

DEVELOPING PERFORMANCE
MEASURES

DEVELOPED BY
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DEVELOPING PERFORMANCE MEASURES

Introduction: A Performance Measurement Practice Field

Most all of us have “practiced” at one time or another: a sport, a musical instrument—almost everything but work (unless you are a professional athlete or musician). This “Practice Field” is intended to help you develop skills in developing performance measures for your work. For some, practice is a “chore.” But if you have practiced (and you have), you also know that sometimes it can be fun itself; and with practice your skills improve. That’s what this is all about—getting better at doing performance measurement.

The reason to use the “Practice Field” is so that you can actually rehearse without an audience—to be able to make mistakes without embarrassment, without actually messing up the “bottom line.” Investing in practice will take some time. You will make up that time, and get a return on that investment, by speeding up the process of doing performance measurement “for real,” and producing higher quality information, and better decisions in your organization.

The practice field starts at both a very general and very specific level: your own life. Then it moves step-by-step to more concrete and more difficult exercises. By the time you finish all the exercises, you should have no trouble developing “real” performance measures and using them effectively.

We have also included:

- A step-by-step check list for you to use to guide yourself through a process of developing a performance measure.
- A glossary that defines all the key performance measurement terms used in this set of exercises.
- A list of on-line resources.
- A list of publications that are relevant to performance measurement.
- Examples of performance measures that other local governments have tried.
- Examples of performance measures that a wide range of city departments have used.

OUTCOMES/RESULTS

THINKING EXERCISE

Purpose of the Exercise:

This exercise is designed to help you get started on the basics of results-based thinking with something close to home. It is a totally personal example—something you should know a lot about. Maybe you haven't thought about your own life in this way before. If not, have some fun. The main thing to get to is: How do you know when you are doing the "right thing?" (This is not the only way to do it.)

Answer the following:

- Who are the stakeholders in your personal success (or failure)?

- What do they expect?

- How could you tell if you were successful in meeting those expectations?

WORKING THE BOILER ROOM: A THOUGHT EXERCISE

Purpose of the Exercise:

This exercise is a playful one, intended to take you a little bit deeper into results-based thinking and how performance measurement relates to it. One important thing that this exercise tries to bring out is that there is no “right answer” to the question: “What is the result?” Your answer, however, does have consequences for performance measurement.

Another thing this exercise raises is your ability to control an outcome. What if you can’t control it? If not, what if you play an important role in making it possible?

We all sometimes feel like we work in the boiler room. Now imagine that you are in the basement of a large building; in the “boiler room” throwing shovels of coal into a coal-fired boiler. The boiler heats water that is circulated through a system of pipes that heat radiators in the upper floors of the building. Also imagine a person in one of these rooms warming their hands over a radiator.

Is the result you are trying to produce the throwing of the coal, the fire, the heat, or the warm person?

Given the result you have chosen, what might you observe that would indicate whether or not you have been successful?

- Effort you put into shoveling.
- The temperature of the fire.
- The temperature of the radiator.
- Observation of the person. (Sweating? Shivering?)
- The temperature in the room.
- The person’s reports of his feelings?

Now imagine that you are in the building’s control room. There are a number of gauges on the wall. What do the gauges measure?

THOUGHT EXERCISE CONT.

Imagine that you are still in the control room, and in front of you are a set of buttons. What are the buttons, and how do they relate to the gauges? For each of the gauges you have chosen, what would happen depending on the gauge reading; i.e., what button would you push? (E.g., say one of your gauges measures the temperature of the water in the system, and it currently reads “55 degrees Fahrenheit.”)

Now imagine yourself as the “Town Crier.” Your job is to report the performance of the heating system. Who are you reporting to? What do they need to know?

What if you could “zoom in” on the picture so that you could see more details of the room in which the person is trying to warm their hands? What if you could see in closer view that the person was ill? What if there was a big hole in the window to the outside? What if they had turned the hot water valve off? How does that affect your performance? How might affect the gauges you choose?

PERFORMANCE MEASUREMENT PRACTICE

Purpose of the Exercise:

This exercise is intended to push your experience with performance measurement a little further yet. Rather than “close to home,” this exercise asks to imagine yourself outside your own working world and look at performance measurement through the eyes of someone else—to give you a different angle.

The exercise also has more detail in order to give you some experience in some of the more “knotty” problems of doing performance measurement. Remember, this is a “practice field.” Do the exercise more than once, using different starting points (roles). The idea is to practice or rehearse, and through practice, develop your skill (without blowing up a building).

Below are listed several different “roles” that you might play. Select one of them, and then answer the questions that follow. The basic objective is for you to design a small number (1-4) of performance measures for that role.

You are (choose one):

- Chef
- Baseball team
- Actor
- Middle school teacher
- Child support case worker
- Bus driver
- Budget director City Manager
- School district superintendent
- Human resources director
- Department of administration or general services
- Public works road repair foreman

PERFORMANCE MEASUREMENT PRACTICE CONT.

For one of these roles, write out an answer to each of the following questions:

1. Who are the stakeholders in your work?

2. Who are the primary beneficiaries or customers?

3. What do they expect from you?

4. Can you control whether or not their expectations can be met? If so, how? If not, how can you influence whether their expectations can be met?

PERFORMANCE MEASUREMENT PRACTICE CONT.

5. How will you know if their expectations are being met?

6. What are the consequences for you if you do meet their expectations?

7. What if you don't?

8. How can you measure the degree to which you are meeting their expectations?

PERFORMANCE MEASUREMENT PRACTICE CONT.

9. Will your customer agree that the measure is an objective one?

10. How will you use information you get from the measures to improve your results?

11. How often will you measure?

12. What observations will you make; i.e., what would you be looking for?

13. Are there specific decision points, or trigger points that would require you to take action?

PERFORMANCE MEASUREMENT PRACTICE CONT.

14. What action would you, your boss, your subordinates or team mates, citizens, elected officials?

15. Go back to your answers in #'s 6, 7, 10, 13, & 14. Are there consequences?

- Can you use the information to improve or learn?
- Will the information trigger decisions or actions?
- Can you specify the actions? If the answer is “yes” to all, then go ahead. If “no” to all, rethink the measure on the result

16. Is there a baseline or benchmark that you can use for comparison? If so, what is it?

17. What would be a reasonable performance target for this measure? If not, why not?

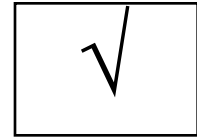
PERFORMANCE MEASUREMENT PRACTICE CONT.

18. To whom would you report information on the measure?

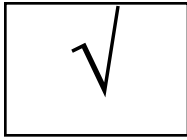
19. What would the report look like?

20. How could performance be made consequential? Are there possible incentives?

STEP-BY-STEP AND CHECKLIST



- 1. Do a stakeholder analysis. Who are the stakeholders, and what are their stakes in your work?
- 2. Decide who your customer is. Who is the primary beneficiary? Is it the community? Is it some other work group?
- 3. Describe what the customer or primary beneficiary expects. If you don't know, how can you find out? Are you willing to make a guess?
- 4. Describe what would happen if you meet their expectations; and if you fail to meet them.
- 5. Express the expectation you describe above as a result—that is, as an outcome or output of your work.
- 6. Describe some ways that you could find out if you were fulfilling the expectations. What might you observe if you were successful? What if you were failing? These possible observations are “indicators.”
- 7. Pick one of the indicators. Describe some ways to measure it. That is, describe a way that you, or anybody else who was interested, could come to know if you are successful. Think about how well the measure you have selected is connected to the result in number 5. Are there a number of measures that might be useful? If so, could they be combined into an index?
- 8. Decide how often you should measure the result. How much will it cost to measure? Will you measure it often enough to learn some thing useful? Would it be more useful to measure more (or less) frequently?
- 9. Determine what comparisons will be used to make the measure meaningful. Do you need a baseline? Will you use benchmarks? How will you get them?
- 10. Is there a reasonable performance target for your measure? If so, what would happen if you do not achieve it? What would happen if you do? How would a new performance target be chosen?



STEP BY STEP AND CHECKLIST CONT.

- 11. Write out a plan for how the measure will be used. Who needs to know what? Why?
- 12. Specify the trigger points that would require decisions or other action. What would those decisions or actions be?
- 13. Design a report that includes your measure. Decide who the report is for—who's the audience? What will make it memorable? What if it is one of 10 reports?

GLOSSARY

The following terms were taken from the National Performance Review (NPR) report, *Serving The American Public: Best Practices in Performance Measurement*.

Balanced scorecard: A management instrument that translates an organization's mission and strategy into a comprehensive set of performance measures to provide a framework for strategic measures and management. The scorecard measures organizational performance across several perspectives: financial, customers, internal business processes, and learning and growth.

Baseline data: Initial collection of data to establish a basis for comparison.

Benchmark: A standard or point of reference used in measuring and/or judging quality or value.

Benchmarking: The process of continuously comparing and measuring an organization against business leaders anywhere in the world to gain information that will help the organization take action to improve its performance.

Core process: The fundamental activities, or group of activities, so critical to an organization's success that failure to perform them in an exemplary manner will result in deterioration of the organization's mission.

Customer: The person or group that establishes the requirement of a process and receives or uses the outputs of that process, or the person or entity directly served by the organization.

Environment: Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside of the organization.

External customer: An individual or group outside the boundaries of the producing organization that receives or uses the output of the process.

GLOSSARY CONT.

Incentive: a reward dependent on performance.

Indicator: something that can be observed that may show or demonstrate a property of interest. For example, smoke indicates fire. By applying some sort of rule of measurement to an indicator, one has a measure.

Internal customer: An individual or group inside the boundaries of the producing organization that receives or uses the output from a previous stage or process to contribute to production of the final product or service.

Key performance indicator: Measurable factor of extreme importance to the organization in achieving its strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in a significant decrease in customer satisfaction, employee morale, and effective financial management.

Measure: One of several measurable values that contribute to the understanding and quantification of a key performance indicator.

Metrics: The elements of a measurement system consisting of key performance indicators, measures, and measurement methodologies.

Mission: An enduring statement of purpose; the organization's reason for existence. The mission describes what the organization does, who it does it for, and how it does it.

Outcome measure: An assessment of the results of a program activity as compared to its intended purpose.

Output measure: Tabulation, calculation, or recording of activity or effort.

Performance goal: A target level of an activity expressed as a tangible measurable objective, against which actual achievement can be compared.

Performance measure: A quantitative or qualitative characterization of performance.

GLOSSARY CONT.

Performance measurement: A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of government operations in terms of their specific contributions to program objectives.

Performance target: A level of performance that is sought. A value of a performance measure used as a desired or positive point of comparison.

Primary beneficiary: see “customer.”

Stakeholder: Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs; is affected by those outputs; or has an interest in or expectation of the organization.
Strategic direction: The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission, and values.

Strategic goal: A long-range change target that guides an organization's efforts in moving toward a desired future state. **Strategic objective:** A broad time-phased measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic planning: A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

Trigger point: a point, or particular value of a performance measure at which the organization will take some pre-planned action.

Vision: An idealized view of a desirable and potentially achievable future state where or what an organization would like to be in the future.

WEBSITES

Municipal & Local Information

City of Grande Prairie Alberta-Strategic Planning & Performance Indicators

(<http://www.cinet.ab.ca/city-of-gp/homepage.html>)

City of Grande Prairie Alberta-Strategic and Business Planning
Great links to other resources on performance measurement

(http://www.city.grande-prairie.ab.ca/perform.htm#other_sources)

ICMA (International City/County Management Association)

(<http://www.icma.org>)

Local Government Network

(<http://www.civic.net/lgnnet>)

National Association of Counties

(<http://www.naco.org>)

National League of Cities

(<http://www.cais.com/nlc>)

General Information on Performance Measures & Other Innovative Resources

Alliance for Redesigning Government

(<http://www.clearlake.ibm.com/Alliance>)

ASPAs (American Society of Public Administrators)

Center for Accountability and Performance

(<http://aspanet.org/cap/index.htm>)

ASPAs Performance Management

(<http://aspanet.org/cap/perf.htm>)

WEBSITES (CONT.)

Center for Community Futures
(<http://www.cencomfut.com>)

Council of Australian Governments - Performance Indicators
(<http://www.indcom.gov.au/research/service>)

Council of State Governments
(<http://www.csg.org>)

FinanceNet Performance Measurement
(<http://www.financenet.gov/financenet>)

Focusing on Results: A Guide to Performance Measurement.
Discussion Paper. March 1995
(http://www.info.tbs-sct.gc.ca/SIGS/html/RIN_7/text)

GFOA (Government Finance Officers Association)
(<http://www.gfoa.org>)

Government Performance Measures/Benchmarking Page
(<http://www.financenet.gov/perf.htm>)

Government Performance Information Consultants
(<http://www3.sympatico.ca/gpic/gpichome.htm>)

Innovations in American Government
(<http://ksgwww.harvard.edu/innovat>)

Inter-Agency Benchmarking and Best Practices Council
(<http://www.va.gov/fedsbest/index.htm>)

NASA Library Change Management/TQM Resources
(<http://www.hq.nasa.gov/office/hqlibrary/pprm/ppm.htm>)

National Performance Review - Managing for Results Web Page
(<http://www.npr.gov>)

WEBSITES (CONT.)

Office of Management and Budget

(<http://www.whitehouse.gov/WH/EOP/OMB/html/ombhome.html>)

Oregon Progress Board-Oregon Benchmarks

(<http://www.econ.state.or.us/opb/index.htm>)

Performance Management Network

(<http://www.pmn.net/contributions/index.html>)

Public Sector Quality Improvement Network

(<http://eming.eng.clemson.edu/pub/psci>)

Public Strategies Group, Inc.

(<http://www.psg.us>)

PUMA - OECD Work on Public Management Issues

<http://www.oecd.org/puma>

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- Ahnell, Leif; Linda Davidson; and Karen McKenzie. "Case Note: A First Experience with SEA Reporting," *International Journal of Public Administration* 18, nos. 2 and 3 (1995): 581-91.
- Ammons, David N. "Overcoming the Inadequacies of Performance Measurement in Local Government: The Case of Libraries and Leisure Services." *Public Administration Review* 55 (January/February 1995): 37-47.
- Ammons, David N. *Accountability for Performance: Measurement and Monitoring in Local Government*: International City/County Management Association, 1995.
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- Bens, Charles K. *Measuring City Hall Performance: Finally, A How-To-Guide*. Denver: National Civic League Press, 1991.
- Bens, Charles K. "Strategies for Implementing Performance Measurement." *Management Information Services Report* 18, no. 11 (November 1986)
- Burnaby, Priscilla A., and Susan H. Herhold. *Water and Wastewater Treatment: Service Efforts and Accomplishments Reporting - Its Time Has Come*. Norwalk, CT: GASB, 1990.
- Chan, Amy. "Managing a Government Like a Business: The Sunnyvale System," *Government Finance Review*, April 1994, pp. 7-11. Discusses reinventing government using the city of Sunnyvale, California as a model.
- City of Berkeley, California. "Performance Management System Manual." ICMA Clearinghouse Report. Washington, DC: ICMA, 1990.
- City of Boston. *Enhanced Program Reporting: A Manual for*

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Program Managers. Boston: Office of Budget and Program Evaluation, December 1991.

- Epstein, Paul D. Using Performance Measurement in Local Government: A Guide to Improving Decisions, Performance, and Accountability. New York: Van Nostrand Reinhold, 1984.
- Fountain, James, Jr., and Mitchell Roob. "Service Efforts and Accomplishments Measures: Development and Use for Government Services," Public Management 76 (March 1994).
- Glaus, Barbara. "Weighing Costs and Relative Benefits: Phoenix' Comprehensive Program Budget Review," Government Finance Review, April 1994, pp. 17-20. The systematic evaluation method used by Phoenix weighs costs and relative benefits of all programs and produces recommendations on privatization, elimination of services, increasing financing resources and management and productivity improvements.
- Government Finance Officers Association. "The Use of Performance Measures in City and County Budgets," 1994. Explains types of measures and reports findings and conclusions regarding the use of indicators. It also provides example measures in a variety of areas including general government, personnel and financial administration.
- Hatry, Harry P., Blair, Louis H., Fisk, Donald M., Greiner, John M., Hall, John R., Jr., and Schaenman, Philip S. How Effective Are Your Community Services? Procedures for Measuring Their Quality. Second Edition. 1992. The Urban Institute/ ICMA.
- Managing Results: Initiatives in Select American Cities. Report of various performance measurement initiatives of several U.S. cities including Charlotte NC; Dallas, TX; and Sunnyvale, CA. The article can be retrieved from the National Performance Review's webpage. (www.npr.gov/homepage/24e6.html)

EXAMPLES OF CITY-WIDE PERFORMANCE MEASURES

The following are examples of performance measures that three municipal governments are using to assess the performance of their government as a whole. The purpose of these examples is not to give you the right answer. Some of these are excellent; some of them are good for that particular locality's purposes, but perhaps not for yours. As examples they are intended to be suggestive, not examples that you should necessarily imitate.

Milwaukee, Wisconsin

Citywide Objectives and Benchmarks

- Expand, build, attract and retain middle-income households.
 - Per capita income
 - Percent of households with income greater than \$23,000
 - Number of households with income greater than \$23,000

- Strengthen the local economy, attract and retain high paying jobs, and ensure the future value of the tax base.
 - Equalized Tax Base (Real Dollars)
 - Unemployment Rate
 - Change in number employed in high value added industries
 - Change in gross city product relative to GDP

- Foster an environment that will allow students to graduate from high school with the skills necessary to obtain a job, pursue additional educational training or go to college.
 - Percent of students passing competency tests
 - Percent of high school graduates enrolling in post-secondary education
 - Dropout rate/Graduation rate
 - Number/percent of students suspended/expelled for drug or weapon violations
 - Educational attainment

- Reduce crime, provide for public health and safety, and achieve an even safer Milwaukee

- National ranking: crimes against people per 1,000 residents
- National ranking: crimes against property per 1,000 residents
- Juvenile crime rate
- Annual change in crime rate
- Infant mortality rate
- Number of teen pregnancies
- Number of fire deaths

Coral Springs, Florida

- Customer Focused Government: an ongoing, organization-wide effort to transform the City into a highly performing municipal corporation that responds to customers' needs by delivering public services better, faster, cheaper, and when customers need them rather than when we can conveniently provide them.
- Key Intended Outcomes:
 - Overall quality rating for City services/programs
 - Overall employee satisfaction rating
 - City employee productivity
 - Overall value rating for City services/programs
 - Percentage increase/decrease in overall crime rate
- Excellence in Education: the development of an effective, multifaceted partnership between the City, Broward County School Board, and individual public and private schools located in Coral Springs that will result in the creation of additional school facilities to address overcrowding, enhance the quality of public education, and expand the educational opportunities available through both public and private schools.
- Key Intended Outcomes:
 - Level of awareness of City's efforts to address school overcrowding by:
 - (1) requiring builders to provide additional school facilities;
 - (2) providing City owned land for a new school
 - Level of residents' support for the City's efforts to address overcrowding by:
 - (1) requiring builders to provide additional school facilities;
 - (2) providing City owned land for a new school

- Overall effectiveness of the City's efforts to reduce school over crowding
 - Number of existing and alternative approaches implemented for increasing the number of student stations
 - Percentage of fifth graders successfully completing the City's G.R.A.D.E. program
- Neighborhood Vitality: working in partnership with neighborhood groups and homeowners' associations to proactively prevent neighborhood decline and protect property values and build civic pride by joint beautification projects, enforcing property maintenance requirements, and responding promptly to specific neighborhood concerns.
- Key Intended Outcomes:
 - Level of awareness of City's efforts to enhance neighborhood property values by:
 - (1) meeting with residents/real estate professionals to discuss specific concerns/solutions;
 - (2) working with neighborhoods to revitalize specific neighborhoods
 - Level of residents' support for the City's efforts to enhance neighborhood property values
 - Overall effectiveness of the City's efforts to enhance neighborhood property values
 - # of neighborhood projects completed through partnerships with neighborhoods
 - # of innovative approaches to protect the environment in Coral Springs
 - Compliance rate for code enforcement violations
- Family, Youth, and Community Values: a continuing commitment to empower family units of all kinds by identifying and clarifying community held standards that family units and individuals may use to guide, shape, and evaluate their behaviors and decisions.
- Key Intended Outcomes:
 - Level of support for the City's efforts to address family and youth related issues
 - Overall effectiveness of the City's efforts to address family and youth related issues
 - % of City residents who feel safe
 - Recidivism rate for the City's deferred youth prosecution program

Financial Health and Economic Development: maintaining both quality service levels and strong financial positions by proactively working to better balance the residential and commercial/industrial components of the City's tax base, increasing the value of city services, and proactively diversifying the City's revenue base.

Key Intended Outcomes:

- \$ added to the City's unappropriated fund balance and retained earnings
- City residents' confidence rating
- # of new alternative revenue sources
- Ratio of property taxes to the City's general fund revenue base (millage rate)
- City's bond rating
- Rate of return for the City in economic development incentives

Respect for Ethnic and Religious Diversity: taking a series of direct, positive steps to increase every resident's understanding and respect for ethnic and religious diversity through partnerships with houses of worship, cultural associations, volunteer groups, and local schools.

Key Intended Outcomes:

- City's community tolerance rating

Multnomah County, Oregon

Economy Benchmark

- Increase per capita income
- Increase average annual payroll
- Increase the percentage of people with incomes above the federal poverty line
- Increase total employment
- Decrease the unemployment rate

Education Benchmarks

- Increase the high school completion rate
- Increase the percentage of adults who possess English literacy in prose, documents, and quantitative areas; literacy in a language other than English; and literacy in the use of computers

Children and Family Benchmarks

- Reduce the pregnancy rate per 1,000 female ages 10-17
- Increase the percentage of two-year olds who are adequately immunized
- Increase the percentage of people who have access to basic healthcare

Quality of Life Benchmarks

- Increase the percentage of people who rate their neighborhood livability high
- Increase the percentage of people who commute fewer than 30 minutes one-way between home and work
- Increase the percentage of people who commute to and from work using public transportation
- Increase the number of days per year the community meets government ambient air quality standards
- Increase the percentage of total jobs in the Portland Metropolitan area located in downtown Portland

Governance Benchmarks

- Increase the percentage of government permits issued within the target time period or less including business licenses, building permits, water, plumbing/electrical/heating and ventilation, and conditional use/zoning/variances.
- Decrease total taxes per capita
- Decrease the percentage of federal, state, and local business taxes and fees per dollar of business income
- Increase the percentage of registered citizens over 18 who vote.

- Increase the percentage of people who feel local government is doing a good job at providing services.
- Improve general obligation bond ratings for local government entities

EXAMPLES OF DEPARTMENTAL PERFORMANCE MEASURES

The following are a wide range of performance measures that are currently being used by various work units in several localities throughout the country. These are not necessarily the best possible measures that are available. The purpose of having this list is to help you if you are “stuck.” Some of these examples, particularly the ones that are relevant to your own work, may suggest possibilities for you.

As an exercise you might look at the measures for a department like yours, and evaluate them on the basis of what you have learned in this “Practice Field.” How or why would they work (or not work) for you?

EXAMPLES OF DEPARTMENT PERFORMANCE MEASURES

TREASURER



Performance Measure/ Indicators

- Phoenix, AZ
- Monthly sales tax estimate versus actual monthly sales tax collections
 - CIP (Community Improvement Programs) projects scheduled to be bid versus projects actually bid
 - % of CIP projects committed year-to-date
 - % variance of actual expenditures to estimated expenditures
 - % variance of actual resources to estimated resources
 - % variance of estimated enterprise fund beginning balances
 - % variance of secondary assessed valuation estimate to actual

REGISTRAR OF VOTERS



- Milwaukee, WI
- Improve process for candidate registration using satisfaction rating
 - Reduction in number of repairs and machine calls on election day.
 - Increase voter registration
 - Increase voter participation

TOWN CLERK



- Phoenix, AZ
- % of records retrieved in less than five minutes
 - Customer satisfaction index
 - Elections-time from poll closing to final results
 - % of Office Systems Help Desk questions answered without referral
 - Council minutes prepared on time without errors
 - Turnaround time for processing contracts
 - % of legal deadlines met in conducting city elections

- ICMA
- % of help desk calls resolved (at time of call, within 4 hours within 8 hours)
 - Avg. # of days for new service request completion
 - % of users who rate services as good or excellent
 - Customer Service calls processed by Help Desk daily
 - # of telephone “trouble” calls
 - # of radio repair actions
 - Success in achieving additional product licensing arrangements

INFORMATION
SERVICES



- Coral Springs,
FL
- Uncollectible water billings
 - General liability claims
 - % of invoices paid within 30 days

FINANCE

- Phoenix
- Total dollars assessed - Tax Audit
 - Bond ratings
 - Dollar value of accounts payable warrants processed
 - Rating of Treasury and Single Service Bank
 - # audits completed
 - Audit collections
 - Delinquent accounts collected
 - % variance of expenditures to revised estimates
 - Bankruptcy claims researched
 - Customer service rating



- Milwaukee,
WI
- Ratio of city poverty rate to Milwaukee County poverty rate
 - Progress toward achieving a city tax rate of no more than 12% of metro area average by the year 2000
 - Maintain the city's ranking in Financial World
 - Maintain or improve the city's bond rating (Aa1/AA+)

ASSESSMENT



PERSONNEL



Milwaukee

- Assessment level
- Coefficient of dispersion
- Price related differential
- Assessment objections as a percent of real and personal property
- Assessment appeals as a percent of real and personal property

ICMA

- % of employees reporting satisfaction with Human Resources services
- % of management reporting satisfaction with Human Resources services
- % of other customers reporting satisfaction with Human Resources services
- Employee turnover rate
- % of grievances resolved before passing from management control
- Avg # of days to complete an external competitive recruitment and selection process

Coral Springs, FL

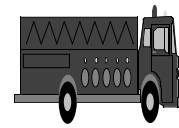
- Employees who feel department provides quality services
- Employees who agree with statement: “I am able to apply the skills or knowledge learned through City training to my job”
- Employees who agree with statement: “I would recommend working for the City to a friend”
- Employees who believe benefits are in line with needs
- Employees who are satisfied with wellness activities

Milwaukee

- # of grievances
- # EEO complaints
- # of classification appeals
- # of lost work days
- Total number of applications received
- # of eligible applicants
- Resignations occurring within one year of hire.

Portland	<ul style="list-style-type: none"> •Lives lost/100,000 residents •Total fire loss per capita •Property loss as a % of value of property exposed •% of neighborhood residents rating fire service “good” or “very good”
Austin	<ul style="list-style-type: none"> •Avg. Response Time •Cost per incident •Percentage of response times that are less than 4.0 minutes •# of injuries-on-the-job which resulted in lost time •Cost per inspection/reinspection •Avg. response time that exceeds FAA standard of 3.0 minutes •# of findings of noncompliance during federal inspections
ICMA	<ul style="list-style-type: none"> •Cost per inspection •% of hazards identified which are corrected •# of inspections •Cost per case cleared •# of fires investigated
Coral Springs, FL	<ul style="list-style-type: none"> •Fire calls responded to within 5 minutes (percent from call center to arrival) •Civilian fire related injuries/death (broken down by requiring transport/not requiring transport: total numbers and per 100,000 population) •Total dollar value lost to fire (structural, contents, non-structural) •Total arson fire arrests (total number, percent of arsons) •Total arson cases cleared

FIRE



POLICE

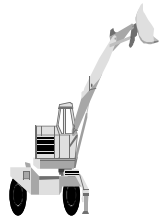
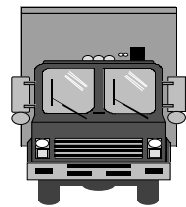
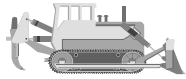


Portland	<ul style="list-style-type: none"> •Number of drug houses generating complaints. •% of citizens who feel safe •Victimization rate for burglary •% of citizens who rate overall police services as good or very good •Average high priority travel time •% of residents who know their neighborhood police officer •Feeling of safety walking in neighborhood during the day (very safe) •Feeling of safety walking in neighborhood during the night •Willingness to work with police to improve neighborhood
ICMA	<ul style="list-style-type: none"> •Response time to emergency calls •Average time from receipt of call to dispatch •Average time from dispatch to arrival •Total average time from receipt to arrival •Number of arrests/detentions •Number of crimes per 1000 population (violent, property) •Percent of respondents who reported feeling either very safe or reasonably safe walking alone in their neighborhood during the day
Coral Springs, FL	<ul style="list-style-type: none"> •City safety rating •City crime rate increase adjusted for population •Police department overall performance rating •Burglary rate increase adjusted for population •% of customers who know neighborhood officers •# of identified gang members
Phoenix	<ul style="list-style-type: none"> •% of responses to emergency calls for service which are less than 5 minutes •% of 911 calls answered within 10 seconds •Maintain a burglary clearance rate of ____ •% of neighborhood narcotics complaints responded within 5 days •Maintain a homicide clearance rate of _____

- Milwaukee
- Increase the percentage of crimes cleared to 34%
 - City ranking among comparable cities of its size for Part I UCR offenses.
 - Sixty percent or more of city residents will rate police services and interactions as “satisfactory” or better
-
- ICMA/Urban Institute
- # of reported crimes per 1,000 population, total and by type of crime
 - % of (a) households, (b) businesses victimized
 - # and rate of persons (a) physically injured, (b) killed in course of crimes or nontraffic, crime-related police work - including victims and police
 - % of domestic quarrels and other disturbance calls with no arrest and no second call within x hours
 - # of injuries to (a) citizens (after police arrival), (b) police per 100 domestic quarrel calls
 - % of adult arrests that survive preliminary court hearing (or state attorney’s investigation) and % dropped for police-related reasons, by type of crime
 - % of adult arrests resulting in conviction or treatment (a) on at least one charge, (b) on highest initial charge, by type of crime.
 - % of stolen property that is subsequently recovered: (a) vehicles, (b) other property
 - % of (a) citizens, (b) businesses that feel police respond fast enough when called
 - % of (a) citizens, (b) businesses that feel police are generally helpful, cooperative, and sensitive to their concerns.



PUBLIC WORKS



ICMA	<ul style="list-style-type: none"> •Percent of lane miles with satisfactory rideability •Percent of respondents rating the condition of streets and roads in their neighborhood as good or mostly good.
Coral Springs	<ul style="list-style-type: none"> •Compliance rate with state and federal required water quality tests •Vehicle downtime
Phoenix	<ul style="list-style-type: none"> •Motorized fleet equipment: cost per mile; vehicles per mechanic •Work order completed •Timely replacement of vehicles •% of missed collections •% of collections not completed on schedule •# of customer complaints per 1,000 customers •% of customers participating in recycling •Tons of refuse collected •Number of households served
Milwaukee	<ul style="list-style-type: none"> •Street pavement condition index •% of bridges rated above a condition rating of 50 •Citizen satisfaction rating for street lighting. •Citizen satisfaction rating for playgrounds •% of paving projects resulting in tree borders at least 5 feet wide. •% of paving projects resulting in boulevards at least 20 feet wide. •% of residents rating boulevards good or excellent •Average percentage reduction in bus travel time (minutes) on 10 major bus routes. •Residential solid waste land filled per capita •% of citizens rating the city clean or very clean •# of sewer service backups •% of city buildings with condition assessments

ICMA/Urban

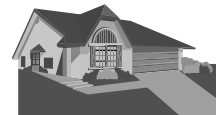
- % of (a) streets, (b) alleys, the appearance of which is rated satisfactory Institute (or unsatisfactory)
- % of (a) households, (b) businesses rating their neighborhood cleanliness as satisfactory (or unsatisfactory)
- # and % of blocks with one or more health hazards
- # of abandoned automobiles
- # and % of collection routes not completed on schedule

ICMA

- Number of additional low/moderate income housing units provided with public financial assistance
- Percent of low/moderate income housing units provided with financial assistance relative
- To the total number needed
- Percent of all substandard housing units that were rehabilitated

Phoenix

- Avg annual rent delinquent in conventional housing
- Public housing units ready for occupancy
- Capital projects rating
- Number of houses painted
- Number of houses rehabbed
- Number of drug elimination participants
- Number of Economic initiatives graduates
- % of zoning pre-application meetings held in 2 weeks of request
- % of zoning adjustment hearings held within 3 weeks of request
- % of zoning verification letters completed within 10 days
- % of privately filed tax amendments completed within 90 days target
- Number of unanswered calls per day



LICENSES & INSPECTION



- | | |
|-------------------|---|
| Phoenix | <ul style="list-style-type: none"> • Total building permits issued • Average inspection per building inspector (commercial and residential) • Single-family permits issued • % of building plan reviews completed within target date • Commercial building safety inspections • Residential building safety inspections • % of inspections performed on day scheduled • Customer survey results |
| Milwaukee | <ul style="list-style-type: none"> • Houses rated below average • Landlords who have no drug problems in properties after Landlord Training class • Three-year average public fires per thousand |
| Coral Springs, FL | <ul style="list-style-type: none"> • Building inspection process rating • Plan review process rating • Plan review cycle time • Structural division rejection of building plans • Citywide customer satisfaction rating • Sign permit process cycle time |

ECONOMIC DEVELOPMENT



- | | |
|----------|--|
| Phoenix | <ul style="list-style-type: none"> • Acres of City-owned property managed for lease or sale • Number of conventions at Civic Plaza • Unit occupancy rate • Operating costs per unit • Number of trade shows • Economic Development number of projects in process • Value of economic development projects • Economic impact of conventions |
| Portland | <ul style="list-style-type: none"> • Creation/retention of 1500 jobs in the city • Assisting 100 retention/recruitment projects in the city • Completion/implementation of four Target Industry business development strategies |

Milwaukee

- City unemployment rate as a percent of metropolitan area
- Job creation, job retention, and attracting new businesses
- Ratio of two-year average percent change in the city's residential property values to the CPI rate of change.
- Number of promotional publications, promotional events, media promotions

Austin

- % of women enrolled in WIC during their first Trimester
- % of postpartum women enrolled in WIC who are breastfeeding
- Immunization rate at school based center
- % of clients surveyed rating services as satisfactory
- Resolution of problems identified through wellness exams
- % of youth completing summer employment program
- % of youth returning to school
- % of youth avoiding arrest

Phoenix

- Number of on-the-job training placements
- Vocational training/on-the-job training retention rates at 90 days
- Number of people attending senior centers
- Number of home delivered meals provided
- Number of info and referral services provided
- Number of clients served by counseling programs

Milwaukee

- Percent of two-year-olds immunized
- Infant mortality rate
- Environmental quality index
- Consumer product/service quality index
- Five-year average premature death rate from breast cancer, smoking-related disease, and cardiovascular disease

HUMAN SERVICES



HEALTH



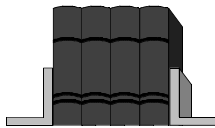
HEALTH



Portland/
Multnomah
County

- % of citizens who have access to basic healthcare
- Reduce the pregnancy rate per 1,000 females ages 10-17
- Increase the %of healthy birthweight babies
- Increase the % of infants whose mothers did not use illicit drugs, alcohols and/or tobacco during pregnancy
- Increase the # of people who have access to basic health care
- Increase the % of child care facilities which meet established basic standards

LIBRARY



Multnomah

- Annual circulation, and broken out by whether central library or branch County as per 1000 population
- Annual in-library materials use, and broken out by whether central library or branches per 1000 population
- Annual reference transactions, and broken out by whether central library or branches per 1000 population
- Percent of population in service area that are registered borrowers
- Percent of households indicating they have used the library in the last twelve months

Milwaukee

- Circulation, in-house use, and reference transactions per capita
- Hours of annual use of computers, networks, and automated services.
- Library visits per capita
- % of children using library
- # library items checked out per capita
- Turnover rate - avg. annual circulation per physical item in the library's collection
- # of family child care homes served by early childhood resources
- % of high demand materials processed within 4 days

Milwaukee

- % of designated opinions completed within 30 days
- % of designated opinions completed within 90 days
- % of cases resolved by pre-trial evaluations
- Personal property tax judgments collected



