Performance Measurement

CONTINUOUS IMPROVEMENT

"..the only measure of a great time – or a great organization – is whether it accomplishes what it sets out to accomplish"

PATRICK LENCIONI

Last Week Tonight with John Oliver

"Ghost governments."

"Think of a special district like a cult, it can take your money and you may not be aware that you're in one."

Little Hoover Commission

Special Districts: Relics of the Past or Resources for the Future?

May 2000

Special Districts: Improving Oversight & Transparency

August 2017

LITTLE HOOVER COMMISSION

What if…
We clearly communicated what we do,
Why we do it,
And how well we do it?
Wouldn’t that make a difference?

"Imagine playing or watching a football game and not knowing the score."

Patrick Lencioni

Performance Measurement

- **What** is it?

- Defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.

Performance Measurement

Why use it?

- Communicate to the public, elected officials and employees how well the organization is performing.
- A tool to analyzing performance and then make changes, if need be, to improve.
- Demonstrates open government.

Why measure?

If you Don't measure results – You Can't tell success from failure

If you Can't see success – You Can't reward it

If you Can't reward success – You're probably rewarding failure

If you Can't see success – You Can't learn from it

If you Can't recognize failure – You Can't correct it

If you Can demonstrate results – You Can win public support

David Osborne and Ted Gaebler. 1992.
Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector

Performance Measurement

How do you know your organization is performing efficiently and effectively?

- Expenditures are under budget?
- Number of permits issued in a year?
- Number of service calls?

Performance Measurement

- Benefits?

- Improves communications internally and externally
- Reflects citizen demands for evidence of program effectiveness
- Helps justify programs and their costs
- Improves public accountability and policy decision making
- Gives staff the data we need to improve performance
- BUILDS PUBLIC TRUST

What's in it for us?

"Residents who experienced…

'operational transparency' in government services – seeing the work that government is doing – expressed more positive attitudes toward government and greater support for maintaining or expanding the scale of government programs."

Harvard Business School study, 2013

Performance Measurement

Performance + Accountability + Transparency + Engagement =

TRUST

*March 2013, PM Magazine Special Report

Performance Measurement

- **What it's not?**

- A way to reprimand employees for not achieving desired results
- Easy
- Intended to address every possible equity measure (widgets)

"The key is always to measure the right thing."

Patrick Lencioni

Performance Measurement

Types of Measures

Inputs

Resources that are put into a process in order to achieve an output such as, labor, capital equipment and/or raw materials.

Examples:

- O&M expenditures for wastewater system
- Hours paid to wastewater maintenance workers
- Expenditures for special programs

Performance Measurement

Types of Measures

Outputs (Workload Measures)

Calculation, recording, or tabulation of the results of an activity, effort or process that can be expressed in numbers

Examples:

- Number of phone calls received in the front office
- Number of engagements on social media
- Number manholes plugged and sealed

Performance Measurement

Types of Measures

Efficiency

The relationship between resources used and services produced. Sometimes this relationship is expressed in terms of unit cost

Examples:

- Cost per mile of wastewater pipes cleaned
- Expenditures per code violation case closed
- Cost per work order completed

Performance Measurement

Types of Measures

Outcome (Effective Measure)

Gauge the quality of services and the extent to which the objective is being achieved

Examples:

- Citizen and customer satisfaction ratings
- Percent of sewage spilled reached surface water
- Percent of complaints responded within one day

"Plans are worthless, planning is everything."

Dwight D. Eisenhower

Performance Measurement

Performance Measurement Team was established consisting of:

Scott Carroll, General Manager

Noelani Middenway, District Clerk

Steve Hodges, Finance Manager

Steve Cano, Wastewater Maintenance Superintendent

Dyana Bojarski, Management Analyst II

Gina Terraneo, Management Analyst II

Nabila Guzman, Management Analyst I

Performance Measurement

Team's Objective:

1. **Develop performance measurement outcomes that are meaningful**
2. **The data obtained is defendable**
3. **The measures are:**
   - **Short and concise**
   - **Easy to read and understandable**
4. **On-going monitoring and evaluation**

Performance Measurement Team questions for evaluation:

What happened?

Why did it happen?

How did it happen?

Was this the most efficient use of resources?

How effective was the effort?

How can we improve on the results?

Performance Measurement

What are we trying to achieve?

Efficiency
Effective Workforce
Customer Satisfaction
Cost Effectiveness
Citizen Engagement
Transparency
Organizational Excellence

A quality attributed to Organizational Excellence

Goal to achieve

Why attribute is important

White: No outcome; Green: Outcome fully met the goal; Yellow: Outcome missed the goal, but close OR making progress to achieving the goal; Red: Clearly missed the goal OR a very bad trend; 👍 up= trend better; 👎 down= trend worse; ≤ is "less than or equal"; ≥ means "greater or equal"

ATTRIBUTE	WHY IMPORTANT?
Recruit and retain a highly engaged and effective workforce	A high performing and engaged workforce will achieve desired results and move the organization forward to achieving its mission.

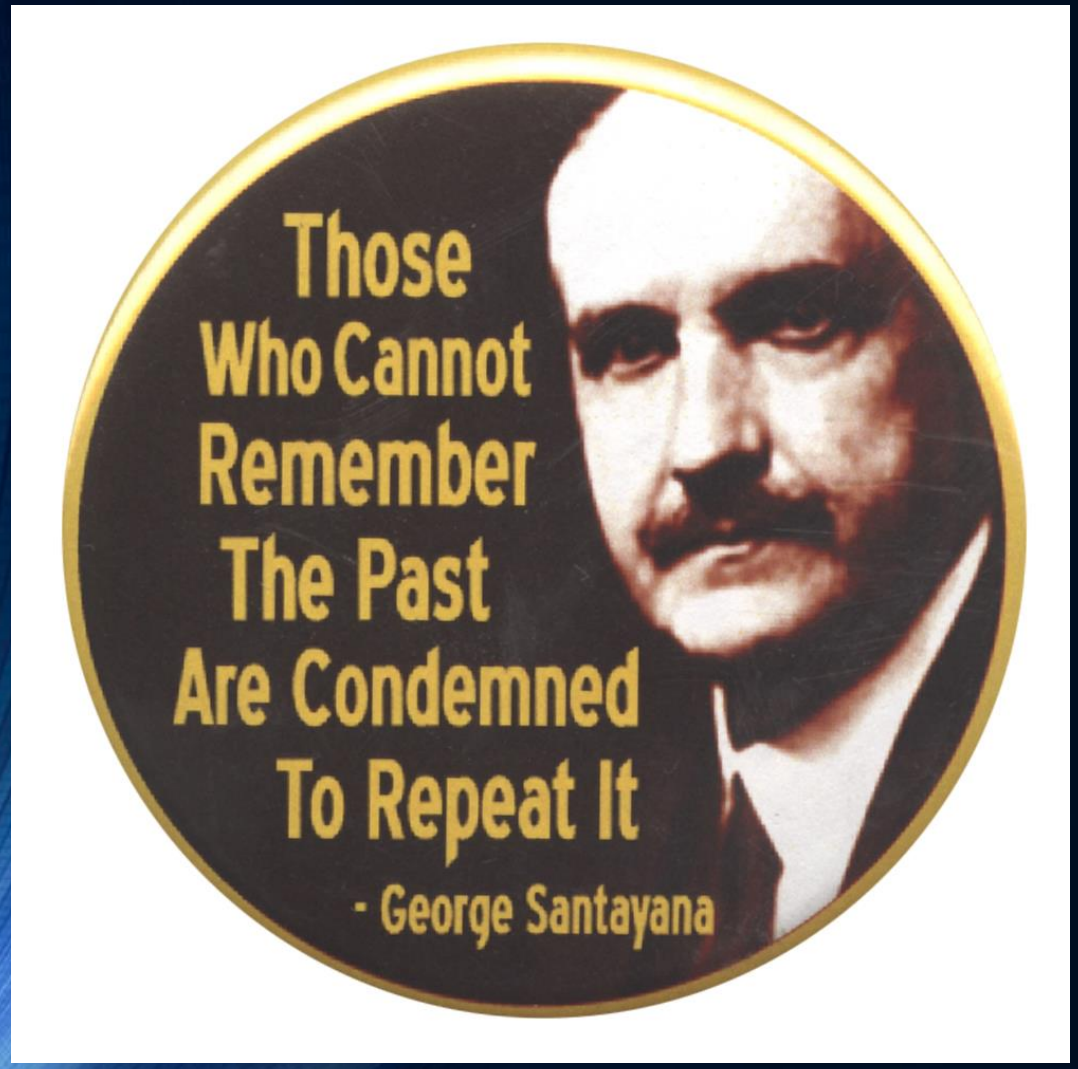
Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Number of days lost due to workplace related injuries	0	0	0	0	👍	
Experience Modification (EMOD)	≤ 100%	105%	96%	80%	👍	The EMOD rate is used by insurance companies to gauge both past cost of injuries and future chances of risk. The lower the EMOD the lower workers compensation insurance premiums will be. An EMOD greater than 100% means CMSD is riskier than average. An EMOD less than 100% means CMSD is safer than average. 2018 EMOD is lowest in past five years.

Color coded to easily identify outcome achieved or not

Identifies outcome trend good or bad

Provides descriptive analysis of measure and/or outcome

Performance Measurements



Historical Trending

White: No outcome; Green: Outcome fully met the goal; Yellow: Outcome missed the goal, but close OR making progress to achieving the goal; Red: Clearly missed the goal OR a very bad trend; 👍 up= trend better; 👎 down= trend worse; ≤ is "less than or equal"; ≥ means "greater or equal"

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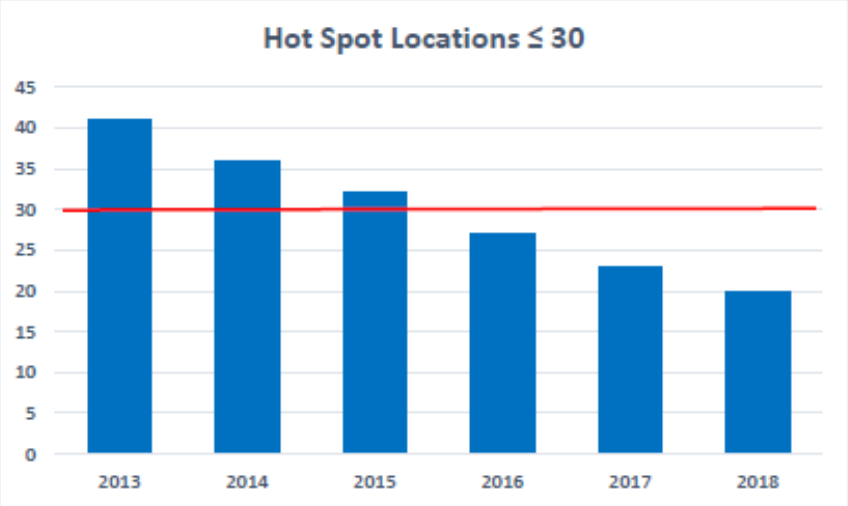
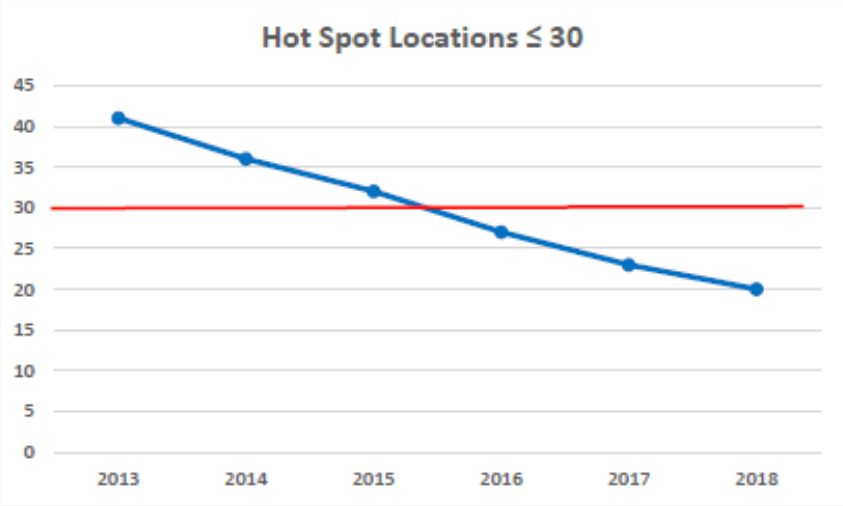
Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		2016	2017	2018		
Hot spot locations	≤ 30	27	23	20	👍	Hot spot locations require higher frequency of cleaning (e.g. 2 to 3X per year). Reducing the number of hot spots allow CMSD to reallocate more staff hours dedicated to cleaning the entire system within 18 months.





"However beautiful the strategy, you should occasionally look at the results."

Sir Winston Churchill

Performance Measurement Linked to Strategic Plan

Measures		**Strategic Plan**
Number of days lost due to workplace related injuries	⟷	Goal # 6.3 – Promote a safety culture within the organization
Rain ingress entering wastewater system	⟷	Goal # 1.2 – Inflow Reduction Program
Results of performance audit for exclusive solid waste franchise hauler	⟷	Goal # 2.2 Annual contract audits
Solid Waste Diversion Rate	⟷	Goal # 2.4 – Develop strategies for 75% waste diversion

Don’t be surprised when measures are revised

What's next?

1. Post performance information on website and on social media
2. Discuss performance data in open public meetings (e.g. Citizens Advisory Committee, Board of Directors, State of the District, Citizens Environmental Protection Academy.)
3. Develop and adopt policies and procedures to a systematic approach to measure, analyze and report on performance of services provided by CMSD that strive for continuous improvement
4. Submit application to International City/County Management Association (ICMA) for Certificate of Excellence in Performance Management
5. Collaborate with California Special Districts Association (CSDA) on establishing networking groups to compare data (Benchmark Districts).
6. Share Performance Measurement Program during breakout sessions at CSDA General Manager Leadership Summit and annual conference.
7. Create Dashboards

Part 1 Crimes in Fort Collins (per 1,000 population) | Fort Collins Community Dashboard - Google Chrome

Not secure | fortcollins.clearpointstrategy.com/safe-community/part-1-crimes-in-fort-collins-per-1000-population/

Return to fcgov.com

Select Language

Part 1 Crimes in Fort Collins (per 1,000 population)

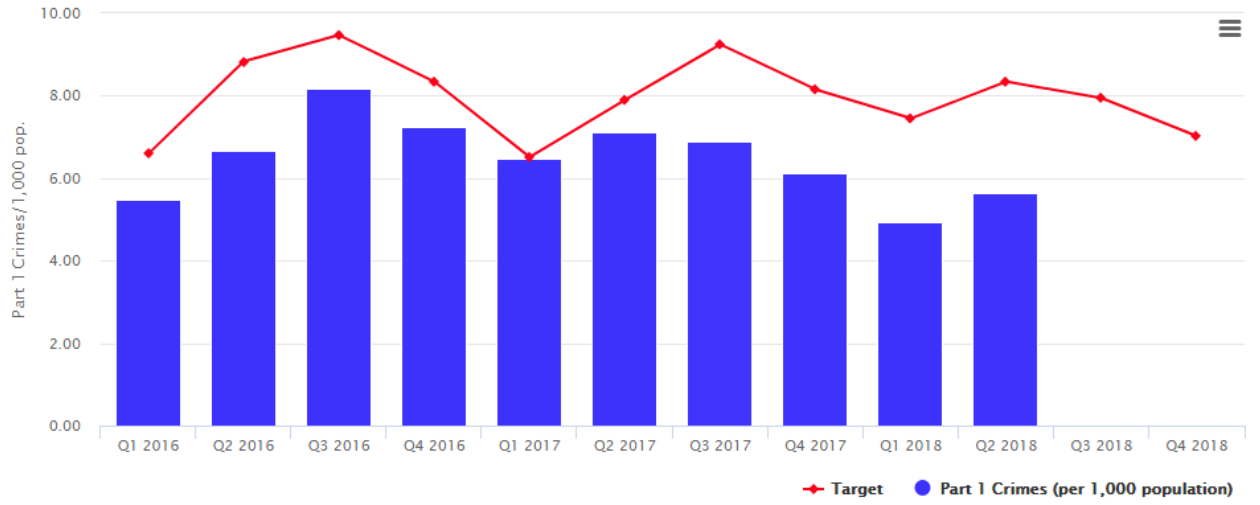
<< Return to Safe Community

Subscribe to Quarterly Email Updates

enter email address

Go

Desired Result: Below Target



<< Previous Metric

Next Metric >>

Analysis of Performance

- Quarter 2 of 2018 saw a Part I crime rate lower than the expected norm for this particular quarter.
- Crime rates can fluctuate greatly, especially when measured on a quarterly basis. For this reason Fort Collins Police Services looks at expected normal ranges per quarter. This accommodates for the seasonality we experience in crime and measuring the rate accommodates for the changes in population that the city experiences over time.

“People…operate with beliefs and biases.

To the extent you can eliminate both and replace them with data, you gain a clear advantage.”

Michael Lewis – Moneyball: The Art of Winning an Unfair Game

Moneyball (2011)

Questions?