My promise is simple. District government must become accountable to the people of our City. Accountability will be more than rhetoric in my administration; I am committed to creating Capital Accountability Program (CapStat) that will track the performance of all our city agencies and save us money. My administration will report back to the public about how we are doing on the commitments we make. My promise will not be broken.

Adrian Fenty

Capital Accountability Program (CapStat)

The Capital Accountability Program (CapStat) will be the central organizing system of District government under the Adrian Fenty Administration and will be based on the best practices of innovative cities from around the country. The CompStat tool, developed by New York City Police Chief Jack Maple, supports daily management and long-term planning and is used by forward-looking cities across the country. New York City, San Francisco, Atlanta, Buffalo and Baltimore, among others, have used CapStat to root out waste and discover efficiencies, saving taxpayers millions of dollars.[1]

The Brain of Government: How does CapStat work?

The Fenty Administration would adapt the CapStat program to make District government more accountable, transparent and credible. CapStat is based on:

1. Accurate and Timely Intelligence Clearly Communicated to All
2. Effective Tactics and Strategies
3. Rapid Deployment of Resources
4. Relentless Follow-Up and Assessment

CompStat employs computer databases to track government performance, utilizing computer pin mapping and weekly accountability sessions. The program helped NYPD dramatically reduce crime in the late 1990s. Baltimore Mayor Martin O'Malley adapted the NYPD idea to organize his entire government to track the progress of City agencies.

District Agency Directors will meet regularly with the Mayor, the City Administrator, Deputy Mayors and other cabinet members to track the progress on all City work orders and projects. The ***Office of Neighborhoods & Partnerships*** will organize ward-based teams to work with front line agencies in completing and tracking projects. Through these management practices, residents will know when the dirty alley will be cleaned up or when their street will be paved. Residents will be given a customer ID tracking number and a guaranteed turnaround time. District agency managers will be held accountable through aggressive Executive oversight.

Our progress will be reported to the City Council, Advisory Neighborhood Commissions, Civic Associations and Business Leaders. The public will be engaged through citywide, ward and neighborhood-based forums in which residents will provide feedback on concerns and priorities. Additionally, the Mayor's Call Center will transfer service calls directly to CapStat for tracking and implementation. CapStat will listen to the public regarding priorities, engage government resources to resolve issues and report back to residents about progress.

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[1] The Ash Institute, Democratic Governance and Innovation at Harvard University and the Council for Excellence in Government recently recognized Baltimore for its implementation of the CitiStat program.

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What Agencies Will Be Involved?

Initially the Fenty Administration will engage the following agencies and Executive Offices. After initial implementation, additional agencies may be added:

1. Department of Public Works
2. Metropolitan Police Department
3. Department of Health
4. Department of Consumer and Regulatory Affairs
5. Department of Transportation
6. Recreation and Parks Department
7. District of Columbia Housing Authority
8. Department of Human Services
9. Office of the Chief Technology Officer
10. Mental Retardation and Developmental Disabilities Administration

Results

In cities where this type of system has been implemented, the public has realized considerable cost savings. In San Francisco, under Mayor Gavin Newsom the City has realized $86 million in savings after an investment of $2 million. In Baltimore, CitiStat produced over $350 million in cost savings, avoidances and revenue enhancements in its first three years. In New York City, under Mayor Rudy Giuliani crime was reduced significantly through the use of this system and current New York Mayor Bloomberg has adapted both the NYPD model and Mayor O'Malley's model to discover citywide savings in the millions of dollars. Recently, Pittsburgh, Miami and Los Angeles County have adopted pilot CitiStat programs. Other cities from Chattanooga to Anchorage have launched performance-based measurement systems. Boston is also about to implement the CitiStat process. It should be noted that CapStat is not related to scorecard systems or report card systems that too often rely on old or less relevant data. CapStat will play a role in the day-to-day management of District agencies.

Not Starting from Scratch

Our start up costs will be low. We will merge performance management systems put in place over the last several years by the City Administrators Office with CapStat and build on Mayor Williams' Neighborhood Action initiative and data from Citizen Summits, Comprehensive Planning sessions and other community forums. The new ***Office of Neighborhoods and Partnership (ONP)*** will guide the reinvigoration of Neighborhood Services, Planners and Community Outreach personnel. ONP will work closely with the business community to develop and implement strategies to make government more efficient and to deepen the relationship between the public and private sector.

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