Today’s Agenda

- Why measure performance?
- How do you start?
- Who is your audience?
- What measures are important?
- What if it can’t be quantified?
- What do you do once you have the data?
- Q&A
How much time do cities spend on...

• Budgeting
• Accounting
• Auditing
• Managing money
• Managing people
How much time do cities spend on...

- Budgeting
- Accounting
- Auditing
- Managing money
- Managing people
- Understanding expectations
- Measuring efficiency
- Measuring effectiveness
- Measuring satisfaction
- Comparing to last year
- Comparing to other LGs
- Comparing to private sector
Performance measurement doesn’t necessarily answer questions.

Performance measurement helps you ASK the right questions.
What are the “right” questions?

1. Why are we paying more?
2. How much should it cost?
3. What is the root cause of our performance?
4. Where should we target our efforts and resources?
5. How can we generate more community support?
   -- Current environment
   -- Politics vs. Governance
What are the “right” questions?

6. Are we performing better this year than last year?
7. How do we know what good performance is?
8. How can we improve our performance?
9. How can I improve my performance?
10. What are others doing to achieve high performance?
You’re not managing with data?

Then, how are you managing?
Why now?

- 1993: Reinventing Government, Osbourne and Gaebler
  - Local government managers have replaced industrial-age systems with more decentralized, more entrepreneurial, more responsive organizations designed for the rapidly changing, information-rich world of the 1990s.

- 2007: Great Recession

- June 2012: Governing magazine article
  - International City/County Management Association (ICMA) Executive Director Bob O’Neill declared that in the next decade, “local government will lead the way in developing creative solutions to extraordinary problems.”
Why performance management?

Performance + Accountability + Transparency + Engagement =

____________________

Trust

*March 2013, PM Magazine Special Report*
Public Expectations

Technology

Public expectations
Public Expectations

Technology

Public expectations

Government resources (at best)
The Austin Open Data Portal (https://data.austintexas.gov/) is designed to provide high value city data to users interested in finding out more about their city, researching specific topics or using data to develop software applications. The data found here is designed to be accessible, usable and customizable based on your needs. Examples of the information that can be found here include restaurant inspection scores, Municipal Court caseload information, crime statistics, animal center statistics, and water quality sampling data.
How do you get started?
Traditional tracking

Workload measures

• Internal (agendas, minutes, ordinances, resolutions)
• External (records requests, permits)

Legally-required measures

• Maintain/ensure/comply... 100%
Key considerations

- Would the measures be meaningful?
- Is the data available?
- Is it understandable?
- Can we impact our level of performance?
Descriptors

- Tell about the “state of being” of the jurisdiction or program, the way services are provided, or how resources are used
- Do not tell how much or how well
- Examples:
  - Population
  - Square miles
  - Service delivery methods
Inputs

- “Money and people power”
- Resources used to produce a program or provide a service, generally expressed in expenditures or labor units
- Examples:
  - O&M expenditures for road rehabilitation
  - Expenditures for library materials
  - Hours paid to sworn police personnel
  - Hours paid to in-house custodial personnel
Outputs (aka Workload Measures)

- Usually expressed as
  - Units of service provided
  - Number of items produced

- Examples:
  - Tons of residential refuse collected
  - Number of new low-moderate income housing units completed
  - Number of lane miles swept
Efficiency Measures

- Tell how well the organization is using its resources
- Expressed as ratio between input and output (or outcome)

Examples:
- Number of transactions per purchasing FTE
- Cost per work order completed
- Expenditures per code violation case closed
Efficiency doesn’t necessarily lead to quality
Outcome Measures

- How well is the program accomplishing its mission?
- Aligned with mission and community priorities

Examples

- Citizen and customer satisfaction ratings
- Road ride quality index
- Percentage of patients delivered with a pulse
- Percent of residents who feel safe in the jurisdiction
- Fires confined to room of origin
How many police officers should you have per 1,000 population?
Comparisons on single or multiple measures

Kirkland  Bellevue  Renton

Officers per 1,000 Population

1.4  1.5  1.6
Comparisons on single or multiple measures

<table>
<thead>
<tr>
<th></th>
<th>Kirkland</th>
<th>Bellevue</th>
<th>Renton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers per 1,000 Population</td>
<td>1.4</td>
<td>1.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Workload: Part I Crimes per Officer</td>
<td>29.2</td>
<td>28.4</td>
<td>63.1</td>
</tr>
</tbody>
</table>
A Best Practices Suite of Measures

- Spotlight is on the citizen’s perspective.
- Alignment with the program mission.
- Focus on continuous improvement.
- Different measures for different audiences.
- Data collection is reasonable.
- Comparability to other jurisdictions, private sector.
Goal-oriented tracking

What does the public view as the goals of the clerk’s office?

• Are they aware of what you do?
• Do they realize why it’s important?
• What narrative should accompany your numbers?
  • General background
  • Interpretation of performance
How do you measure and communicate performance?

“No one knows what it means, but it's provocative...”

Will Ferrell in Blades of Glory, © 2007, DreamWorks Pictures
## 8-Year Analysis
### Performance Measures

**Household Recycling Service**

**FY2000-2001 to FY 2007-2008**

<table>
<thead>
<tr>
<th>Performance Data</th>
<th>00.01</th>
<th>01.02</th>
<th>02.03</th>
<th>03.04</th>
<th>04.05</th>
<th>05.06</th>
<th>06.07</th>
<th>07.08</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Population</td>
<td>85,839</td>
<td>86,494</td>
<td>90,494</td>
<td>89,203</td>
<td>90,363</td>
<td>92,491</td>
<td>95,638</td>
<td>98,806</td>
</tr>
<tr>
<td>2. # tons recycling collected - city crews</td>
<td>4,130</td>
<td>4,565</td>
<td>4,343</td>
<td>5,210</td>
<td>5,249</td>
<td>4,968</td>
<td>5,655</td>
<td>5,774</td>
</tr>
<tr>
<td>- contract crews</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- drop-off sites</td>
<td>n/a</td>
<td>n/a</td>
<td>1,625</td>
<td>38</td>
<td>428</td>
<td>411</td>
<td>434</td>
<td>376</td>
</tr>
<tr>
<td>Total tons recycling collected</td>
<td>4,130</td>
<td>4,565</td>
<td>5,968</td>
<td>5,248</td>
<td>5,677</td>
<td>5,379</td>
<td>6,089</td>
<td>6,150</td>
</tr>
<tr>
<td>3. # collection points</td>
<td>28,581</td>
<td>28,642</td>
<td>28,642</td>
<td>32,511</td>
<td>32,511</td>
<td>34,171</td>
<td>35,332</td>
<td>35,332</td>
</tr>
<tr>
<td>3-a collection points participating</td>
<td>#VALUE!</td>
<td>#VALUE!</td>
<td>#VALUE!</td>
<td>13,980</td>
<td>13,980</td>
<td>16,402</td>
<td>18,019</td>
<td>24,026</td>
</tr>
<tr>
<td>4. # tons residential solid waste collected</td>
<td>32,729</td>
<td>33,026</td>
<td>42,730</td>
<td>43,507</td>
<td>44,433</td>
<td>44,257</td>
<td>36,805</td>
<td>33,644</td>
</tr>
<tr>
<td>5. Total Costs</td>
<td>$566,360</td>
<td>$671,264</td>
<td>$1,429,734</td>
<td>$1,648,036</td>
<td>$1,492,129</td>
<td>$1,467,531</td>
<td>$1,658,118</td>
<td>$1,726,600</td>
</tr>
<tr>
<td>6. # Recycling FTEs-collection</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10.25</td>
<td>10.25</td>
<td>10.25</td>
<td>10.25</td>
</tr>
<tr>
<td>6-a supervisory/support FTEs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-b Other FTEs</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>19</td>
<td>20</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>TOTAL FTEs</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
<td>29.0</td>
<td>30.3</td>
<td>30.3</td>
<td>30.25</td>
<td>30.25</td>
</tr>
<tr>
<td>8. Frequency of service</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
<td>1 x week</td>
</tr>
<tr>
<td>9. Recycling Fees</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>10. Revenue from recycling</td>
<td>$264,007</td>
<td>$219,721</td>
<td>$268,626</td>
<td>$261,463</td>
<td>$422,121</td>
<td>$313,413</td>
<td>$358,600</td>
<td>$636,936</td>
</tr>
<tr>
<td>11. Total # Complaints</td>
<td>215</td>
<td>227</td>
<td>274</td>
<td>398</td>
<td>163</td>
<td>222</td>
<td>198</td>
<td>197</td>
</tr>
<tr>
<td>11-a Total # Valid Complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>57</td>
<td>60</td>
<td>109</td>
<td>82</td>
</tr>
<tr>
<td>12. # drop-off sites</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>13. % of service contract</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
“Information may be an expensive luxury. It consumes the attention of its recipients. [Managers need to prioritize] their attention efficiently among the overabundance of information sources.”

- Herbert Simon
YOUTH SPORTS

In 2009 the Recreation Department began offering Poudre School District 6th-graders a variety of team sports programs that emphasize teamwork, sportsmanship and respect. This partnership between the City of Fort Collins and Poudre School District provide 6th-graders with the opportunity to participate in a variety of sports. After realizing that 6th-grade sports programs may be at risk due to grade reassignments, School District Athletic Directors and Recreation staff members convened to discuss the potential of a youth sports collaborative effort.

The goal was to offer 6th-grade sports programs to students while also giving them a sense of community and association within their respective middle schools.

The City of Fort Collins Recreation Department is now offering football, volleyball, basketball, cross country, wrestling and softball to more than 1,200 students per year. Team sports can play a vital role in the development of children and teach valuable life skills such as confidence, cooperation and respect.

TOTAL PARTICIPATION IN RECREATION PROGRAMS

In 2009, the City of Fort Collins Recreation Division offered programs and activities to nearly 1.4 million participants. The top three activities were aquatics, sports and ice programs. More than 60,000 registrations were made online through Recreation's web-based registration tool, RecTrac.

<table>
<thead>
<tr>
<th>Participation</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>AQUATICS</td>
<td>1,438,947</td>
<td>1,344,821</td>
<td>1,352,394</td>
<td>1,393,217</td>
</tr>
<tr>
<td>SPORTS</td>
<td>205,523</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICE</td>
<td>136,361</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: City of Fort Collins Recreation Dept.

REDUCED RECREATION FEE PARTICIPANTS

The Recreation Department offers a reduced fee program for participants on limited or low incomes. Reduced fee program eligibility is based on State and Federal low income guidelines. In 2009 Recreation experienced a 43 percent increase in reduced fee program participants.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEE REDUCTIONS</td>
<td>21,393</td>
<td>22,237</td>
<td>31,870</td>
</tr>
</tbody>
</table>

CUSTOMER SERVICE FIRST

The Recreation Department is working hard to improve customer service. The new Super-Pass offers community members discounted access to nearly all Recreation facilities, and Recreation staff members receive comprehensive customer service training to ensure visitors enjoy their experience.

DID YOU KNOW?

Recreation benefited from 69,670 volunteer hours in 2009.
Performance Measurement Limitations

- Serve as indicators only
- Don’t show cause and effect
- Don’t explain why a result occurred
What do you report?

- Ask your audience(s)
  - Staff
  - Elected officials
  - Business community
  - General public
  - Media

- Choose those measures that tie most directly to your strategic plan, department goals

- Core measures defined for each service area (may vary by audience)
What’s your focus?

Long-term trends or snapshots?
What’s your focus?

It’s a data miracle!
Timely Analysis and Context
Can you act while it’s still a current issue?

![Graph showing truancy court citations for 2013-14 school year]
Compared to goals...

**Land Use and Planning**

An important aspect of economic vitality is timely review of land use applications. Community Development Department strives to meet or exceed the State requirement for administrative land use application review time, which is 45 days or less.

The quality of new development was rated as excellent or good by a majority of respondents, and there is a 5% improvement in excellent/good scores from last year's survey.
CLEANLINESS OF NEIGHBORHOOD STREETS
Slightly more than half (51%) of respondents rate the cleanliness of the streets in their neighborhood very clean, and 45% rate the cleanliness fairly clean. This is a slight shift from previous years, in which respondents were either fairly evenly split between ratings of very and fairly clean, or more likely to rate the cleanliness of neighborhood streets only fairly clean. Very few respondents report their neighborhood streets are fairly dirty (3%) or very dirty (<1%).

DIFFERENCES BETWEEN SUB-GROUPS
The majority – 70% – of respondents in zip code 98005 rate the cleanliness of the streets in their neighborhood ‘very clean’, significantly higher than all other zip code areas.

Multi-family residents are more likely than single-family residents to say streets in their neighborhood are very clean (59% compared to 45%), while single-family residents are more likely to give ‘fairly clean’ ratings (49% compared to 39%) on this measure. No other differences exist between demographic sub-groups.

Respondents who rate their neighborhood as an excellent place to live are most likely to say their neighborhood streets are very clean (59%); decreasing by significant increments, only 47% of those who say their neighborhood is a good place to live and 26% who say their neighborhood is a fair or poor place to live also say their neighborhood streets are very clean.
Geographic Interpretation

Satisfaction with Street and Sidewalk Cleanliness
Highest in Southwest

SAN FRANCISCO CITY SURVEY 2009

Percent Rating Streets and Sidewalks as Clean
- Under 30%
- 30%-40%
- 41%-50%
- Over 50%
And communicating where it counts:
With credit where it’s due:

Documents prepared by…
This park maintained by…
How’s my driving?…
What measures are important?
Don’t measure something just because you can

Number of quarterly reports: 4

Multi-year data planning
- Focus on low-hanging fruit
- Identify policy questions you’d like to answer
- Will the data tell you anything actionable?
- Are you collecting the data you need?
- If not, what steps are you taking to correct that?
Sample goals

• Customer service
• Timeliness
• Transparency
• Cost considerations
• Other goals
## Sample measures

<table>
<thead>
<tr>
<th>Outcomes/Goals</th>
<th>Public Perceptions and Concerns</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Are services available when and how I want?</td>
<td></td>
</tr>
<tr>
<td>Timeliness</td>
<td>How long do I need to wait?</td>
<td></td>
</tr>
<tr>
<td>Transparency</td>
<td>Are public records secret? Is access free? Are those records I want private maintained that way?</td>
<td></td>
</tr>
<tr>
<td>Cost considerations</td>
<td>How efficient are you? How do I feel when I’m not the customer?</td>
<td></td>
</tr>
</tbody>
</table>
Sample measures

<table>
<thead>
<tr>
<th>Outcomes/Goals</th>
<th>Public Perceptions and Concerns</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Are services available when and how I want?</td>
<td>• Hours of operation; services available online</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Workload – Types and number of services delivered per month</td>
</tr>
<tr>
<td>Timeliness</td>
<td>How long do I need to wait?</td>
<td>• Average wait time to be served</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Average response time (&lt; 1 day, &lt; 5 days, &lt;10 days, &gt;10 days)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Timeliness of agenda materials and minutes</td>
</tr>
<tr>
<td>Transparency</td>
<td>Are public records secret? Is access free? Are those records I want private maintained that way?</td>
<td>• Number of public records requests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Clarity and consistency of policies regarding access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Customer satisfaction ratings</td>
</tr>
<tr>
<td>Cost considerations</td>
<td>How efficient are you? How do I feel when I’m not the customer?</td>
<td>• Year-to-year cost effectiveness (e.g., United Way)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Percentage of costs recovered</td>
</tr>
</tbody>
</table>
## Sample measures

<table>
<thead>
<tr>
<th>Outcomes/Goals</th>
<th>Public Perceptions and Concerns</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Are services available when and how I want?</td>
<td>• Hours of operation; services available online&lt;br&gt;• Workload – Types and number of services delivered per month</td>
</tr>
<tr>
<td>Timeliness</td>
<td>How long do I need to wait?</td>
<td>• Average wait time to be served&lt;br&gt;• Average response time (&lt; 1 day, &lt; 5 days, &lt;10 days, &gt;10 days)&lt;br&gt;• Timeliness of agenda materials and minutes</td>
</tr>
<tr>
<td>Transparency</td>
<td>Are public records secret? Is access free? Are those records I want private maintained that way?</td>
<td>• Number of public records requests&lt;br&gt;• Clarity and consistency of policies regarding access&lt;br&gt;• Customer satisfaction</td>
</tr>
<tr>
<td>Cost considerations</td>
<td>How efficient are you? How do I feel when I’m not the customer?</td>
<td>• Year-to-year cost effectiveness&lt;br&gt;• Percentage of costs recovered&lt;br&gt;• Overtime as a percentage of total personnel</td>
</tr>
</tbody>
</table>
# Sample measures – Public information/promotion

<table>
<thead>
<tr>
<th>Outcomes/Goals</th>
<th>Public Perceptions and Concerns</th>
<th>Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic promotion</td>
<td>Am I familiar with the jurisdiction’s programs?</td>
<td>• Number of press releases</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Percentage of PR resulting in <em>placements</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Website hits/user sessions</td>
</tr>
<tr>
<td>Economic development</td>
<td>Is the community a welcoming place for new businesses? Are we giving away the store?</td>
<td>• Site visits facilitated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Jobs added, connected with promotion/economic development assistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• <strong>Public investment</strong> as a percentage of increased assessed valuation</td>
</tr>
<tr>
<td>Successful special events</td>
<td>Are events maximizing attendance and vendor/sponsor participation?</td>
<td>• <strong>Attendance (or proxies)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sponsorship dollars; vendor permit revenues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contacts generated for jurisdiction exhibitors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Citizen satisfaction</td>
</tr>
<tr>
<td>Cost considerations</td>
<td>How efficient are you?</td>
<td>• Expenditures as a <strong>percentage of total jurisdiction expenditures</strong> (e.g., United Way)</td>
</tr>
</tbody>
</table>
Are you on target?

<table>
<thead>
<tr>
<th>Metric Description</th>
<th>2010-2011 Actual</th>
<th>2011-2012 Target</th>
<th>2011-2012 Estimated</th>
<th>2012-2013 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Council reports available online 10 days prior to the meeting</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Estimated cost to document and track legislative actions per Council meeting</td>
<td>$3,774</td>
<td>$3,700</td>
<td>$3,700</td>
<td>$3,700</td>
</tr>
<tr>
<td>% of Public Records Act requests received and fulfilled by the Clerk’s Office within 10 days of request</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>% of Council synopses completed and posted online within three business days after the Council meeting</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>% of Resolutions/Ordinances processed/posted online within 30 days of final Council action</td>
<td>75%</td>
<td>65%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>% of customers rating customer service experience with the Clerk’s Office as good or excellent</td>
<td>80%</td>
<td>75%</td>
<td>75%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Changes to Performance Measures from 2011-2012 Adopted Budget: No
## Are you on target?

<table>
<thead>
<tr>
<th>metric</th>
<th>2010-2011 Actual</th>
<th>2011-2012 Target</th>
<th>2011-2012 Estimated</th>
<th>2012-2013 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Council reports available online 10 days prior to the meeting</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Estimated cost to document and track legislative actions per Council meeting</td>
<td>$3,774</td>
<td>$3,700</td>
<td>$3,700</td>
<td>$3,700</td>
</tr>
<tr>
<td>% of Public Records Act requests received and fulfilled by the Clerk’s Office within 10 days of request</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>% of Council synopses completed and posted online within three business days after the Council meeting</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>% of Resolutions/Ordinances processed/posted online within 30 days of final Council action</td>
<td>75%</td>
<td>65%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>% of customers rating customer service experience with the Clerk’s Office as good or excellent</td>
<td>80%</td>
<td>75%</td>
<td>75%</td>
<td>85%</td>
</tr>
</tbody>
</table>

**Changes to Performance Measures from 2011-2012 Adopted Budget:** No

**Questions:**

- **Is that really what is should cost?**
- **Will you revisit this if it comes in higher?**
Are you defining measures clearly and consistently?

<table>
<thead>
<tr>
<th>% of Council reports available online 10 days prior to the meeting</th>
<th>2010-2011 Actual</th>
<th>2011-2012 Target</th>
<th>2011-2012 Estimated</th>
<th>2012-2013 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated cost to document and track legislative actions per Council meeting</th>
<th>$3,774</th>
<th>$3,700</th>
<th>$3,700</th>
<th>$3,700</th>
</tr>
</thead>
</table>

| % of Public received at Clerk's Office within | 2010-2011 Actual | 2011-2012 Target | 2011-2012 Estimated | 2012-2013 Target |
| % of Council synopses completed and posted online within three business days after the Council meeting | 95% | 95% | 95% | 95% |

| % of Resolutions/Ordinances processed/posted online within 30 days of final Council action | 75% | 65% | 65% | 65% |

| % of customers rating customer service experience with the Clerk's Office as good or excellent | 80% | 75% | 75% | 85% |

How are you defining cost? Total budget? Just the hours relating to meetings?
Other goals

- **Automation**
  - How is the office planning and implementing improvements for future needs?
  - How is the mix of in-person vs. online requests changing?
  - What is the transitional workload?

- **Elections/equity**
  - Timeliness, completeness, and equity of candidate reporting

- **Quality**
  - Minimization of technical issues (system downtime during business hours, voting equipment malfunctions, etc.)
Interdepartmental cooperation

- Planning/GIS
- Attorney/risk management/HR
- Police
- Information technology
- Libraries
- State/county/federal agencies, postal service
- Consider lines of authority and government control
Inter-jurisdictional comparisons

- Consider municipal court support (and red light/speed cameras)
- Does the city/county clerk also act as recorder of deeds?
- Range of boards and committees supported
- Even un-like comparisons can be meaningful
How do you assess quality?

- **Citizen and employee surveys**
  - Is that specific to the clerk’s office or the organization as a whole?

- **Complaints or exceptions**
  - Are the data representative of overall satisfaction, or just the squeaky wheels?

- Is it worth counting rarities?
What if it can’t be quantified? (and other special considerations)
Are the best measures non-quantitative?

- Are some yes/no answers, red/green indicators or descriptive information more telling?
- Can stories help illustrate success (or commitment to customer service)?
  - “...really helped us expedite our passport processing”
  - “...everything I needed was online and easy to understand”
What if I don’t have all (or any) of the data?

- Do I need to dedicate several full-time staff to accounting?
- Report the “measures” regardless
- Work toward the data
- Discuss system improvements that will achieve the larger (or intermediate) goals
- Consider sampling
Where do mandates fit in?

- Does it make sense to report on tasks that are required?
  - What percentage (100%)
  - Cost and workload (justification)
  - Larger goals
Does the public care?

- Should you try to account for every hour of staff time, or just the highest priorities?
- For contracts, ordinances, permits, etc., what factors are most important?
  - Workload, turnaround, accessibility?
- How do you communicate when the public does care?
  - Pre/post-election website
  - Public record requests
  - “Your waiting time is...”
What about long-term planning or capital programs?

- Are interim milestones significant enough to track?
- Will the data be timely enough to facilitate management decisions?
- Will analyzing that data lead to changes in spending or staff utilization?
- What are your programmatic or strategic goals?
“You can think of the entire good-to-great framework as a generic set of input variables that correlate strongly with creating the outputs of greatness. Any journey from good to great requires relentlessly adhering to these input variables, rigorously tracking your trajectory on the output variables, and then driving yourself to even higher levels of performance and impact.”

*Jim Collins, Good to Great and the Social Sectors*
Data is simple and logical, right?
Moneyball and Politics

- What measures are important?
- What’s easy to relate to?
- What can you track with the least impact on operations?
Moneyball and Politics

- What measures are important?
- What’s easy to relate to?
- What can you track with the least impact on operations?
  - Fuel, postage, paper, overtime, advertising...

What’s your “gallon of milk”?
How else can you measure?

- **Meta-measures**
  - Compliance, milestones

- **Proxy measures**
  - Public, but indirect

- **Steering behavior**
  - “I could have been an e-mail”

- **Impacting opinion/customer experience**
  - Waiting time

- **Process engineering**
  - Do you need to do it yourself?
What do you do once you have the data?
Strategic goal: To be the best community in America!
### 2. Key Performance Measures

<table>
<thead>
<tr>
<th>Outcomes and Performance Measures</th>
<th>Current Goal</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Trend</th>
<th>Comments or Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We recruit and identify a quality workforce</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calendar days to complete an external recruitment</td>
<td>≤ 60</td>
<td>61</td>
<td>61</td>
<td>54</td>
<td></td>
<td>Based on overall recruitment measures in 2008 Support Services Survey</td>
</tr>
<tr>
<td>Internal customers' rating for recruiting on biannual survey (4 point scale)</td>
<td>≥ 3</td>
<td>2.7</td>
<td>Survey due 2008</td>
<td>3.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We train and retain a quality city workforce</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participants rating Leadership Institute and Building Blocks of Supervision (≥ 4 on a 5 pt scale)</td>
<td>≥ 4</td>
<td>NA</td>
<td>4.37</td>
<td>4.47</td>
<td></td>
<td>Market criteria changed in 2008; market expanded and employer paid retirement costs from Oregon jurisdictions included in comparisons.</td>
</tr>
<tr>
<td>Job classifications whose salaries are within 95% of market median</td>
<td>100%</td>
<td>96%</td>
<td>Survey due 2008</td>
<td>82%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee turnover (includes Public Safety)</td>
<td>≤ 3%</td>
<td>5.4%</td>
<td>4.6%</td>
<td>4.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual manager's performance reviews completed within 30 days of rating period end (periods vary)</td>
<td>≥ 95%</td>
<td>100%</td>
<td>100%</td>
<td>98%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual non-manager performance reviews completed by December 31st</td>
<td>≥ 90%</td>
<td>New for 2007</td>
<td>97%</td>
<td>69%</td>
<td></td>
<td>As of 2-5-09, 87% of evaluations have been submitted.</td>
</tr>
<tr>
<td><strong>Our customers are satisfied</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of grievances filed</td>
<td>&lt; 10</td>
<td>14</td>
<td>6</td>
<td>13</td>
<td></td>
<td>Increase from 2008 but consistent with 2006 level</td>
</tr>
</tbody>
</table>
Build a cascade (forward or backward)

- We spend funds
  - so that
    - provide programs
      - so that
        - We accomplish goals
How do I know the data are reliable?

- Do I need to audit what’s reported?
- Will employees have an incentive to report inaccurately to make their performance look better?
- How do I know the jurisdictions I might compare with are reporting the same measures consistently?
- How do I compare:
  - Staff vs. contractors?
  - Full-time, part-time, and overtime?
How do I ensure the effort succeeds?

- Identify your stakeholders, restraining forces, and driving forces
- Set achievable goals for your implementation timeline
- Once you’ve started collecting data, re-evaluate process and goals
What is ICMA Insights?

- The only national comparative performance management and analytics software platform
- Runs on the cutting-edge technology used by Fortune 500 companies
- Supported by a network of city and county leaders striving to improve the quality of life for their citizens
- No software installation required
- Online training
### Tiers of service

<table>
<thead>
<tr>
<th>Features</th>
<th>Measure</th>
<th>Compare</th>
<th>Explore</th>
<th>Analyze</th>
<th>Transform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual reporting option</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Summary data report</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Predefined graphs &amp; tables</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Monthly or quarterly reporting option</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Custom reporting tool</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Data drill down</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Scorecards</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Advanced data visualization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custom measures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Optional enhancements

- Custom measures
- Consortia
- Additional licensed users
- Benchmarking or target setting assistance
- On-site training
- Historic data upload
- Data source integration
Compare: Customization within pre-defined graphs
Explore pre-defined graphs or create your own

- View related measures side-by-side
  - Expenditures vs. productivity
  - Staffing vs. quality
- Automatically updates as new data is reported
Select benchmarks

- Alameda County
- Carlsbad
- Glendale
- Hermosa Beach
- Palo Alto
- Sacramento
- Thousand Oaks
- Livermore
- Ukiah
- Austin, TX
- Bellevue, WA
- Boulder, CO
- Fort Collins, CO
- Mesa, AZ
- Peoria, AZ
- San Antonio, TX
- Scottsdale, AZ
- Tacoma, WA

... or all jurisdictions of a particular size or type
Analyze – By scorecards

- Track current performance vs. your own internal targets – Are you heading in the right direction?
Analyze – By dashboards

- Track progress on early-warning gauges
- Compare trends to other jurisdictions – Are others doing more with less?
Transform – Explore correlations
Transform – Forecast and perform “what-if” analysis
Publish directly to your website

- Public access and drill-down
- No password access required

Conclusion:

What gets measured gets done
Conclusion:

What gets measured gets done and readily interpreted
The end result...

- Performance measurement is not easy, but it can tell you:
  - What you didn’t know about your operations
  - What assumptions may need reconsideration
  - Where you’re truly achieving results
  - Where you may be lagging behind others
  - Where your data are still incomplete
  - ...the information you need to communicate effectively with your local residents
Ideal and Practice

- Plan
- Prepare
- Act
- Re-assess
- Try again
Ideal and Practice

- Plan  But why did you waste money on a consultant?
- Prepare  Couldn’t you work faster?
- Act  You’re blocking my street!
- Re-assess  What do you mean my neighborhood was a test case?
- Try again  ...And get criticized again!
If you don’t measure performance...

- You leave the political and anecdotal as the more powerful arguments
Q&A / Discussion

Gerald Young
gyoung@icma.org

http://icma.org/performanceinsights