



Agenda Item Details

Meeting	Nov 26, 2018 - Board of Directors Special Meeting
Category	C. ITEMS OF STUDY
Subject	2. Performance Measurement Program
Access	Public
Type	Action
Fiscal Impact	No
Recommended Action	That the Board of Directors direct staff to bring this item back to the November 29, 2018 Board of Directors meeting for approval consideration
Goals	5.0 Administrative Management

Public Content

To: Board of Directors

From: Scott Carroll, General Manager

Date: November 13, 2018

Subject: Performance Measurement Program

Summary

A new tool has been developed to engage with staff, the Board and members of the public on how well the District is performing. A Performance Measurement Program has been developed to determine how well the District is performing in areas of efficiency, effective workforce, customer satisfaction, cost effectiveness, citizen engagement and transparency. The purpose of the program is to continually look at ways to improve and/or enhance the level of service that is being provided internally to staff and externally to the public.

Recommendation

That the Board of Directors direct staff to bring this item back to the November 29, 2018 Board of Directors meeting for approval consideration.

Analysis

Public demand for local government service has been rising steadily for the past decade along with the insistence that services be provided efficiently and effectively. In addition, the public is demanding that local government programs produce their intended results, but how do you know when a local government is operating efficiently, effectively and producing the intended results? Local governments that are in pursuit of service quality, efficiency and intended results have been using performance measurement as a useful tool that confirms their success and alerts to programs in need of greater scrutiny.

Citizens like to be reassured that their government officials are properly minding the store. Many citizens may have little interest in most of the details that are required for delivering effective and efficient services, but they rightfully expect their elected and appointed officials will monitor the agency's performance and will ensure the quality of service is provided at a fair price. A good set of performance measures is important for building accountability throughout the organization. By compiling and analyzing data against a benchmark government officials can confirm if the organization is meeting expectations and delivering quality of service. In addition, publication of performance measures allows elected officials to be accountable to their constituents for local government operations as a whole.

According to David N. Ammons 2007 article in County and Municipal Government in North Carolina, "True accountability means more than just assuring the public that revenues are properly collected and reported and that expenditures are made in accordance with prescribed procedures. Accountability includes these important assurances but also entails assurances to the public that government resources are

being spent wisely as well as legally and that service of good quality are being produced efficiently. Performance measurement offers a tool for providing such assurances."

There are many types of performance measurements including input, output, efficiency and outcome. The District's Performance Measurement Program will focus on outcome measures because the measures will gauge the quality of service and the extent to which the objective is being achieved. For example, the number of sanitary sewer overflows per 100 miles or percent of complaints responded by staff within one business day are outcome measures. Determining the organization's efficiencies can be engaged using outcome measures. For example, the average number of business days it takes staff to respond to a public records request (PRA) with the requested documents is an outcome measure that tracks staff's efficiency to responding to PRAs. Output measure are used to demonstrate the productivity of the organization. The District will use output measures to demonstrate the District's commitment to actively engage with residents through social media outlets. For example, the number of engagements on Twitter, Facebook and Instagram is an output measure.

A Performance Measurement Team consisting of the general manager, district clerk, finance manager, wastewater maintenance superintendent and several management analysts was created to develop the District's Performance Measurement Program. The Team established the following objectives:

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

The Team identified the following functions or attributes to measure for organizational excellence.

1. Efficiency
2. Effective Workforce
3. Customer Satisfaction
4. Cost Effectiveness
5. Citizen Engagement
6. Transparency

Each attribute will have four to ten measures related to the attribute. In addition, each measure will be tied to strategic goals identified in the 2015-20 Strategic Plan. Attached are the Attributes and Measures that include 2018 data from January 1 through October 31. On October 10, 2018, the Citizens Advisory Committee reviewed and discussed the proposed program. Questions were asked and answered regarding workplace related injuries, percentage of sanitary sewer overflows reaching surface waters, and staff's reaction to the new program. The CAC unanimously approved the Performance Measurement Program and directed staff to present the proposed program to the Board of Directors for your approval consideration.

It should be noted that the program has been slightly revised since it was first presented to the CAC. For instance, staff added bar charts and graphs to help illustrate performance trends and an additional measure, Solid Waste Disposal Rate per Capita, was added to the program. The Performance Measurement Program is a working program that will be revised from time to time to ensure the right measures are being monitored.

If the Board approves the Performance Measurement Program, the following next steps will be taken in the program.

1. Post performance measurement information on CMSD website and on social media.
2. Continue discussing performance data in open public meetings (e.g. CAC, 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 (Benchmarking Districts).
6. Share Performance Measurement Program during breakout sessions at CSDA General Manager Leadership Summit and at the annual conference.
7. Consider creating dashboards.

Legal Review

Not applicable

Environmental Review

Implementing a Performance Measurement Program is an administrative matter that will not result in direct or indirect physical changes in the environment and is not considered a "project".

Financial Review

There are no financial impacts to the District for implementing a Performance Measurement Program

Public Notice Process

Copies of this report are on file and will be included with the entire agenda packet for the November 26, 2018 special meeting at District Headquarters and on District website at www.cmsdca.gov

Alternative Actions

1. Direct staff to report back with more information

Outcome and Performance Measurement Program.pdf (1,052 KB)

Performance Measurement PP.pdf (2,985 KB)

Administrative Content**Executive Content**