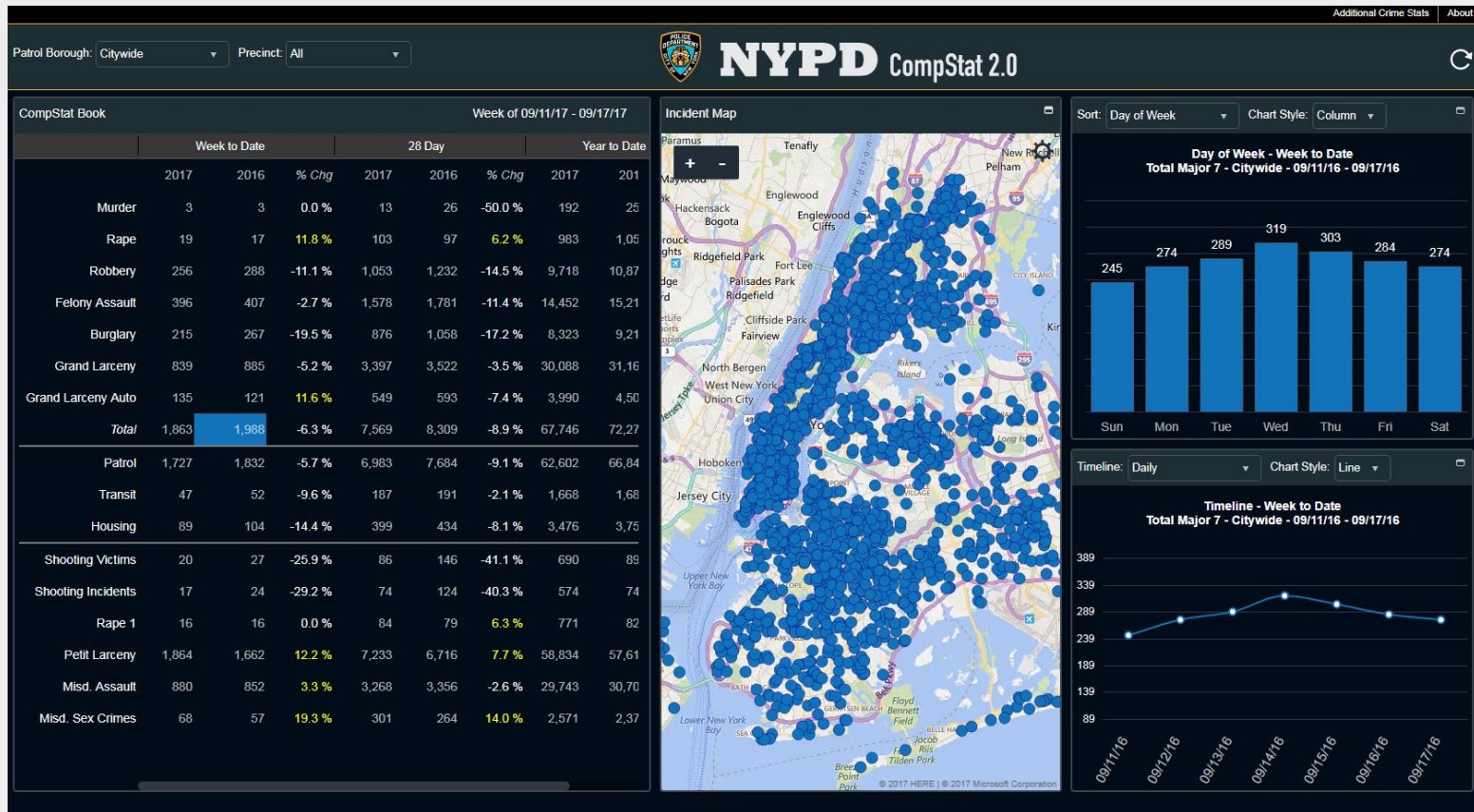
Outline

- 'Stat' Programs
- City of Covington Experience
 - CovStat
- Future Directions for Covington



Stat Programs

- CompStat, early 1990s. NYC policing system (image below public facing tool)
- Identify problem areas, spot trends, efficient resource allocation
- **Goal:** Deploy resources to anticipate and prevent crime
- Charts, graphs, and maps visualize performance evaluation, enhance understanding, and ultimately empower a course of action



Stat Programs cont.

CitiStat

- **\$760,327 operating budget FY 18**
- Baltimore: June 2000. Mayor Martin O-Malley
- <https://citistat.baltimorecity.gov/>
- Director, Deputy Director, Admin. Assistant, 3 Analysts



CincyStat

- **\$711,410 operating budget FY 18**
- Cincinnati: May 2015. Mayor John Cranley
- <http://www.cincinnati-oh.gov/manager/opda/about-leadership-contact/initiatives/cincy-stat/>
- Chief Performance Officer, Chief Data Officer, Innovation Lab Manager, 3 Analysts, Interns



Stat Programs cont.

- Stat Meeting Structure
 - Regular performance meetings
 - Podium from which department head and agency staff address performance questions from panelists
 - Follow-Up meeting regarding actions taken on under performance
- **Goals:**
 - (1). Promote accountability, transparency, and responsiveness
 - (2). Promote efficient use of time, money, and resources
 - (3). Make better decisions more quickly

See John Hopkins University's [Performance Management Getting Started Guide](#) for 30 reasons to implement a Stat Program in your city.



CovStat

- Context for Implementation
- Performance Management Agreements
- Data Analytics and Data Management Model
- Tool Development
 - Predictive
 - Web applications
- Workflow Automation
- Department Examples
- Future Directions...

CovStat

- Last strategic plan in 2007
 - Absent citywide strategic plan to accomplish vision
 - What does success look like?
- Bottom up approach
 - Cultural change surrounding data-driven decision-making
 - Helping managers get comfortable with talking about performance and establishing measurable priorities



THE SPIRIT OF PROGRESS 2016 VISION STATEMENT

Together, we will provide quality City services to enhance the **health, safety and wellbeing** of our citizens.

Together, we will strive for **transparency and openness** in our City government.

Together, we will become more **efficient and effective** in the internal operations of our City government.

Together, we will invest in our City, and its neighborhoods to **improve livability** for our youth, adults and senior citizens.

Together, we will promote **cultural and recreational** opportunities within our City.

Together, we will create a **sustainability** plan for our City.

Together, we will focus on attracting **jobs, investment and economic growth** throughout our City.

Together, we will strive to **revitalize** our City.

Together, we will promote a culture of **inclusion**, and will value the **diversity** of our citizens and our work force.

Together, we will strive to advance and to complete existing relevant City **strategic plans and projects**.

Together, we will strive for **regional collaboration** while championing our own **unique identity**.

Performance Management Agreements

- Series of meetings with department and division management
- First kickoff meeting: June 27, 2016
- Following CincyStat's (City of Cincinnati) performance agreement structure
- **Objectives**
 - “make all work visible” – Lay-out department structure with a comprehensive list of goals and objectives, and measures.
 - Establish initial performance data to be collected, reported, and monitored.
- **Guiding Principles**
 - **Create a flexible and adaptable structure.** It is important that the process integrates with the management and decision making structure of the City.
 - **Align with current strategic planning.** As part of creating performance management agreements, it is important that the process aligns with current performance management and strategic planning already in place by the departments.



Performance Management Agreements cont.

- **Components**

- **Management Structure.** This section provides a detailed, visual overview of the department's management structure.
- **Priorities.** This section identifies the priority initiatives and focus for the department.
- **Anticipated Challenges.** This section identifies major fiscal or operational challenges.
- **Department Goals and Objectives.** This section should represent a complete list of annual goals and objectives for the department.
- **Performance Data.** This is the list of performance data that agencies will be expected to report to the office.

Guiding Principles

- **Create a flexible and adaptable structure.** It is important that the process integrates with the management and decision making structure of the City.
- **Align with current strategic planning.** As part of creating performance management agreements, it is important that the process aligns with current performance management and strategic planning already in place by the departments.

Performance Management Agreements cont.

- **Notes on Performance Data**

- **Measures should help with managing the organization.** Departments were instructed to think of these as the questions to regularly ask of the different sections of the department in order to monitor and manage operations.
- **Start with what you have.** Agencies were guided to start with what data points they already have or could more easily obtain, and there were no set requirements for the number of measures. The appropriate amount of measures depends on the size, scope, and current state of the operation.
- **Data should be reliable.** It is important that there is a reliable methodology to regularly calculate the measure listed and to develop a methodology if it does not currently exist.
- **De-emphasize targets.** The focus of the exercise was on expanding the scope of what performance data could and should be collected. Departments were instructed not to focus on creating or estimating targets.
- **This is an iterative and ongoing process.** The set of measures published are not perfect and will never be complete. As the performance management conversation evolves, so will the measures that the departments track.

Performance Management Agreements cont.

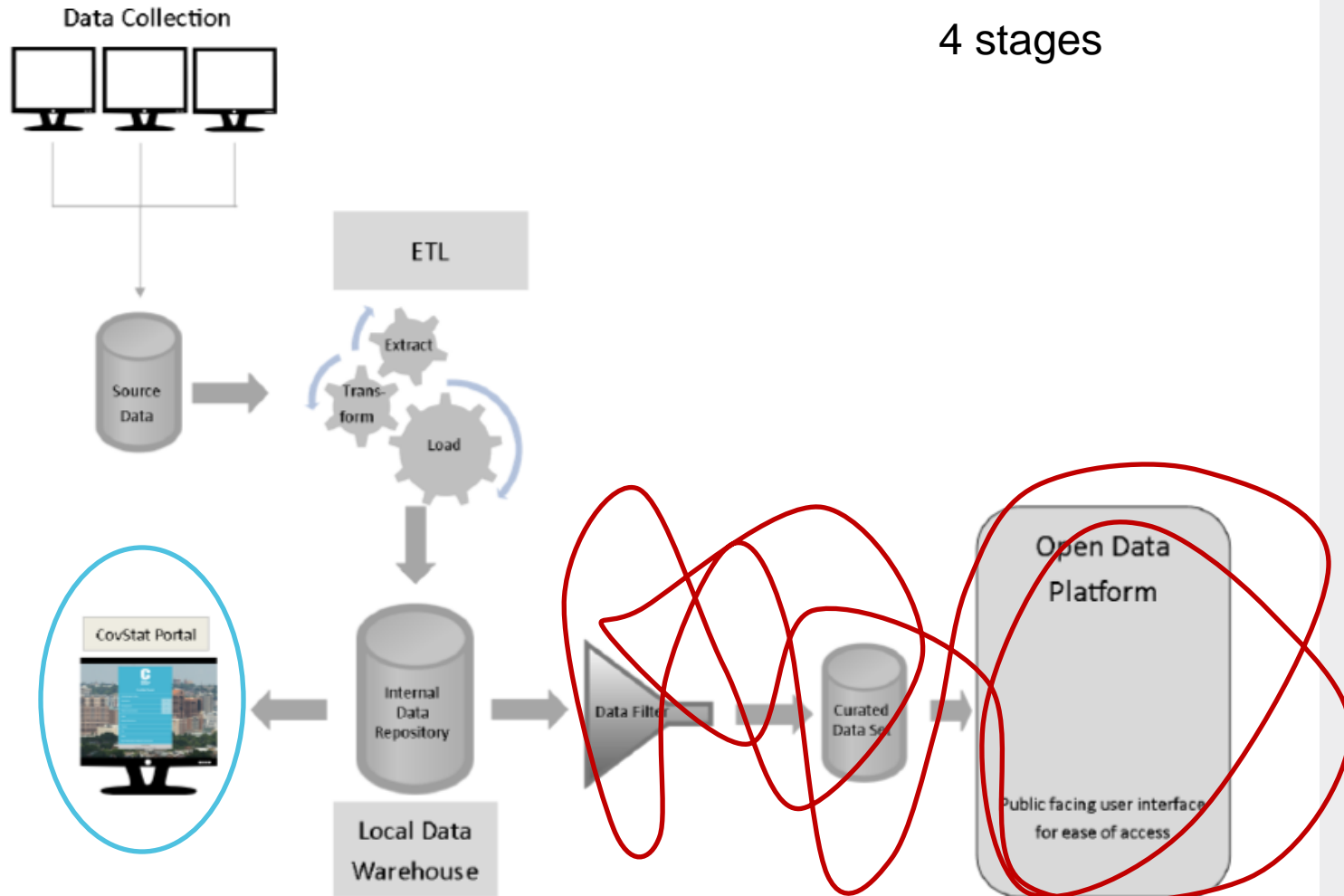
- **Status**
 - 37 performance goals
 - 115 performance measures identified

Dept./Division	# Goals	# Performance Measures
Police	4	13
Fire	4	20
Human Resources	4	9
Urban Forestry	3	10
Economic Development	5	12
Pre-Development	3	6
Community Development	3	8
Section 8	3	16
Solid Waste	4	8
Code Enforcement	4	13

Figure 2. Goals and measures

*Shaded areas have not been finalized

Analytics and Data Management Model



Data Collection

- 13 externally maintained database systems
- Data silos is the greatest challenge
- Data collected in various formats (.txt, xls, .dbf, etc.)
 - Direct connections to some network-located files departments use for record keeping

Department	Database Systems / Provider
Development	Comcate; PDS; Salesforce; Tenmast; Xceligent
DPI	Lucity; FASTER
Finance	Springbrook; KVS
Fire	Firehouse; Intermedix; SafetyPad
Police	Kenton County; KyOPS; LERMS
Human Resources	Applicant Stack; KIME; Paycor

Extract, Transform, Load (ETL)

- R programming language (Rstudio code editor)
 - Process automation
 - Reproducible
- Load data extracted from departments record management systems
- Data transformations
- Load data into internal data repository

```
1
2  ## Update Quarterly ##
3  ## Jan-Mar; Apr-June; Jul-Sept; Oct-Dec ##
4
5  setwd("U:/CityWide Performance/CovStat/CovStat Projects/Development/Economic Development/Building_Permits")
6
7  #cNames <- c("X1", "Jurisdiction", "Address", "Permit Number", "Issued Date", "Owner", "Type", "Application Date",
8             #"Value", "Count")
9
10 #Load newest update from PDS
11 update <- read.csv("Update.csv", header=TRUE, na.strings=c("", NA), stringsAsFactors = FALSE)
12
13 #Format value column to integer
14 update$Value <- as.integer(gsub("\\$|\\.|\\.|\\d*", "", update$Value))
15
16 ## Remove rows that are all NAs. CSV formatting might generate one of these-----
17 update <- update[complete.cases(update),]
18
19 #Within dataframe add new columns
20 update <- within(update, {
21   State <- "KY"
22   FullAddress <- paste(Address, Jurisdiction, State, sep = " ")
23   Value <- as.numeric(Value)}
24
25 # Geocode location of permits
26 covstat_geocode <- function(df, address){
27   coordinates <- geocode(address)
28   df <- cbind(df, coordinates)
29
30 # Add zero to NAs in lat and lon if geocode fails
31 message(paste(sum(is.na(df$lat)), " rows with NAs found in lat and long columns", sep = " ")
32 if(sum(is.na(df$lat > 0))){
33   for (i in 1:length(df$lat)){
34     if(is.na(df$lat[i]))
35       df$lat[i] <- 0
36   }
37   for (i in 1:length(df$lon)){
38     if(is.na(df$lon[i]))
39       df$lon[i] <- 0
40   }
41 }
42 df
43 }
44 update <- covstat_geocode(update, update$FullAddress)
45
46 # Create SpatialPointsDataframe
47 covstat_cr8_SPpts <- function(dataframe,
48                               crs = "+proj=longlat +datum=WGS84",
49                               writeShpFile = FALSE,
50                               path = NULL,
51                               layerName = NULL){
52 # Set spatial coordinates
53 coordinates(dataframe) <- ~lon + lat
54 ## Define Coordinate system for spatial points data.frame
55 reference <- CRS(crs)
56 proj4string(dataframe) <- reference
57
58
```



Local Data Warehouse

- SQLite database engine (SQLiteStudio database manager)
 - Potential shift to SQL Server for application development

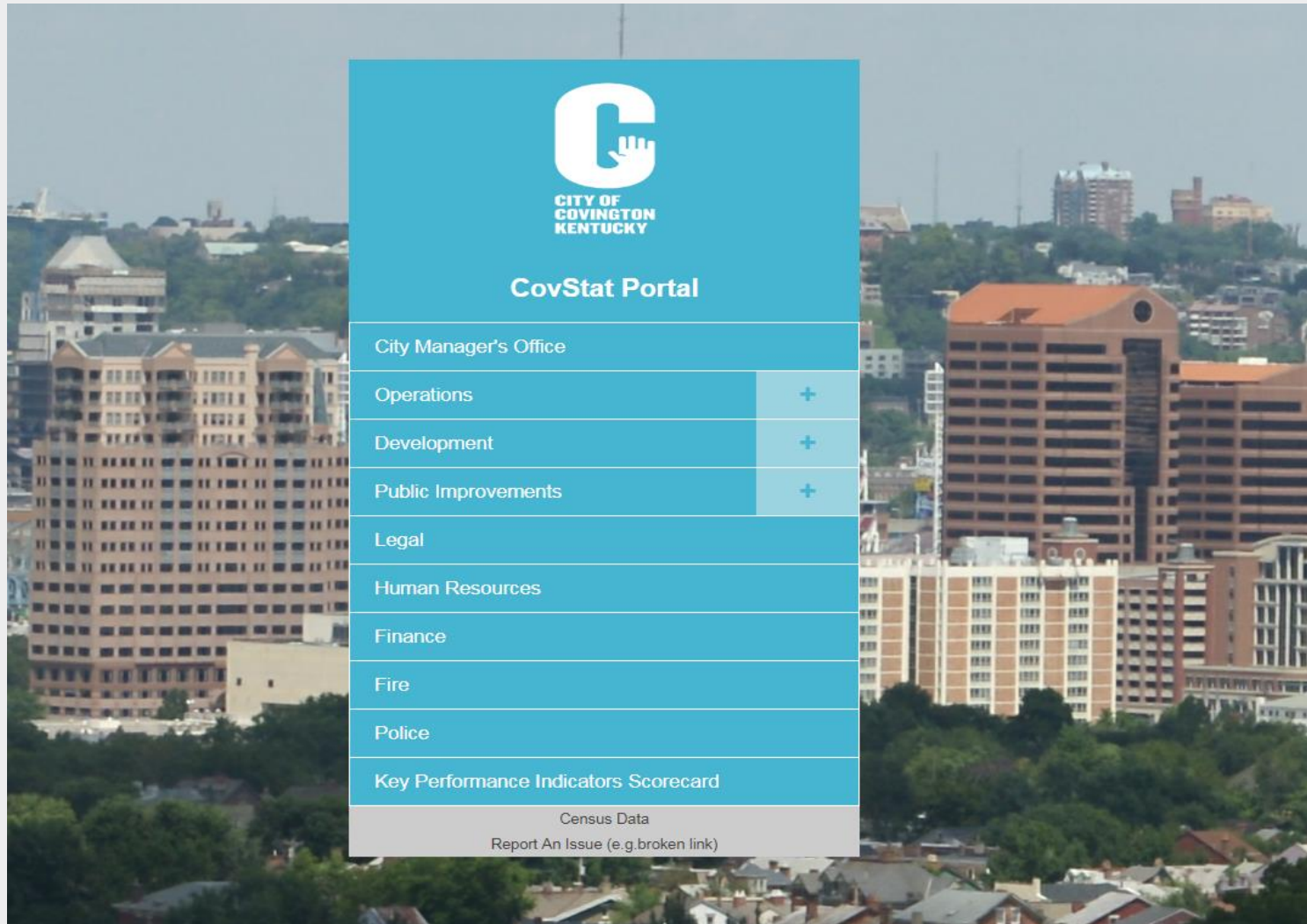
The screenshot displays the SQLiteStudio 3.1.1 interface. The left sidebar shows a tree view of databases, including Police, PayrollTax, Fire, Development, SolideWaste, and HumanResources. The main window shows a table view of the 'WO_Misses' table in the 'SolideWaste' database. The table has columns for WO_Date, WO_Number, Comp_Num, Cust_Num, PL_Code, WO_Status, Residentia, Address, City, and Sta. The data is sorted by WO_Date in descending order.

	WO_Date	WO_Number	Comp_Num	Cust_Num	PL_Code	WO_Status	Residentia	Address	City	Sta
1	2015-07-10	1861560	41	104629	*COV	I	N	100 WINDING WAY	COVINGTON KY	
2	2015-07-16	1862883	41	136756	*COV	I	N	1344 AUDUBON RD	COVINGTON KY	
3	2015-07-16	1862910	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
4	2015-07-17	1863069	41	124788	*COV	I	Y	1210 EDGEHILL RD	COVINGTON KY	
5	2015-07-20	1863153	41	128927	*COV	I	Y	1129 PANORAMA DR	COVINGTON KY	
6	2015-07-20	1863216	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
7	2015-07-24	1863193	41	124769	*COV	I	Y	900 EDGEHILL RD	COVINGTON KY	
8	2015-08-14	1879556	41	104629	*COV	I	N	100 WINDING WAY	COVINGTON KY	
9	2015-09-14	1908674	41	129492	*COV	I	Y	1105 RIVER HILL DR	COVINGTON KY	
10	2015-09-14	1908710	41	137246	*COV	I	Y	1101 PANORAMA DR	COVINGTON KY	
11	2015-10-01	1989372	41	129063	*COV	I	Y	1331 PARKWAY AVE	COVINGTON KY	
12	2015-10-13	2003235	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
13	2015-11-13	2064003	41	129063	*COV	I	Y	1331 PARKWAY AVE	COVINGTON KY	
14	2015-12-28	2097381	41	104629	*COV	I	N	100 WINDING WAY	COVINGTON KY	
15	2016-05-02	2145318	41	124580	*COV	I	Y	1210 DEVOU WOODS	COVINGTON KY	
16	2016-05-06	2156885	41	124579	*COV	P	Y	1209 DEVOU WOODS	COVINGTON KY	
17	2016-07-12	2215594	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
18	2016-08-29	2227804	41	124575	*COV	I	Y	1199 DEVOU WOODS	COVINGTON KY	
19	2016-08-29	2227806	41	124580	*COV	I	Y	1210 DEVOU WOODS	COVINGTON KY	
20	2016-09-01	2228483	41	135858	*COV	I	N	200 HOME RD	COVINGTON KY	
21	2016-09-12	2233410	41	124580	*COV	I	Y	1210 DEVOU WOODS	COVINGTON KY	
22	2016-09-12	2233456	41	124575	*COV	I	Y	1199 DEVOU WOODS	COVINGTON KY	
23	2016-09-19	2234607	41	124575	*COV	I	Y	1199 DEVOU WOODS	COVINGTON KY	
24	2016-10-18	2243599	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
25	2016-10-25	2245152	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
26	2016-11-07	2250821	41	136856	*COV	I	N	1600 MONTAGUE RD	COVINGTON KY	
27	2017-01-19	2270942	41	135858	*COV	I	N	200 HOME RD	COVINGTON KY	
28	2015-07-02	1847562	41	126554	*COV	I	Y	1325 HIGHLAND AVE	COVINGTON KY	
29	2015-07-10	1861509	41	136829	*COV	I	Y	1345 HIGHLAND AVE	COVINGTON KY	
30	2015-07-13	1850901	41	126554	*COV	I	Y	1325 HIGHLAND AVE	COVINGTON KY	
31	2015-07-30	1866939	41	125429	*COV	I	Y	2222 GENEVIEVE LN	COVINGTON KY	
32	2015-07-31	1867344	41	121232	*COV	I	Y	717 W 19TH ST	COVINGTON KY	
33	2015-09-10	1908264	41	126072	*COV	I	Y	2249 HANSER DR	COVINGTON KY	
34	2015-09-30	1989235	41	121232	*COV	I	Y	717 W 19TH ST	COVINGTON KY	
35	2016-02-17	2118899	41	136829	*COV	P	Y	1345 HIGHLAND AVE	COVINGTON KY	
36	2016-04-13	2136113	41	136829	*COV	P	Y	1345 HIGHLAND AVE	COVINGTON KY	
37	2016-04-27	2144498	41	136829	*COV	I	Y	1345 HIGHLAND AVE	COVINGTON KY	
38	2016-04-27	2144571	41	136829	*COV	P	Y	1345 HIGHLAND AVE	COVINGTON KY	
39	2016-04-28	2144595	41	128000	*COV	I	Y	904 LORAIN CT	COVINGTON KY	
40	2016-06-10	2206275	41	131439	*COV	B	Y	2226 WIDEVIEW DR	COVINGTON KY	
41	2016-09-08	2233148	41	126071	*COV	I	Y	2248 HANSER DR	COVINGTON KY	
42	2016-09-15	2234108	41	126072	*COV	I	Y	2249 HANSER DR	COVINGTON KY	
43	2016-11-03	2247477	41	126072	*COV	I	Y	2249 HANSER DR	COVINGTON KY	



CovStat Portal

- Reporting hub
- Located on internal network



CovStat Portal

- Example: Police dashboard hub
- Dashboards created using Tableau Desktop (Tableau Public is free version)
 - Connections to local csv files
 - SQLite3 ODBC drive connection for tableau desktop

CovStat

10 Police Dashboards

Police Runs



View counts, year-over-year percentage differences, and percentiles for incidents

Police Runs Map



View police runs by time of day, weekday, and location

Police Runs by Hour & Day



View how police runs vary across 24-hour periods

Arrests



View counts and criminal charges for arrests

Arrests by Name



View arrests and criminal charges by name of offender.

Part I and Part II Crimes



View crimes by Part I/Part II crime designation, charge, number of crimes cleared and not cleared, and clearance rate

Nuisance Ordinance Violations



Overtime Expenditures

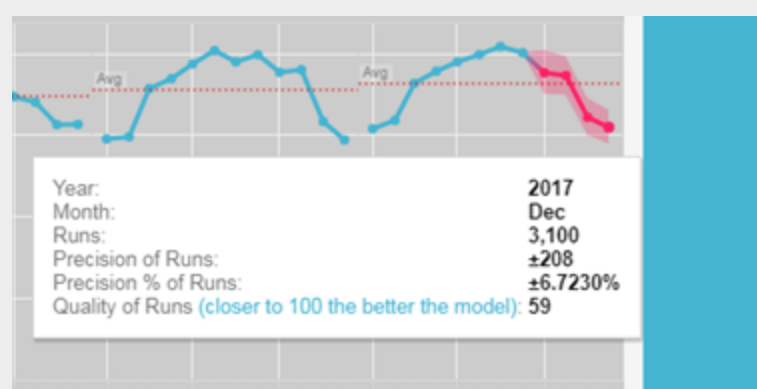


Defensive Actions



Tool Development

- Police calls for service prediction
 - Neighborhood, shift, patrol area

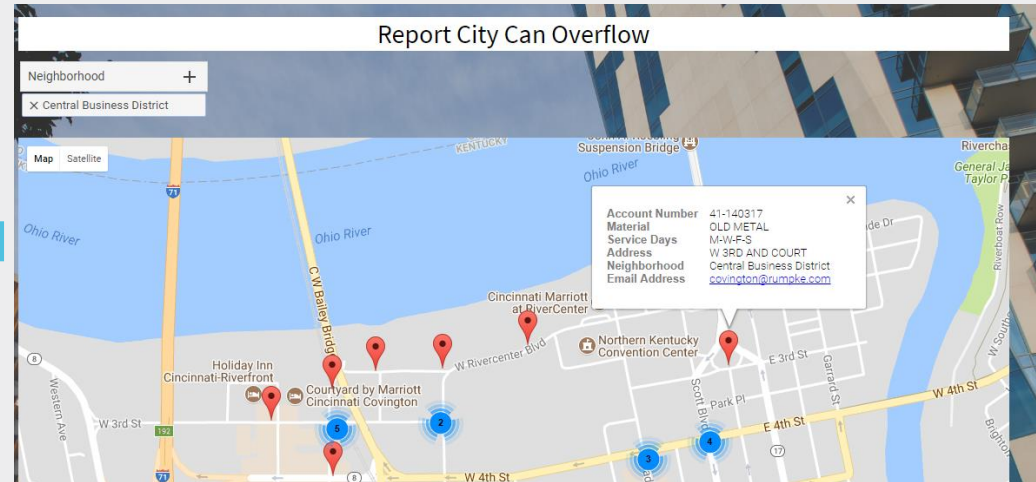


- Solid Waste City Can Tool

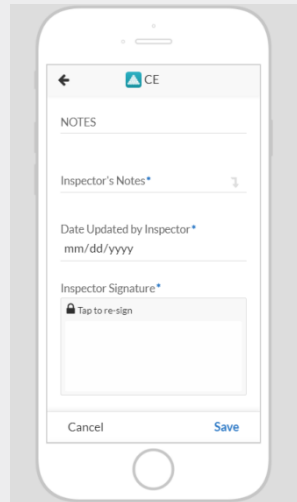
MailTips could not be retrieved.

To...	covington@rumpke.com
Cc...	Southeast.market@rumpke.com; sfields@covingtonky.gov
Subject:	City Can Overflow at W 3RD AND COURT

Account ID: 41-140317
 Material: OLD METAL
 Service Days: M-W-F-S
 Sequence: 26



- Code Enforcement Vacant Property Updates



Workflow Automation

- Green stickers for solid waste
- Good standing review
- City cut list

```
2 library("xlsx")
3 library("tidyverse")
4 library("readxl")
5
6
7 load_excel_sheet <- function(fileName, sheetName, ...){
8   # Load File
9   outName <- read_excel(fileName, sheet = sheetName, col_names = TRUE)
10  # remove rows with all NA
11  outName <- outName[rowSums(is.na(outName)) < 10,]
12  # remove columns with all NA
13  outName <- outName[, colSums(is.na(outName)) < nrow(outName)]
14 }
15
16 #load the file
17 create_list <- load_excel_sheet("0:/AllUsers/Vacant Property List/MasterVacantPropertyList.xlsx", "Property Listing")
18
19 #add additional columns
20 create_list <- within(create_list, {
21   `Cut List Comments 2017` <- ""
22   `<30` <- ""
23   `>30` <- ""
24   `Cut Date` <- ""
25 })
26
27 # keep only records that are on the cut list; change order, and capitalize names""
28 reduce_list <- function(x){
29   names(x)[0] <- "Code"
30   x <- subset(x, `City Cut List` != "X" | x$`City Cut List` != "")
31   x <- x[, c(0, 7, 1, 2, 3, 8, 18:21)]
32   x[is.na(x)] <- ""
33   names(x) <- toupper(names(x))
34   x <- x[with(x, order(STREET, '#')),]
35   return(as.data.frame(x))
36 }
37 create_list <- reduce_list(create_list)
38
39 write.xlsx(create_list, "0:/AllUsers/Vacant Property List/Cut List ToddSeptember20.xlsx",
40           sheetName = "Property Listing",
41           row.names = FALSE)
42
43 write.xlsx(create_list, "I:/Property list Mike Yeager all Files/Cut List 2017/Cut List Todd September20.xlsx",
44           sheetName = "Property Listing",
45           row.names = FALSE)
46
```

- Ad Hoc Requests
 - EX: Remove duplicate emails from list of several hundred emails



Department Examples

- Police
- Fire
- Solid Waste & Recycling
- Housing Choice Voucher Program

Police Department

- Goals/Objectives

GOALS/OBJECTIVES

1. Ensure Safety in Public Spaces
2. Provide Excellent Customer Service
3. Hold Offenders to Account
4. Use Force Effectively and Efficiently

Measure	Goal #
A. Fatal traffic accidents per capita	1
B. DUI arrests per capita	1
C. Citizen rating of safety in their neighborhood during day and after dark	1
D. Citizen rating of safety in business areas during day and after dark	1
E. Average time from top priority call dispatch to arrival on scene	1,2
F. Dollars invested in training per FTE.	1,2
G. Citizen rating of quality of contact with police	1,2
H. Percentage of violent crimes cleared	1,2,3
I. Number of charges handed down	1,2,3
J. Percentage of incident calls involving a gun	1,2,3
K. Percentage of arrests involving a gun	1,2,3
L. Percentage of arrests involving force	2,4
M. Percentage of arrests involving force resulting in suspect injury	2,4

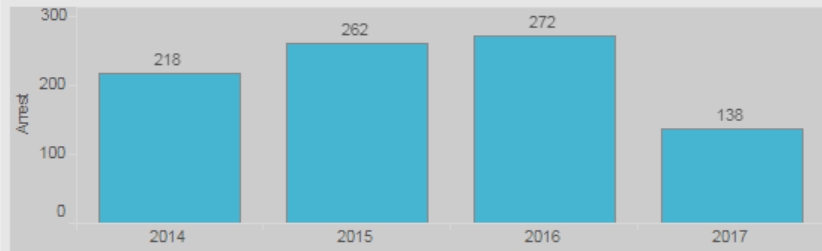
Police Department

- DUI Arrests

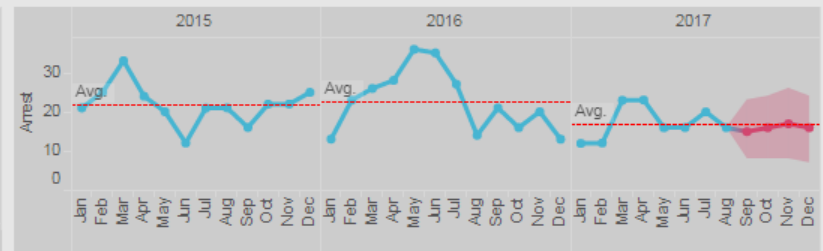
Arrests (as of previous month)

Year: (All) | Crime Charge: (All) | Gun Arrest: (All) | DUI Arrest: YES | Neighborhood: (All)

Yearly Arrests



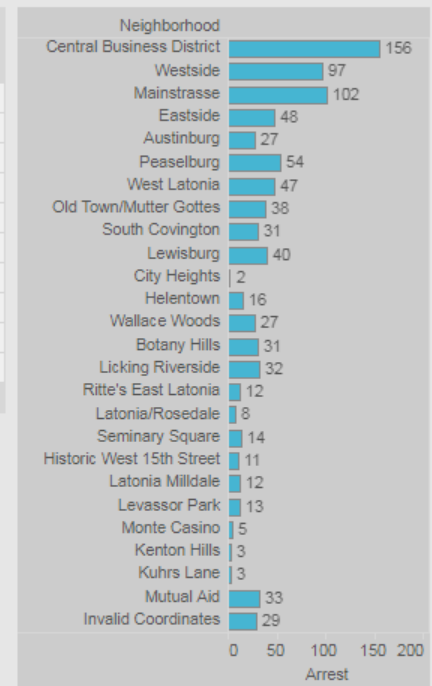
Monthly Arrests -- with forecast



Arrest Charges

Crime Charge	Arrest Charges				Year Over Year Percentage Difference			
	2014	2015	2016	2017	2014	2015	2016	2017
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 - 1ST OFF	115.0	154.0	175.0	95.0		33.91%	13.64%	-45.71%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG CIRCUM) ...	75.0	71.0	43.0	25.0		-5.33%	-39.44%	-41.86%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG CIRCUM)...	10.0	14.0	31.0	10.0		40.00%	121.43%	-67.74%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 - 2ND	15.0	16.0	15.0	3.0		6.67%	-6.25%	-80.00%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG CIRCUM) ...	3.0	5.0	6.0	1.0		66.67%	20.00%	-83.33%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG CIRCUM) ...		2.0	1.0	1.0			-50.00%	0.00%
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 4TH OR >			1.0	1.0				0.00%
OPER MTR VEHICLE U/INFLUENCE ALC/DRUGS/ETC. .08 - 2ND...				1.0				
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 - 3RD	2.0	1.0				-50.00%	-100.00%	
Grand Total	220.0	263.0	272.0	138.0		19.55%	3.42%	-49.26%

Neighborhood Arrests: Year = All



Police Department

- DUI Arrests cont.

Arrests by Name

(as of previous month)

Enter Name

Name and Arrests
(click on a name)

Name	Arrests
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1
	1

Filters

Year: 2017

Month: August

Sector: (All)

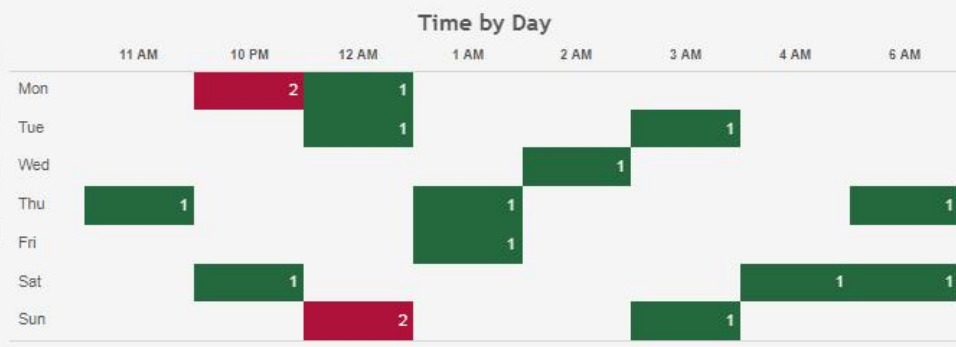
Neighborhood: (All)

DUI: YES

Arrests for All

Charges

Crime Charge	Count
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 - 1ST ..	6
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG ..	5
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG ..	3
OPER MTR VEH U/INFLU ALC/DRUGS/ETC. .08 (AGG ..	1
OPER MTR VEHICLE U/INFLUENCE ALC/DRUGS/ETC. ...	1
Grand Total	16



Police Department

- Violent Crimes

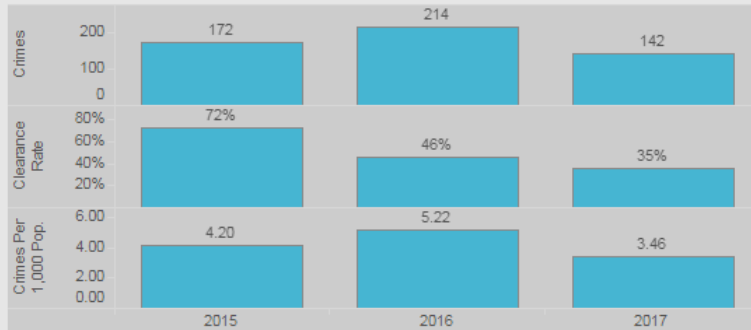
Part 1 & Part 2 Crimes (as of previous month)

Year: (All) | Date: 1/31/2015 to 8/31/2017 | Type: (All) | Charges: (All) | Violent Crime: (Multiple values) | Clearance Rate: 0% to 100%

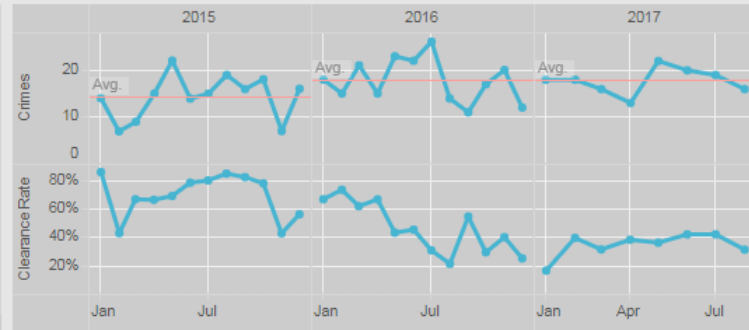
Breakdown of Crimes

Type	Charges	Crimes			Crimes Cleared			Crimes Not Cleared			Clearance Rate		
		2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Part I	AGGRAVATED ASSAULT	59.0	73.0	63.0	43.5	39.1	29.8	16	34	33	74%	54%	47%
	FORCIBLE RAPE	21.0	34.0	20.0	6.0	7.0	1.0	15	27	19	29%	21%	5%
	MURDER AND NON-NEGLIGENT MANSLAUGHTER	4.0	2.0	1.0	4.0	2.0	0.0	0	0	1	100%	100%	0%
	ROBBERY	88.0	105.0	58.0	71.2	51.1	19.0	17	54	39	81%	49%	33%
	Total	172.0	214.0	142.0	124.7	99.3	49.8	47	115	92	72%	46%	35%
Grand Total		172.0	214.0	142.0	124.7	99.3	49.8	47	115	92	72%	46%	35%

Yearly Crimes/Clearance Rate



Monthly Crimes/Clearance Rate



Fire Department

- Goals/Objectives

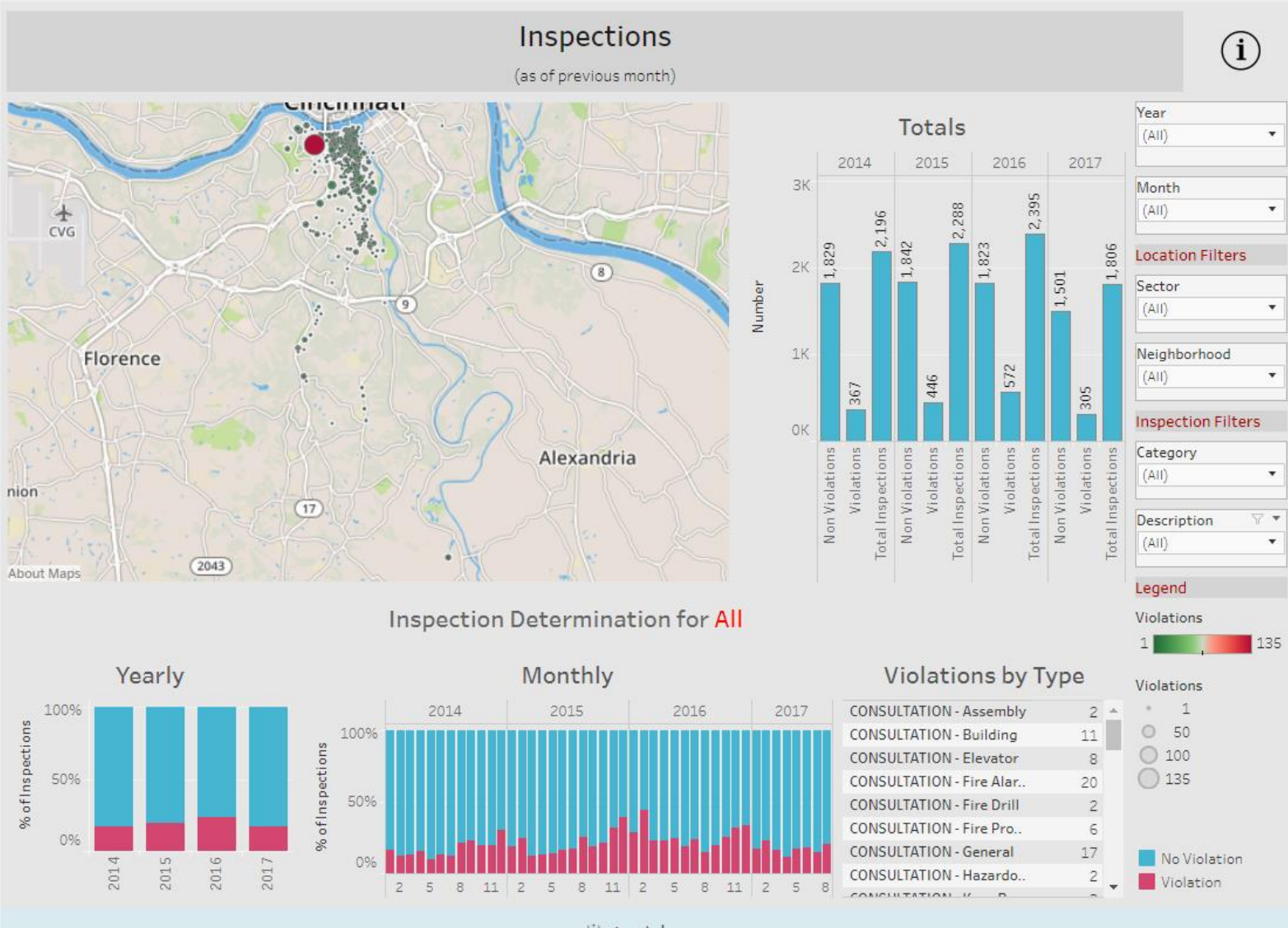
Goals/Objectives

1. Minimize Loss of Life and Property
2. Respond to Emergency Events Effectively and Efficiently
3. Meet National Fire Protection Association (NFPA) Performance Standards
4. Provide Excellent Customer Service

Measure	Goal #
A. Residential structure fire incidents per 1,000 population	1
B. EMS responses per 1,000 population	1
C. Percentage of structure fires confined to object/room	1
D. Percentage of structure fires confined to floor/building	1
E. Percentage of structure fires NOT confined to building of origin	1
F. Number of inspections completed	1
G. Percentage of inspections completed that result in violation	1
H. Percentage of inspection violations that are remedied	1
I. Personnel injuries w/time lost per 1,000 incidents	1,2
J. False alarms resulting from system/detector malfunction as a percentage of false alarms	1,2
K. Ambulance response times (enroute to on location; dispatch to on location; on location to hospital; dispatch to in service)	1,2
L. Emergency alarm processing time for fire/ems events (dispatch to alarm/enroute)	1,2,3
M. Response time of effective firefighting force from alarm to arrival	1,2,3
N. Response time of first arriving engine from alarm to arrival	1,2,3
O. Training classes attended by personnel	1,2,4
P. Number of hours spent in training by personnel	1,2,4
Q. Dollars invested in training per FTE	1,2,4
R. Number of school children educated about fire safety/prevention	1,4
S. Citizen rating of fire service quality	1,4
T. Citizen rating of EMS service quality	1,4

Fire Department

- Fire inspections




Fire Department

- Engine response times

Response Times for Engine Units to Fire Incidents by Neighborhood, Day, and Incident Number (as of previous month)

Note: Response times are from notification to arrival.

Year:
 Month:
 Sector:
 Neighborhood:
 Fire Description:
 Fire Run Description:
 Response Time (notification to arrival): 

Response Time By Incident: August 2017

Inci No	Year of Alm Date	Day of Alm Date	Sector	Neighborhoods	Fire Run Description	Unit				
						P2	P5	P6	P8	T7
17-0006967	2017	August 1, 2017	CF6B	Westside	Outside rubbish, trash or waste fire			6.22		
17-0007119	2017	August 5, 2017	CF2A	Central Business District	Passenger vehicle fire	8.85		9.38		
17-0007139	2017	August 5, 2017	CF1A	Central Business District	Natural vegetation fire, Other	6.67				
17-0007170	2017	August 6, 2017	CF8A	West Latonia	Outside rubbish, trash or waste fire			13.90		17.92
17-0007279	2017	August 9, 2017	CF8D	Latonia/Rosedale	Building fire	7.90	20.53	8.78	6.52	4.42
17-0007283	2017	August 9, 2017	CF2A	Botany Hills	Outside rubbish, trash or waste fire	12.08				
17-0007311	2017	August 10, 2017	CF1B	Eastside	Cooking fire, confined to container	3.08		4.05	7.50	
17-0007419	2017	August 14, 2017	CF1B	Eastside	Cooking fire, confined to container	2.38		3.32	6.88	
17-0007500	2017	August 17, 2017	CF8E	South Covington	Mobile property (vehicle) fire, Other				8.10	
17-0007620	2017	August 21, 2017	Mutual Aid	Mutual Aid	Cooking fire, confined to container				6.13	
17-0007622	2017	August 21, 2017	CF6D	Peaselburg	Cooking fire, confined to container	7.08		7.02		
17-0007695	2017	August 23, 2017	CF1B	Eastside	Building fire	21.22		4.65	21.17	6.03
17-0007747	2017	August 24, 2017	CF2A	Botany Hills	Outside rubbish, trash or waste fire	8.42				
17-0007804	2017	August 27, 2017	CF1B	Eastside	Building fire	7.43		3.13	7.60	2.13
Total Average						8.51	20.53	6.72	9.13	7.63



Solid Waste & Recycling

- Goals/Objectives

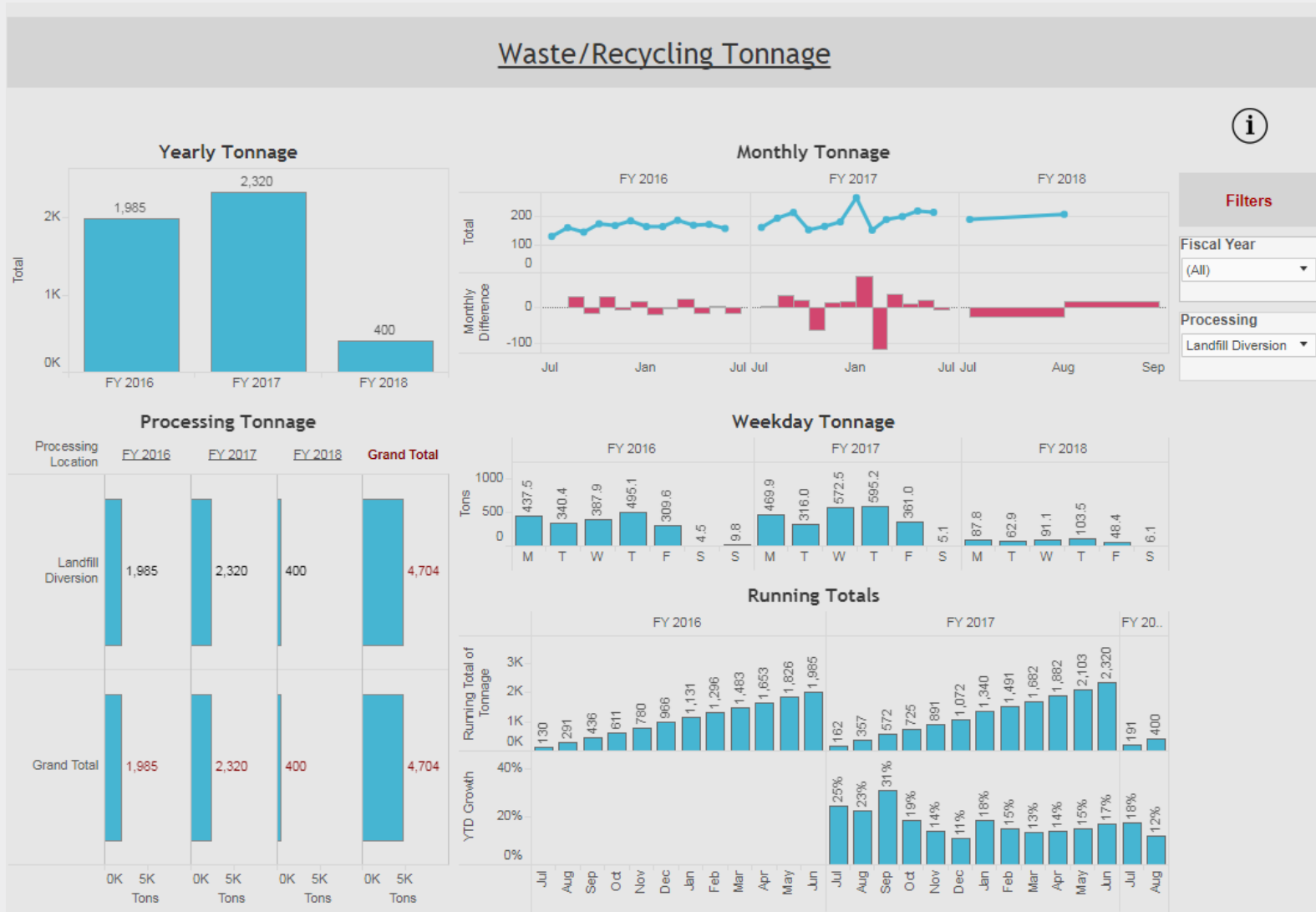
GOALS/OBJECTIVES

1. Maintain Public Health and Safety
2. Protect the Beauty of Covington's Streets
3. Reduce the Waste Stream
4. Hold Rumpke Accountable as a Waste/Recycling Service Provider

Measure	Goal #
Number of red tag set outs	1, 2
Total waste tonnage produced	3
Daily waste tonnage produced	3
Total recycling tonnage produced	3
Daily recycling tonnage produced	3
Number of recycling accounts	3
Total service stop misses	4
Daily service stop misses	4

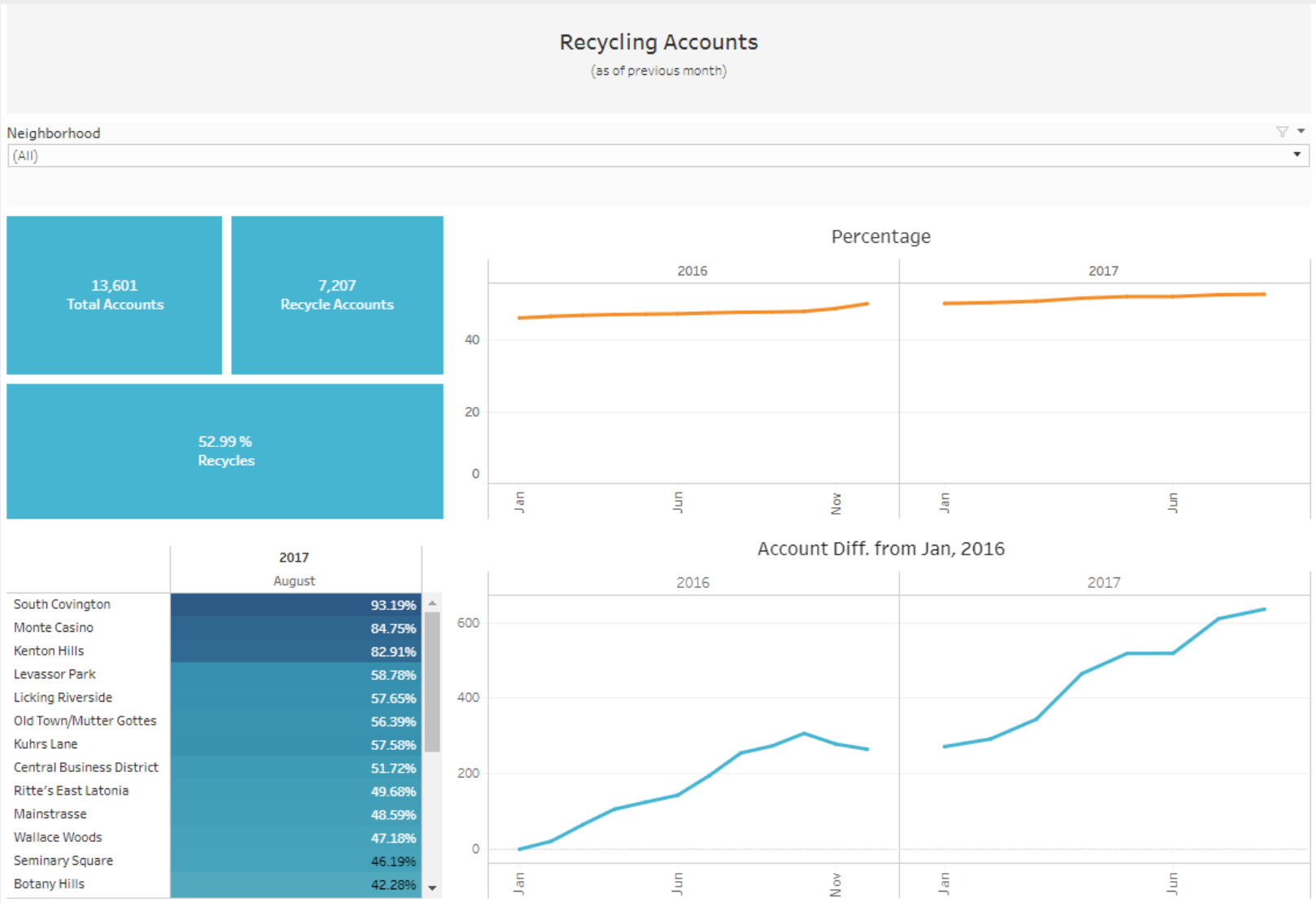
Solid Waste & Recycling

- Recycling tonnage



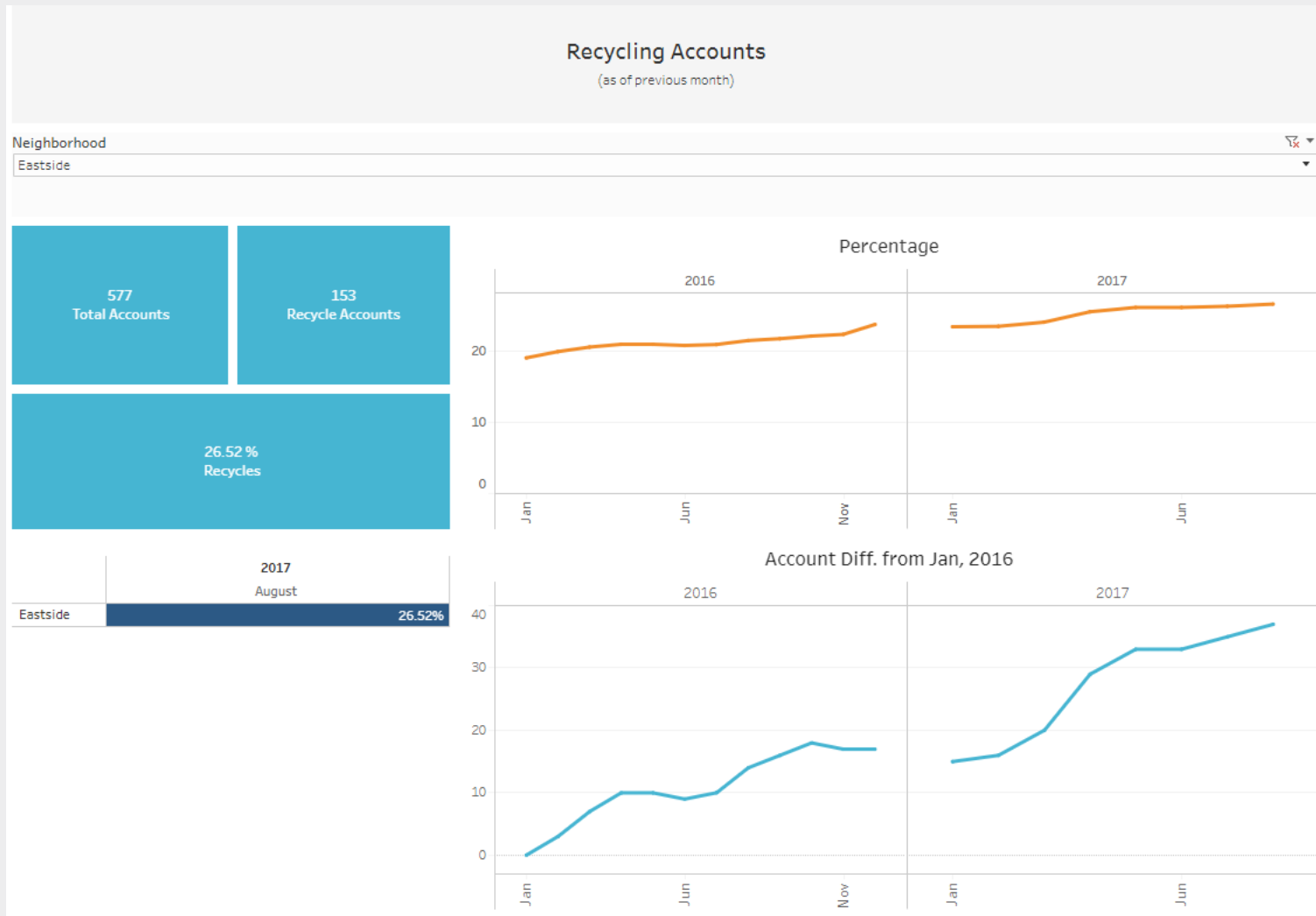
Solid Waste & Recycling

- Recycling accounts



Solid Waste & Recycling

- Recycling accounts Eastside
- Change in recycling accounts from 19% to 27% (+37 accounts)



Housing Choice Voucher

- Goals/Objectives

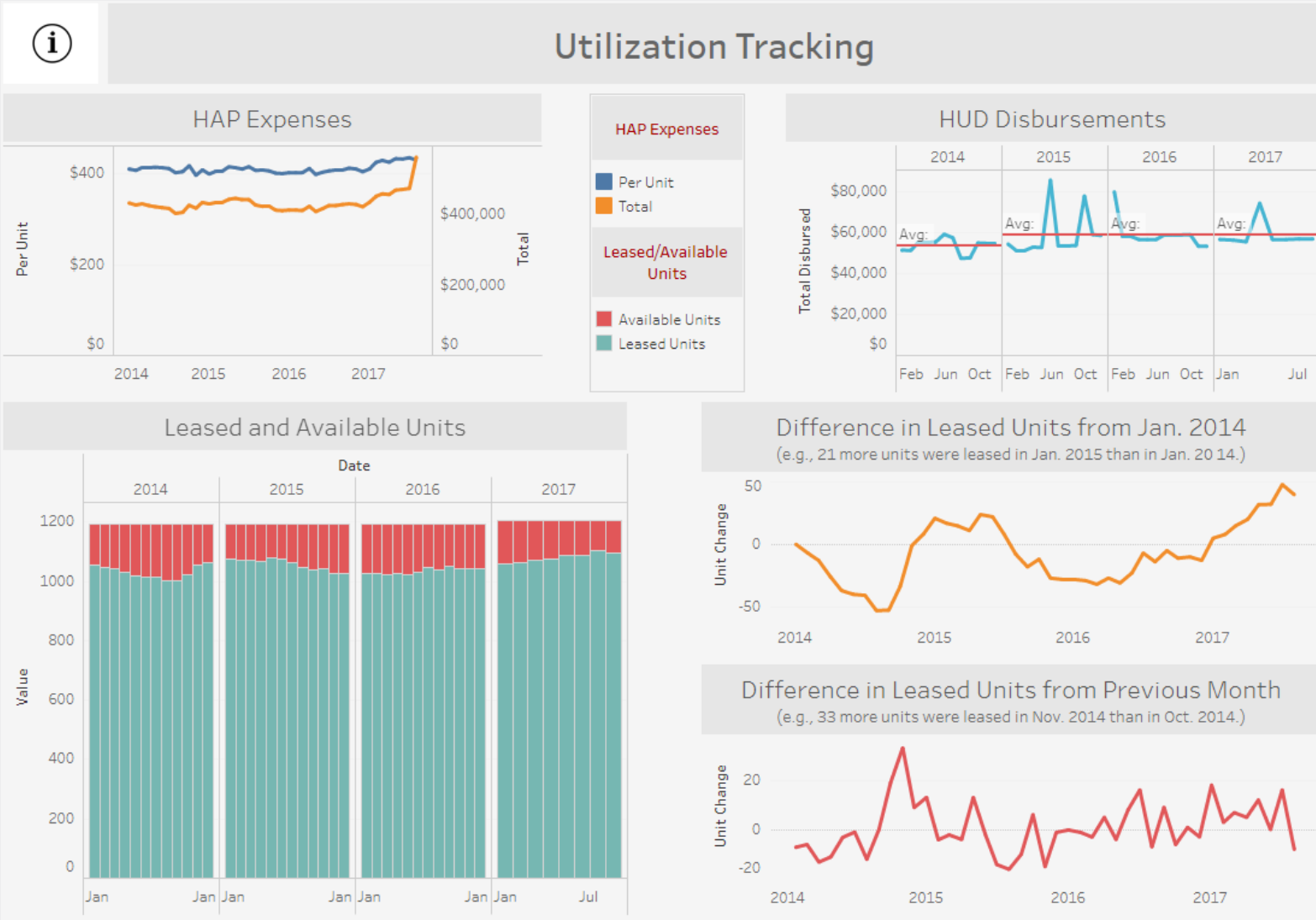
GOALS/OBJECTIVES

1. Assist eligible elderly, disabled, or very-low income households obtain decent, safe, and sanitary housing
2. Assist eligible households in a timely and efficient manner
3. Maintain compliance with the U.S. Department of Housing and Urban Development

Measure	Goal #
Number of people under lease on first day of month	1
Number of people leaving the program each month	1
Total housing assistance payment expenses	1
Housing assistance payment per unit cost	1
Total housing assistance payment revenues	1
Percentage of Housing Quality Standards inspections that pass and fail	1
Number of police calls for service and code violations at properties	1
Days from Rec'd RTA in office to good standing review	2
Days from Rec'd RTA in office to forwarded to service rep	2
Days from good standing review to forwarded to service rep	2
Days from forwarded to service rep to forwarded to inspector	2
Days from forwarded to inspector to 1 st inspection scheduled	2
Days from 1 st inspection scheduled to pass date	2
Days from pass date to lease date	2
Days from Rec'd RTA in office to Lease date	2
Days from RTA in office to 1 st inspection scheduled (within 14 days is HUD standard)	3

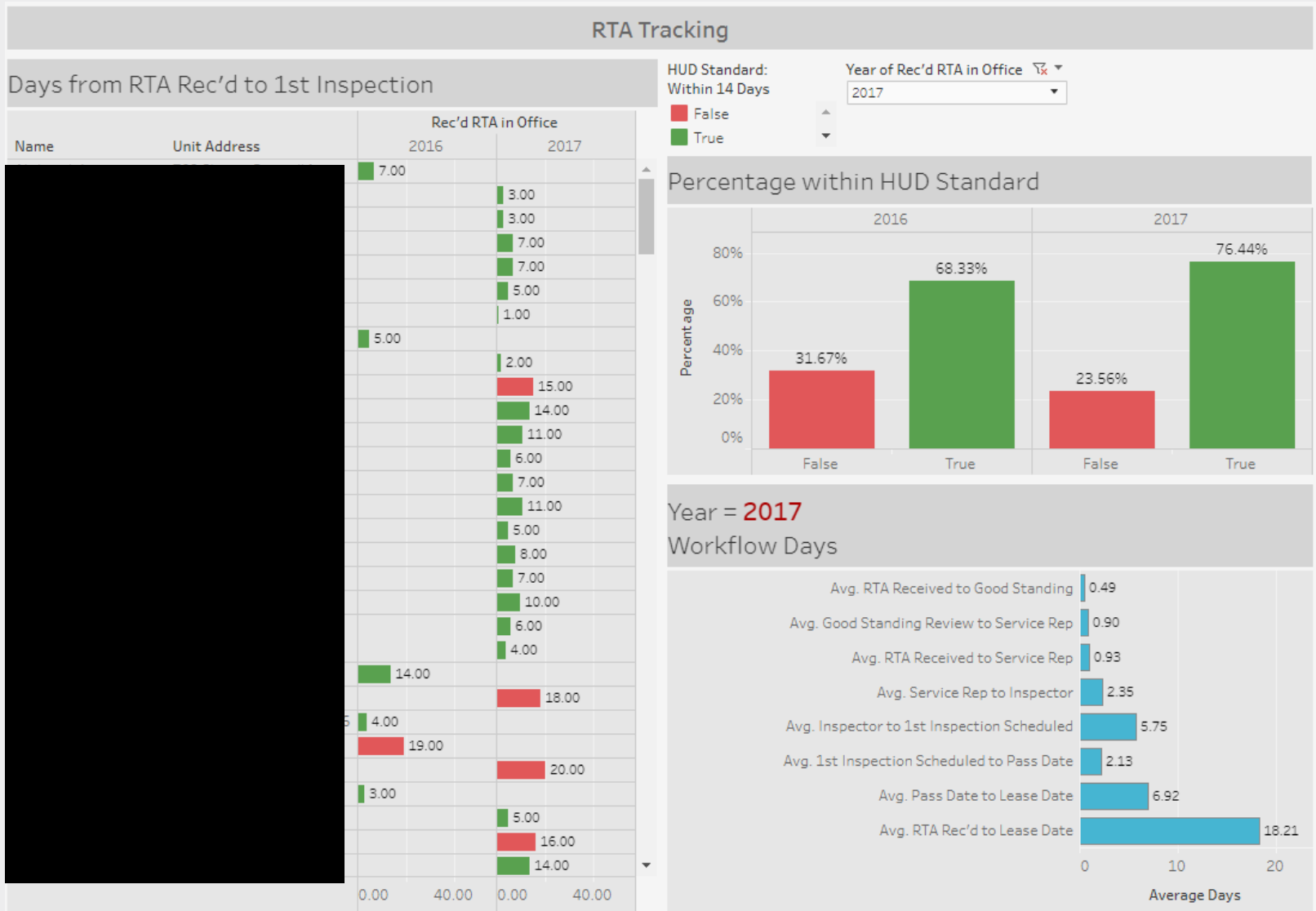
Housing Choice Voucher

- Utilization tracking



Housing Choice Voucher

- Request for tenancy approval (RTA) tracking



Future Directions

- OpenData Portal

The screenshot shows the COVDATA OpenData Portal. At the top, there is a navigation bar with 'COVDATA' and links for 'About', 'Terms of Use', 'Financials', and 'Contact', along with social media icons for Facebook, Twitter, and Instagram. Below the navigation bar, there are filters for 'All Formats', 'All Divisions', and 'All Years'. A search bar is present with the text 'Display 10 files per page' and 'Search:'. The main content area is a table with columns for 'Content', 'Division', and 'Year'. The table lists various data files, including 'Homebuyer Assistance Program Loans (Closed)' for years 2012-2016, 'Achieving Success with the CovStat Program Memorandum', 'CovStat Phase I Performance Agreements' and 'Measures' for FY 2017, and 'Building Permits' for FY 2018. At the bottom, there is a pagination bar showing 'Showing 1-10 of 57 files' and a 'Previous' button followed by page numbers 1, 2, 3, 4, 5, 6, and a 'Next' button. The footer contains 'Home | Terms of Use | f t @' and '© 2017 City of Covington'.

Content	Division	Year
Homebuyer Assistance Program Loans (Closed)	Community Development	PY 2016
Homebuyer Assistance Program Loans (Closed)	Community Development	PY 2015
Homebuyer Assistance Program Loans (Closed)	Community Development	PY 2014
Homebuyer Assistance Program Loans (Closed)	Community Development	PY 2013
Homebuyer Assistance Program Loans (Closed)	Community Development	PY 2012
Achieving Success with the CovStat Program Memorandum	Data & Analytics	FY 2017
CovStat Phase I Performance Agreements	Data & Analytics	FY 2017
CovStat Phase I Performance Agreements Measures	Data & Analytics	FY 2017
CovStat Phase I Performance Agreements Memorandum	Data & Analytics	FY 2017
Building Permits	Economic Development	FY 2018

- Citywide Priorities
- CovStat Forum



The screenshot shows the COVDATA website homepage. At the top, there is a navigation bar with 'COVDATA' and links for 'About', 'Terms of Use', 'Financials', 'Tools', and 'Contact', along with social media icons for Facebook, Twitter, and Instagram. Below the navigation bar, there is a banner with the text '!Under Construction. Launching Very Soon!' and 'We invite you to explore all of the data we are using to facilitate the effective and efficient delivery of quality services to the Covington community'. The main content area features five blue buttons with icons: 'Public Safety' (shield icon), 'Fiscal Stability' (dollar sign icon), 'Thriving Neighborhoods & Economy' (line graph icon), 'Environment' (leaf icon), and 'Download Data' (download icon). A 'Find Out More' button is located at the bottom right of the main content area. The background of the page is a photograph of a modern building.



