

Starting from Scratch in Scottsdale

Striving to build a best practice program

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<http://www.scottsdaleaz.gov/departments/citymanager/performance>



Agree or Disagree?

“One important problem facing local government today is a lack of performance indicators to measure productivity and plan out future program policies. Top management has no management reporting system to assess how their departments are progressing and there is no stable mechanism to accurately record department activities.”



1978 Innovation and Productivity Report

One important problem facing local government today is a lack of performance indicators to measure productivity and plan out future program policies. Top management has no management reporting system to assess how their departments are progressing and there is no stable mechanism to accurately record departmental activities.

MANAGEMENT BRIEF

QUARTERLY PERFORMANCE REPORT

Problem: One important problem facing local government today is a lack of performance indicators to measure productivity and plan out future program policies. Top management has no management reporting system to assess how their departments are progressing and there is no stable mechanism to accurately record departmental activities.

Solution: A quarterly performance report was designed to outline department objectives and provide some standard tools for measurement. Performance indicators were designed and data was then gathered to be compared to past productivity standards.

Impact: The City Council as well as the City Manager and the department heads are able to use this report as a measuring tool to evaluate past activities and set future goals. Because they have comparative information concerning key indicators of performance, they can better predict the future needs of the City.

Transferability: Other cities have adopted this type of program evaluation design.

Contact: Scottsdale Program Evaluation Department - (602) 994-2770

CITY OF SCOTTSDALE

3939 Civic Center Plaza Scottsdale, Arizona 85251

-50-



June, 1978

During the last decade, the City of Scottsdale has earned a national reputation of being innovative. Scottsdale's reputation was built on the City Council's philosophy that local government should constantly search for more efficient and effective methods for delivering services. This philosophy continues to be an integral part of Scottsdale's governmental operations.

The concept of "urban creativity" is practiced and encouraged throughout the organization. About two years ago, the city adopted an employee suggestion program (E.S.P.) which encourages employees at all levels of the organization to submit their ideas for improving city government. The program has been an overwhelming success and has resulted in a substantial dollar savings at a very small cost to Scottsdale citizens. The success of the program is a measure of the pride that city employees have in the quality of Scottsdale city government. This document contains innovations and ideas that have emerged from all levels of the organization. Other concepts are refinements of ideas developed by industry and other governmental agencies.

The section called INNOVATION BRIEFS contains ideas that have improved the efficiency and effectiveness of public services in Scottsdale. These ideas were not only new to Scottsdale when they were introduced, but also were relatively new to the local government field. Many of these now are being used in other cities across the country.

The section called MANAGEMENT BRIEFS contains ideas that improved a public service but cannot be defined as an innovation in the local government field. In many cases, the ideas constitute new and different applications of existing methods and technology making the city's operations more productive.

The purpose of this document is to share our innovations and ideas. We hope that the information benefits other communities as it has benefited Scottsdale. It is also hoped that it will encourage other cities to share their innovations and ideas so that we may benefit from them.

The City of Scottsdale is proud of its reputation and the individuals responsible for contributing to it. It is our desire that this document preserve that reputation as well as enhance it.

Frank Aleshire

Frank Aleshire
City Manager

June, 1978

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About Scottsdale

Scottsdale has 217,965 residents and covers 184.5 square miles

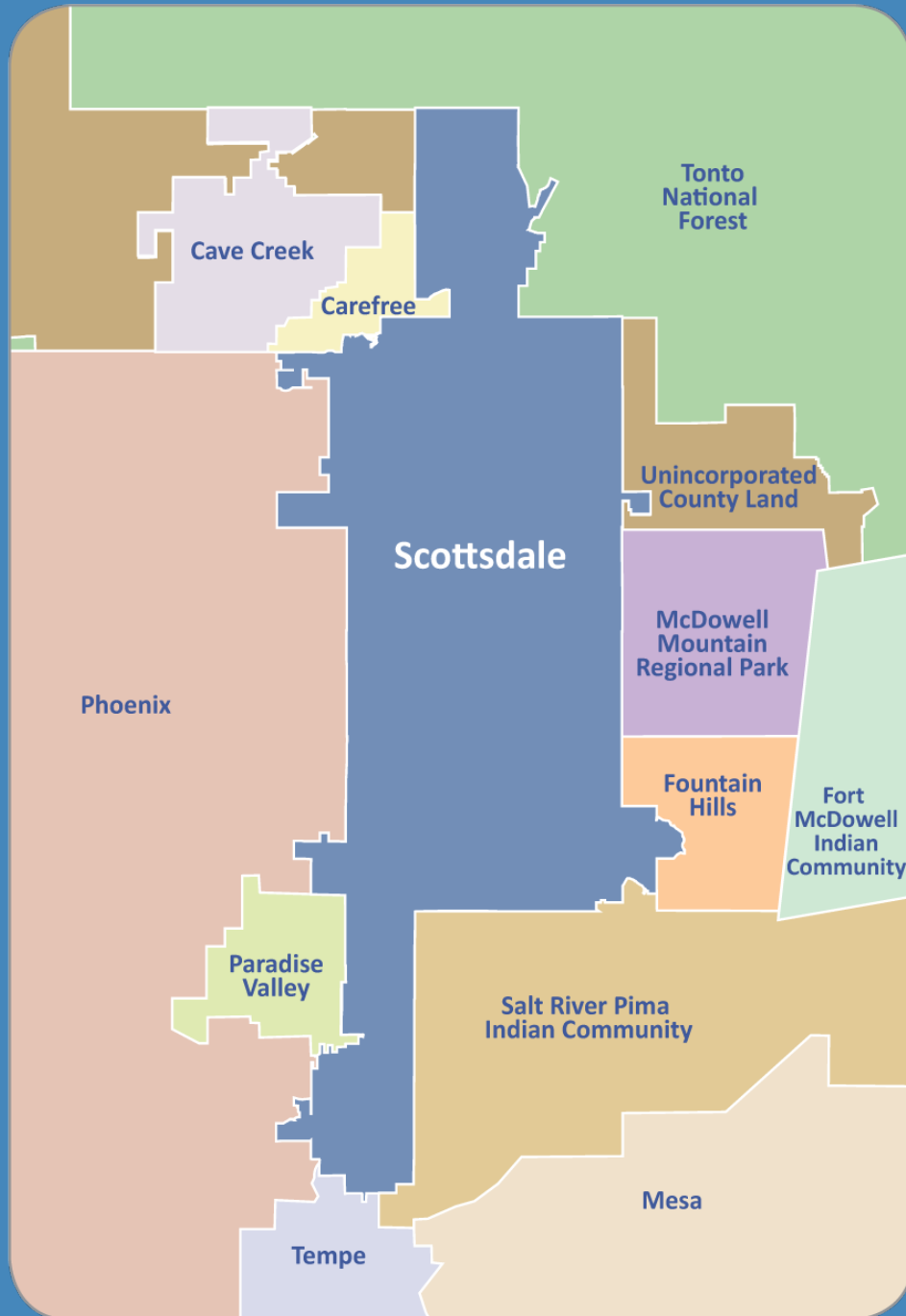
There were 2,172 full-time and 292 part-time employees on July 1, 2012

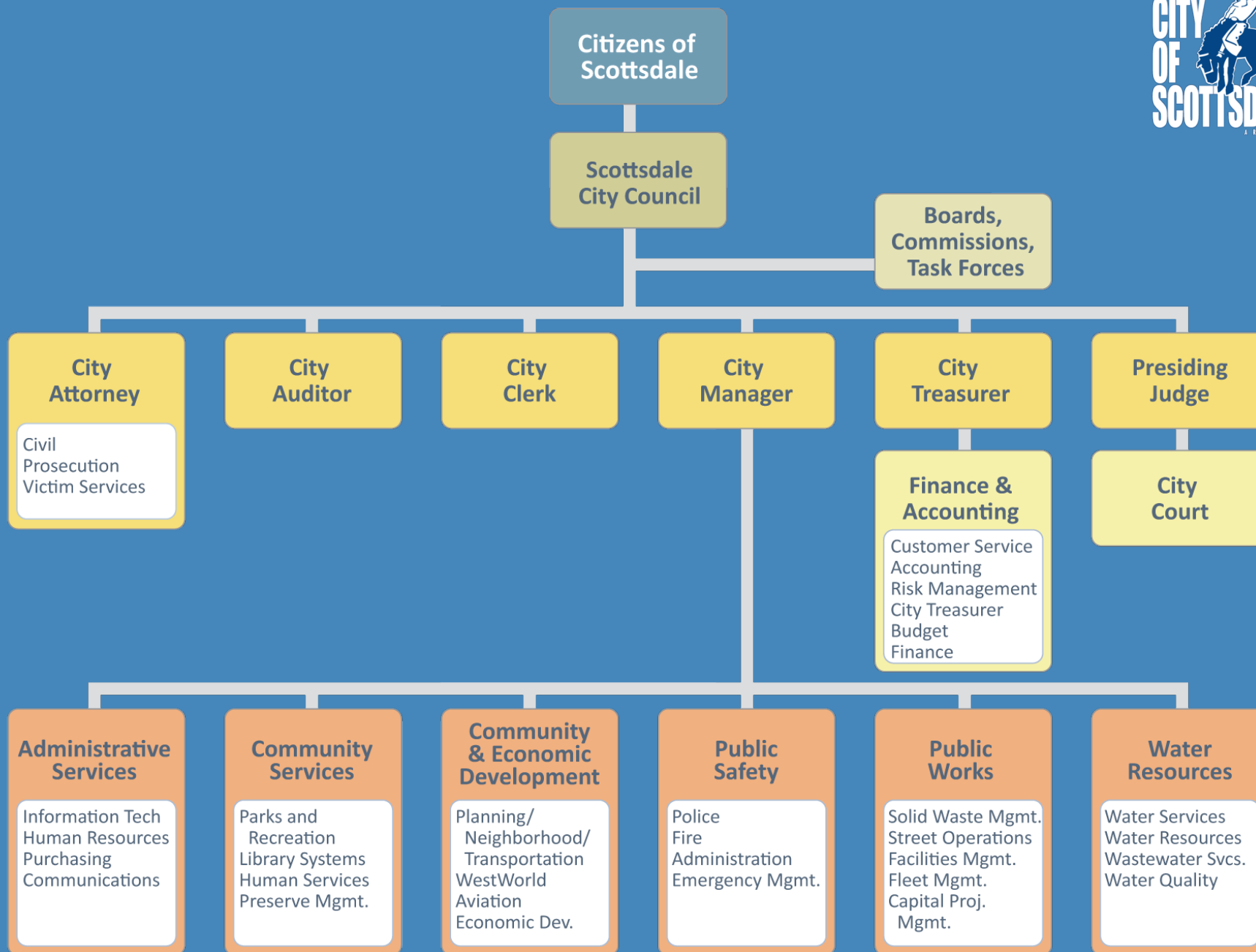
There are over 3 million square feet of maintained city facilities.

There are 42 parks covering 975 acres, 5 libraries, 4 swimming pools, 55 tennis courts and 2 senior centers

There are 4 police stations, 15 fire stations and 10,729 fire hydrants

There are 2,962 lane miles of streets, 300 traffic signals, and 2,064 miles of water main lines





Today's Session

1. Building a Team and an Approach
2. Improved Reporting
3. Increased Focus on Evidence-Based Decision-Making
4. Better Benchmarking
5. Tools we've developed to explain to our organization

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Guiding Principles

- Aligned
- Results focused
- Relevant
- Transparent
- Timely, Accurate and Pertinent
- Transformative
- Sustainable



Adapted from National Performance Management Advisory Commission. 2010. *"A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving."*

Identified Best Practices

1.Visible Leadership

2.Reasonable Approach

3.Regular Reporting

4.Regular Review

5.Compare with others

6.Ask for feedback

7.Drives Resource Allocation/
Rewards

8.Consistently Utilized

9.Strategically Aligned



Adapted from National Performance Management Advisory Commission. 2010. *"A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving."*

An effort consistent with values and required by financial policy

LEARN & GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.



EMPLOYEE

VALUES

PLAN AND INNOVATE FOR THE FUTURE

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for our changing environment and preparing for the future. We consider how our work will be sustained by future generations.

LISTEN, COMMUNICATE, TAKE ACTION

At all levels of communication, we listen to what our customers, our citizens, and our employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address or resolve issues or concerns.

RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

COLLABORATE AS A TEAM

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

LEARN & GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

FOCUS ON QUALITY CUSTOMER SERVICE

We provide quality service and strive to exceed the expectations of our customers.

BE ACCOUNTABLE & ACT WITH INTEGRITY

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

SHOW CARING & COMPASSION FOR OTHERS

We show and share compassion for others (citizens, customers and other employees) in times of need. We believe in helping.



Table of Contents

Overview Comprehensive Financial Policies & Governing Guidance

Operating Management

1. All divisions will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to ensure compliance with policy, sunset provisions will be required on all grant program initiatives and incorporated into other service plans, as appropriate.
2. The budget process is intended to weigh all competing requests for city resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
3. Annual budgets shall include documentation that programs met intended objectives ("effectiveness criteria") and provide value in terms of dollars allocated ("efficiency criteria").
4. The budget shall be considered balanced if all sources of revenue, as estimated, are equal to, or exceed, the total of amounts proposed to be used in the operating budget for the current fiscal year, by fund. To the extent unencumbered balances from the preceding fiscal year are required to achieve a balanced budget, use of unencumbered balances from the preceding fiscal year will be only as authorized by City Council.
5. The Budget Review Commission is responsible for reviewing the operating budget (division and program/service funding); the capital budget; the revenue forecast, taxes, and fees; and financial policies. (On August 29, 2011 the City Council decommissioned the Budget Review Commission.)
6. The full City Council will solicit citizen input and review the operating and capital budget recommendations from a divisional, program, and goals perspective.
7. Revenues will not be dedicated for specific purposes, unless approved by City Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
8. A diversified and stable revenue system will be developed to protect city services from short-term fluctuations in any single revenue source.
9. Balanced revenue and expenditure forecasts will be prepared annually and include a five-year plan for each fund to demonstrate the city's ability to adapt to forecast changes in the economy, service demands, and capital improvements.
10. Enterprise (Water, Water Reclamation, Solid Waste Management, and Aviation) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, debt service, provide adequate funding for future capital needs and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be developed pursuant to a multi-year financial plan that levels the impact of user rate changes.
11. All other user fees and charges will be examined periodically to determine the direct and indirect cost of service recovery rate, excluding voter-approved debt service. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
12. Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover all direct and indirect development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents.
13. The replacement of General Fund capital equipment replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating divisions are sufficient for operation and replacement of vehicles and other capital equipment (fleet, information technology infrastructure, phones and copier systems). Replacement costs will be based upon equipment lifecycle financial analysis.

3. Annual budgets shall include documentation that programs met intended objectives ("effectiveness criteria") and provide value in terms of dollars allocated ("efficiency criteria").

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Continuous Improvement Over Time

Budget Examples

Performance Measures

Program / Service Outputs: (goods, services, units produced)

	Actual 06/07	Actual 07/08	Projected 08/09	Estimated 09/10
Charges filed / charges adjudicated (resolved)	201,866/ 216,000	221,400/ 219,980	115,453/ 141,068	116,608/ 114,276
Total fiscal year financial assessment	\$27,957,735	\$26,010,148	\$23,455,760	\$19,101,518

Program / Service Outcomes: (based on program objectives)

	Actual 06/07	Actual 07/08	Projected 08/09	Estimated 09/10
Maintain a charge adjudication rate of 100%	107%	99%	122%	98%
Achieve/maintain an 80% payment rate of total financial assessments	78%	80%	78%	77%



FY 2009/10 (Before)

Performance Measures

	ACTUAL 2008/09	PROJECTED 2009/10	ESTIMATED 2010/11
CourTools © 1: Access and Fairness Survey (1)	82%	N/A	85%
CourTools © 2: Clearance Rates (2)	128%	105%	105%
CourTools © 3: Time to Disposition (3)	88%	89%	93%
CourTools © 4: Age of Active Pending Caseload (4)	95%	96%	97%
CourTools © 9: Court Employee Satisfaction (5)	98%	81%	90%
Total Cases filed per Judicial Officer (6)	11,664	12,786	13,041

The first five performance measures are CourTools © , developed by the National Center for State Courts, which are a set of ten trial court performance measures on court operations. Scottsdale City Court has begun to utilize some of these measures which are footnoted below to explain how they are compiled. The sixth measure is an internal work load statistic. The remaining five CourTools © will be implemented in FY 2010/11.

1. Court user ratings on court's accessibility and treatment of customers in terms of fairness, equality, and respect. (Average Ratings shown)
2. Number of resolved charges as a percentage of the number of charges filed.
3. Percentage of cases (DUI cases measured) disposed or otherwise resolved within 180 days from date of filing; standard is 93 percent of cases resolved within 180 days of filing.
4. Age of active cases (DUI cases measured) pending before the court, measured as the number of days from filing to report date; standard is the age of all DUI cases (percentage shown) to be equal to or less than 180-days.
5. Survey results to gauge employee perspective on the quality of the work environment and relations between court staff and management.
Number of responses and response rate was 24 or 39% for FY 2008/09, and 34 or 52% for FY 2009/10. (Average ratings shown)
6. Total number of cases filed per Judicial Officer annually for six operational courtrooms (4 criminal and 2 civil)



FY 2010/11



FY 2011/12

Performance Measures

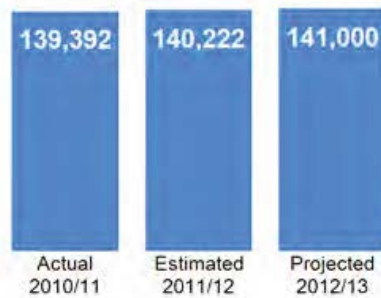
Description	Actual 2009/10	Projected 2010/11	Estimated 2011/12
CourTools © 1: Access and Fairness Survey	n/a	81%	n/a
CourTools © 2: Clearance Rates for All Cases	105%	104%	104%
CourTools © 3: Time to Disposition	89%	98%	97%
CourTools © 4: Age of Active Pending Caseload	96%	93%	93%
CourTools © 5: Trial Date Certainty	n/a	90%	91%
CourTools © 6: Reliability and Integrity of Case Files	n/a	95%	95%
CourTools © 7: Collection of Monetary Penalties	n/a	54%	55%
CourTools © 8: Effective Use of Jurors	n/a	33%	35%
CourTools © 9: Court Employee Satisfaction	81%	87%	89%
CourTools © 10: Cost per Court Case	\$65.70	\$72.09	\$71.03
Total Cases filed per Judicial Officer	12,786	12,468	12,916
Total Cases / Charges filed for City Court	76,718 / 108,775	75,000 / 103,500	77,500 / 104,000

National Center for State Courts CourTools © performance measures are used.

- 1) Goal is 85% for overall rating by court visitors answering "Strongly Agree" or "Agree" to survey questions about fairness and accessibility. 180 surveys were received over a 1.5 day sample time frame.
- 2) Goal is 100%. The Court averages 6,268 incoming cases and 6,864 outgoing cases per month (Clearance rate equals outgoing cases / incoming cases).
- 3) Standard is 100%. Percentage of cases resolved within established guideline of 180 days. The average age of a disposed case is 58 days. 71% of all cases are disposed within 90 days while 80% of all cases are disposed within 120 days. The Court averages 6,864 outgoing cases per month.
- 4) Standard is 93% of all pending cases have an age less than 180 days. The average age of a pending case is 39 days. 81% of all pending cases have an age less than 90 days, while 94% of all pending cases have an age less than 120 days. The Court averages about 6,268 incoming cases a month.
- 5) Goal is 100% of bench and jury trials are held in less than 2 trial settings. The Court averages 38 trials per month with 31 cases, or 82% meeting the criteria (Jury - 4 cases, 57% and Bench - 27 cases, 84%).
- 6) Standard is 90%. Percentage of cases retrieved within established time frames that met standards for completeness and accuracy. The sample used for this measure was 200 cases (100 pending and 100 closed).
- 7) Goal is 60%. Payments and restitution collected as a percentage of monetary penalties ordered prior to being sent to collection agency. Due to projected improving economic conditions, the Court feels this is an attainable goal. Sample period measured Jul - Dec of 2010 with \$2.08 million ordered.
- 8) Goal is 30-35%. Goal is measured as a percentage of the total potential jurors available compared to the net actual jurors available. Reports from courts around the nation put the average juror yield between 20-30% with Phoenix Municipal Court having a 31% juror yield.
- 9) Goal is 85% of court staff answering "Strongly Agree" or "Agree" to workplace satisfaction questions about work environment and relationship with management. 43 surveys were received (out of a possible 63).
- 10) Goal is \$70.00. Adjusted budget divided by total cases filed.
- 11) Number of cases filed per judicial officer.
- 12) Total Number of cases/charges filed for City Court. A Single case can have multiple charges.

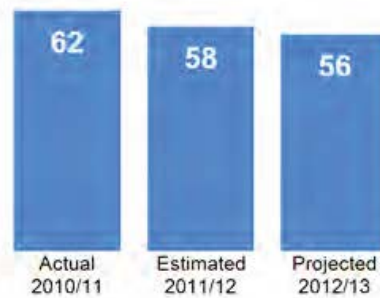
Charted Performance Measures

Volume of Phone and Front Counter
Customer Contacts



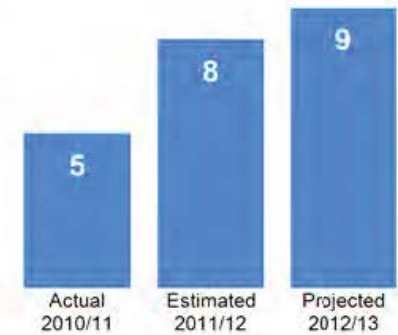
Total number of customers served

FTE Staffing



Ten percent reduction of court staff

Defendant Interactions with Court



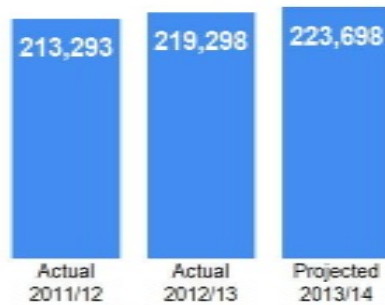
Average number per case



FY 2012/13

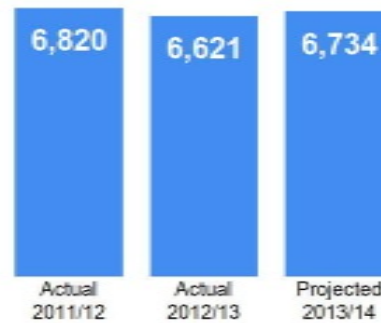
Charted Performance Measures

Volume of Phone and Front Counter Customer Contacts



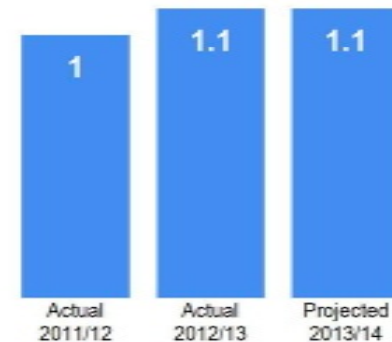
Total number of customer interactions at front counter windows, telephone and interactive voice response (IVR) system.

Adjudicated DUI Charges



Number of driving under the influence (DUI) charges that are sentenced.

Revenue Collected (\$ in millions)



Arizona Department of Revenue's tax interception program allows the court to receive a defendant's refund if they have an outstanding balance with Scottsdale City Court.



FY 2013/14 (a)

Performance Measures	Actual 2011/12	Actual 2012/13	Projected 2013/14
1. Access and fairness survey Note: Survey is performed every other year. The goal is an overall favorable rating of 85% by court visitors regarding court fairness and accessibility.	N/A	87%	N/A
2. Clearance rates for all cases Note: This is the ratio of outgoing cases to incoming cases. In FY 2011/12, there were 82,024 outgoing cases and 76,452 incoming cases. The rate is greater than 100% due to backlog.	107%	113%	110%
3. Time to disposition for all cases Note: This is the percentage of cases processed within 180 days. The goal is 93% for all criminal and civil cases. An objective is to reduce processing time for DUI cases, which will improve the overall rate.	97%	96%	97%
4. Age of active pending caseload Note: The standard is for 93% of all cases to have an active pending date that is less than 180 days. In FY 2011/12, the average was 48 days.	97%	96%	97%
5. Trial date certainty Note: The goal is for 100% of trials (bench and jury) to be held in 2 or fewer settings. In FY 2011/12, there were 464 trials.	86%	80%	86%
6. Case file reliability and integrity Note: The standard is that 90% of sampled cases are retrieved within established time frames and meet accuracy standards.	98%	98%	98%
7. Collection monetary penalties Note: The goal is that the court will collect 65% of the monetary penalties ordered prior to submission to the external collection agency.	64%	62%	64%
8. Effective use of jurors Note: The goal is that 35% of jurors summoned will be available for service. In FY 2011/12, 3,074 jurors were available of the 8,707 summoned.	35%	48%	48%
9. Court employee satisfaction Note: This measures the percentage of court staff who respond favorably to 15 questions regarding workplace satisfaction.	82%	90%	91%
10. Cost per case Note: This is calculated by taking expenditures (less collections expenses) and dividing by cases filed. In FY 2011/12, the net expenditures were \$4.9 million and there were 77,446 cases.	\$63.23	\$67.13	\$68.57
11. Total cases filed per officer Note: In FY 2011/12, there were 77,446 cases and 6 judicial officers.	12,908	12,659	12,722
12. Total cases and charges filed Note: Total number of cases / charges filed in the Scottsdale City Court. A single case can have multiple charges.	77,446 / 101,133	75,952 / 100,707	76,332 / 100,758

The first 10 performance measures are from the National Center for State Courts CourTools ©.



FY 2013/14 b

Continuous Improvement Over Time

Annual Report Examples



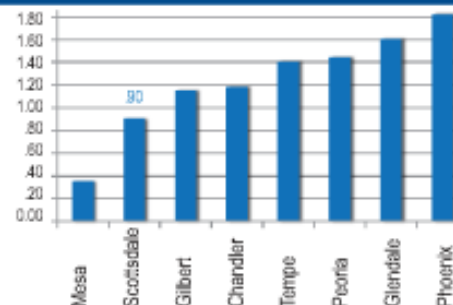
FY 2009/10



How Are We Doing—A Performance Report on Key Missions and Service

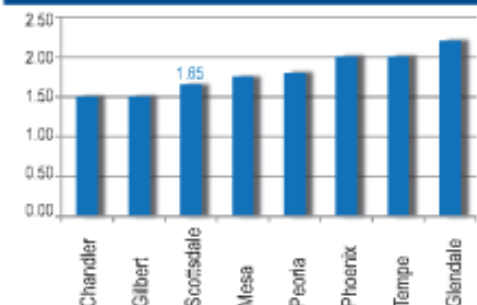
Scottsdale Statistics Fiscal Year End	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10
Population Estimate	226,390	238,270	240,126	242,337	243,501
City Employees (Full-time equivalents)	2,598	2,722	2,798	2,754	2,538
Annual attendance at Parks & Recreation facilities, Human Services facilities and Libraries	7,877,216	7,838,000	7,940,283	8,747,495	8,634,522
Charges adjudicated (resolved) by the City Court	132,096	216,000	219,980	137,887	113,382
New code enforcement cases processed per year	13,137	16,900	15,570	20,568	16,452
Responses by the Fire Department to calls for emergency services	23,952	22,894	22,936	23,953	23,996
Average response time by the Fire Department to urban emergency calls for service (in minutes)	4:20	4:15	4:21	4:23	4:28
Drinking water supplied (million gallons per day)	73.1	72.1	73.7	69.4	68.4
Homes serviced by residential refuse collection	76,300	77,206	78,024	78,607	79,006
Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1)	34.9	37.1	35.6	34.3	29.6
Average response time by the Police Department to emergency calls for service (in minutes)		6:06	5:07	5:07	5:01

Property Tax Rate per \$100 assessed value*

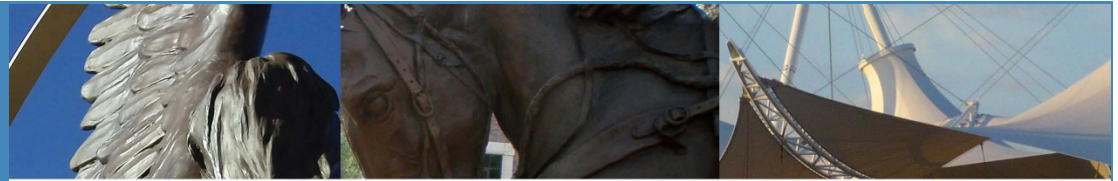


* as of July 1, 2010

Local Retail Sales Tax Rate*



Additional performance measures are available in the FY 2010/11 Budget and the FY 2009/10 Comprehensive Annual Financial Report available at www.ScottsdaleAZ.gov/finance



How are we doing? Measuring our productivity and performance.

Scottsdale Statistics Fiscal Year End	2010	2011	Trend
Acres of land acquired for the McDowell Sonoran Preserve	399	2,001	↑
Annual attendance at parks, community centers and libraries	8,634,522	8,855,120	↑
Charges resolved by the City Court	113,382	108,003	↓
New Code Enforcement cases	16,452	16,000	↓
Responses by the Fire Department to calls for emergency services	23,996	25,586	↑
Average Fire Department response time to emergency calls (in minutes)	4:28	4:22	↓
Drinking water supplied (million gallons per day)	68.4	67.9	↓
Homes serviced by residential refuse collection	79,006	79,342	↑
Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1)	29.6	28.2	↓
Average Police Department response time to emergency calls (in minutes)	5:01	4:57	↓
Scottsdale Airport takeoffs & landings	156,896	136,089	↓
Total citywide transit ridership	3,103,185	2,539,744	↓

Citizen Survey Ratings*	2006	2010	Trend	Benchmark*
Scottsdale as a place to live	94%	96%	↑	Much above
Overall quality of life	90%	94%	↑	Much above
Overall appearance	87%	94%	↑	Much above
Services provided by the city	81%	88%	↑	Much above
Rating service by city employees	76%	83%	↑	Much above
Value of services for taxes paid	69%	74%	↑	Much above

Selected Service Ratings*	2006	2010	Trend	Benchmark*
Police	82%	90%	↑	Much above
Fire	96%	96%	↔	Above
Street Repair	60%	67%	↑	Much above
Garbage Collection	88%	92%	↑	Much above
Recycling	77%	87%	↑	Much above
City Parks	84%	93%	↑	Much above
Public Library	88%	93%	↑	Much above
Code Enforcement	59%	72%	↑	Much above
Drinking Water	42%	52%	↑	Much below
Storm Drainage	48%	70%	↑	Much above

*Percent "excellent" or "good" *Compared to a national database of community ratings

How do we compare with our neighbors?

Property tax rate per \$100 assessed value

PHOENIX	1.82
TEMPE	1.79
GLENDALE	1.60
PEORIA	1.44
CHANDLER	1.27
GILBERT	1.15
SCOTTSDALE	1.09
MESA	0.45

As of July 1, 2011

Local retail sales tax rate

GLENDALE	2.20
TEMPE	2.00
PHOENIX	2.00
PEORIA	1.80
MESA	1.75
SCOTTSDALE	1.65
GILBERT	1.50
CHANDLER	1.50

As of July 1, 2011

Residential utility bill




















































MESA	\$96.10
PHOENIX	\$92.82
GLENDALE	\$91.26
PEORIA	\$78.53
SCOTTSDALE	\$78.03
TEMPE	\$70.69
GILBERT	\$70.07
CHANDLER	\$65.21

Typical water, garbage and sewer charges as of Sept. 1, 2011



FY 2010/11

How are we doing?

Scottsdale Statistics Fiscal Year Ending June 30		2010	2011	2012
	Acres of land acquired for the McDowell Sonoran Preserve	399 	2,001 	4,419 
	Annual attendance at parks, community centers and libraries (in millions)	8.6 	8.9 	8.5 
	Total number of filed charges heard and resolved by the City Court	113,382 	108,003 	100,929 
	Responses by the Fire Department to calls for emergency services	23,996 	25,586 	26,344 
	Average Fire Dept. response time to calls for emergency services (in minutes)	4:28 	4:22 	4:18 
	Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1) *	29.6 	31.9 	32.8 
	Average Police Department response time to emergency calls (in minutes)	5:01 	4:57 	5:11 
	Drinking Water Supplied (million gallons per day)	68.4 	67.9 	69.2 
	Homes serviced by residential refuse collections	79,006 	79,508 	79,787 
	New jobs created in targeted industries	731 	450 	1,465 
	Average hotel occupancy rate	58% 	59% 	62% 
	Total citywide transit ridership (in millions)	3.1 	2.5 	2.5 
	Scottsdale Airport takeoffs & landings	156,896 	136,089 	146,058 
	Maintained landscaped medians and rights of way (in millions of square feet)	17.0 	23.2 	23.5 
	Maintained city facilities (in millions of square feet)	2.9 	3.0 	3.0 

* For the preceding calendar year. Increase due to Census 2010 population estimate recalculation.

Population

Source: Arizona Office of Employment and Population Statistics



Phoenix	Mesa	Chandler	Glendale	Scottsdale	Gilbert	Tempe	Peoria
1,451,970	441,160	238,381	227,446	217,965	213,519	162,503	155,754

Combined Property Tax Rate per \$100 assessed value

Source: City Budget Offices
As of July 1, 2012



Tempe	Glendale	Phoenix	Peoria	Chandler	Scottsdale	Gilbert	Mesa
\$2.14	\$1.90	\$1.82	\$1.44	\$1.27	\$1.23	\$1.15	\$0.51

Local Retail Sales Tax Rate

Source: City Budget Offices
As of Aug. 1, 2012



*on items costing \$5,000 or less

Glendale	Phoenix	Tempe	Peoria	Mesa	Scottsdale	Chandler	Gilbert
2.90%*	2.00%	2.00%	1.80%	1.75%	1.65%	1.50%	1.50%

Monthly Residential Utility Bill

Source: City of Tempe. Typical water, garbage and sewer charges as of January 2012



Mesa	Phoenix	Glendale	Peoria	Scottsdale	Tempe	Gilbert	Chandler
\$101.58	\$93.25	\$92.75	\$83.00	\$80.92	\$76.58	\$69.42	\$67.67

How do we compare with our neighbors?



FY 2011/12

Today's Session

1. Building a Team and an Approach
2. Improved Reporting
- 3. Increased Focus on Evidence-Based Decision-Making**
4. Better Benchmarking
5. Tools we've developed to explain to our organization



Performance Management is...

*... an ongoing, systematic
approach intended to
improve results by
integrating objective
evidence with decision-
making processes.*

Measuring what matters

“What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results and then tracking your trajectory with rigor.”

Jim Collins. 2005. *Good to Great and the Social Sectors*.



...improving results by integrating objective evidence with decision-making processes

“...rigorously assemble evidence – quantitative or qualitative – to track your progress.”



Don't settle for easy measures

“Never give up on an important goal that’s hard to measure in favor of a less important one that’s easy to measure.”

From Robert Lewis. 2009. *“No metrics? Don’t fret; you can still manage without measuring.”* Minneapolis St. Paul Business Journal.



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.*

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“Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared.” Smith and Hartung, 2004

Targets express a specific level of performance the organization is aiming to achieve. **Standards** (also called “benchmarks”) express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations. How else will you know how well you are doing without context?

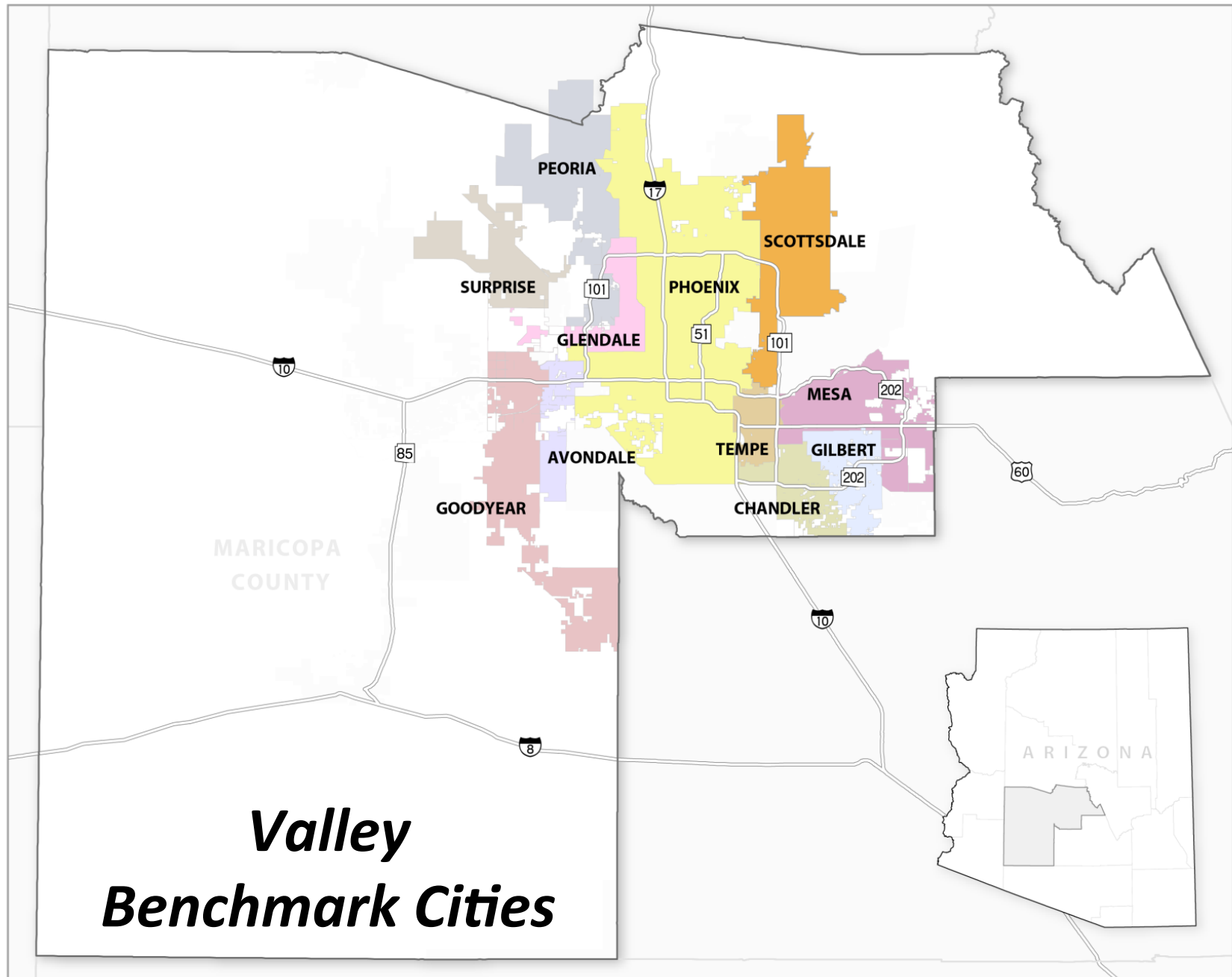




Table 1: Employment and Population Data by County											
County		Population		Daytime Population		Total FTEs		FTEs per 1000		FTEs per 1000 (Daytime)	
Pop.		Net Job Inflow/ Outflow		"Daytime" Population		Total FTEs		FTEs per 1000		FTEs per 1000 (Daytime)	
1,445,632		75,379		1,521,011		15,000		10.4		9.9	
439,041		(48,509)		390,532		3,609		8.2		9.2	
236,123		(35,082)		201,041		1,574		6.7		7.8	
226,721		(40,518)		186,203		1,966		8.7		10.6	
217,385	#5	68,916	#2	286,301	#3	2,455	#3	11.3	#1	8.6	#5
208,453		(56,788)		151,665		1,188		5.7		7.8	
161,719		61,856		223,575		1,597		9.9		7.1	
154,065		(35,922)		118,143		1,101		7.1		9.3	

City Employment per 1000 residents



Mayor & Council/Charter Off.	0.7	0.8	0.6	0.8	1.1	0.5	0.9	0.8
Administrative Services	0.3	0.6	0.4	0.3	0.6	0.3	0.7	0.5
Comm. & Econ. Dev.	1.5	0.4	0.6	0.6	0.9	0.3	0.7	0.5
Community Services	1.4	0.7	0.8	0.9	2.1	0.5	1.1	0.8
Public Safety	4.5	3.8	2.9	3.9	4.3	2.6	4.1	2.9
Public Works	1.1	1.3	0.7	1.2	1.4	0.9	1.4	1.1
Water Resources	1.0	0.6	0.6	0.9	0.9	0.6	0.9	0.6
Employees per 1000 residents	10.4	8.2	6.7	8.7	11.3	5.7	9.9	7.1

Source: Staff review of adopted budget books for FY 2011/12



City of Phoenix



Chandler - Arizona
Where Values Make The Difference



Library \$
\$ per
capita

Library
FTE per
1000

Library \$\$\$
per Hours
Open

Library
FTEs Per
Total
Hours

\$25

0.2

\$ 52,124

0.5

16

0.2

54,204

0.6

30

0.3

28,940

0.3

25

0.3

51,886

0.6

43

#1

0.6

#1

29,710

#6

0.4

#5

-

-

-

-

23

0.2

65,103

0.5

\$26

0.2

\$29,918

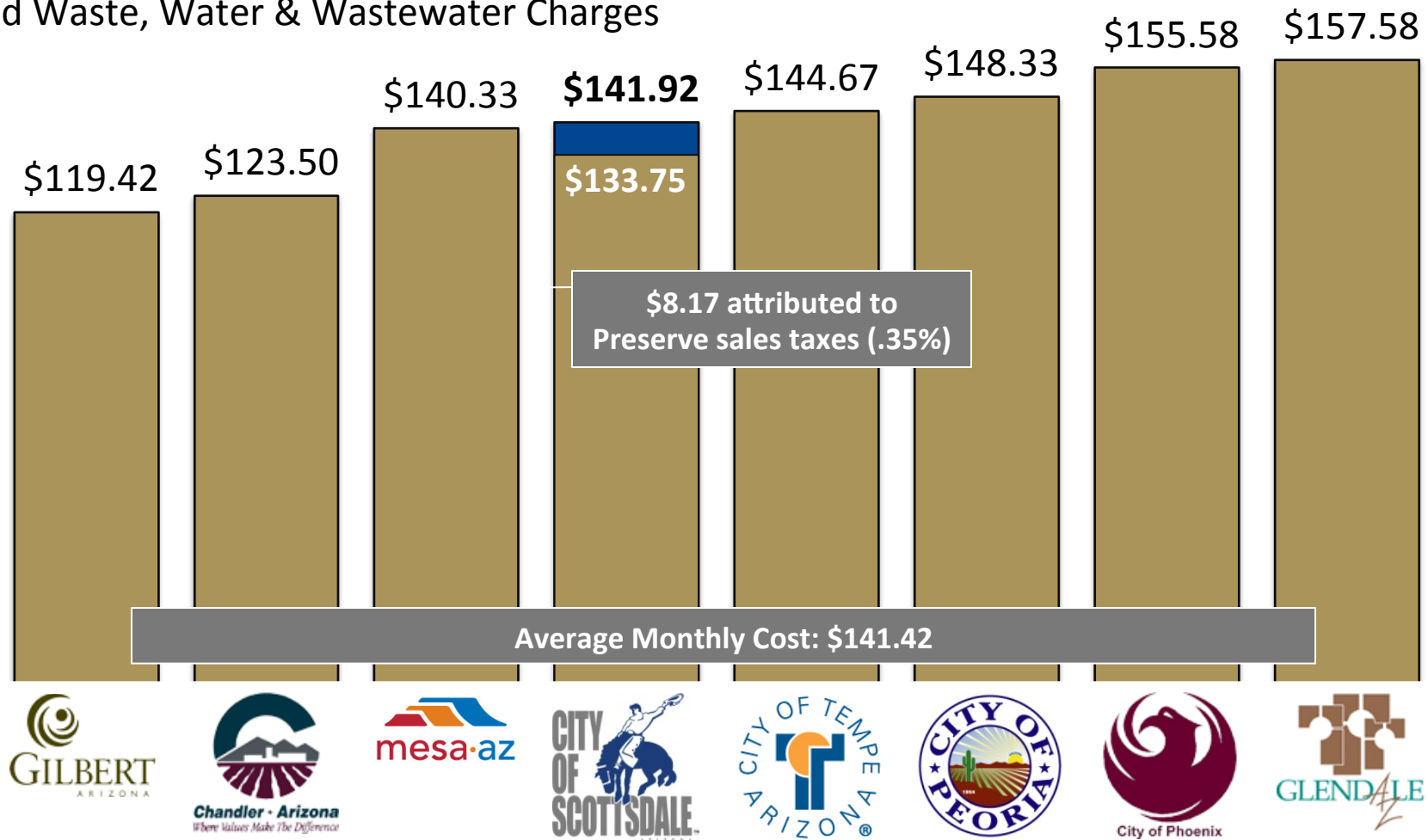
0.2





How do Scottsdale's average monthly costs for service compare?

Includes City Sales and Property Taxes; and
Solid Waste, Water & Wastewater Charges



Source: City of Tempe Office of Management and Budget, as of January 2012; Preserve tax calculation by Scottsdale City Manager's Office



In Process – National Peer Cities



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Anonymity

We aren't understood or appreciated for our unique contribution

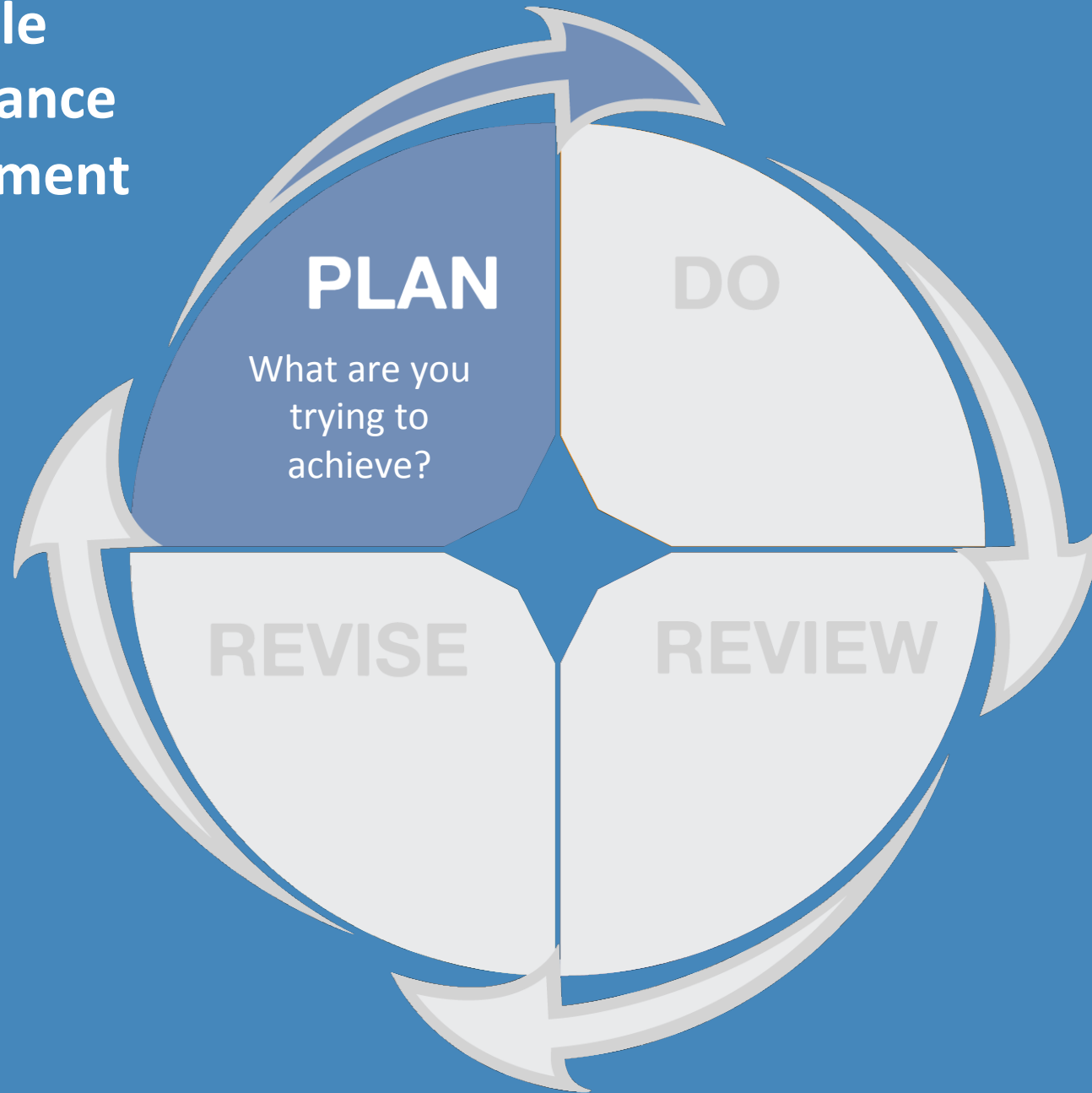
Irrelevance

We don't see how our work impacts the lives of others

Immeasurability

We don't get a daily sense of measurable accomplishment

Scottsdale Performance Management Process



Scottsdale Strategic Planning Framework

Mission

What is our purpose? What do we do?

Goals

What are our focus areas for the long- and short-term?

Values

What principles govern our actions and the way we do business?

Objectives

What must be achieved to accomplish our goals?

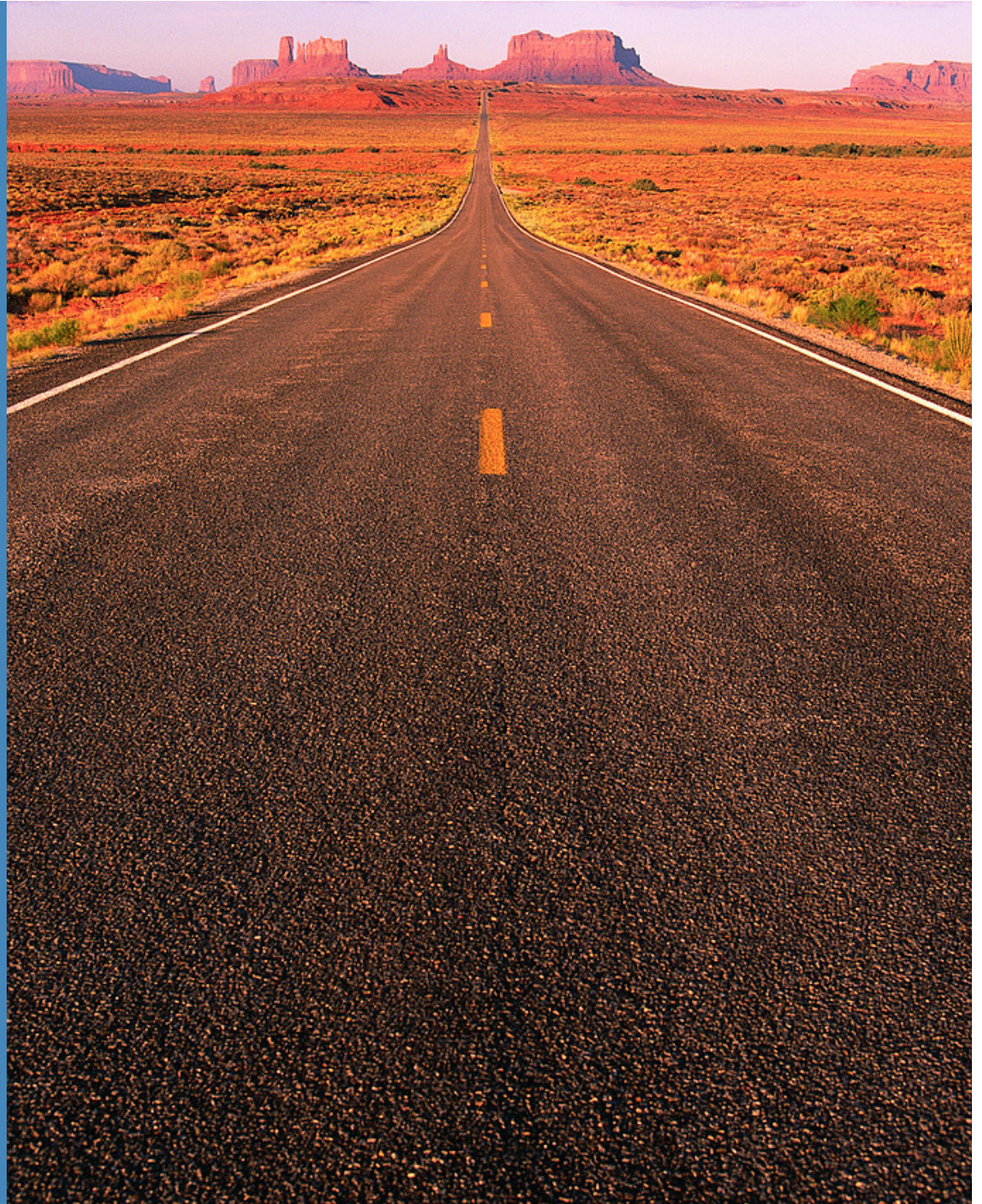
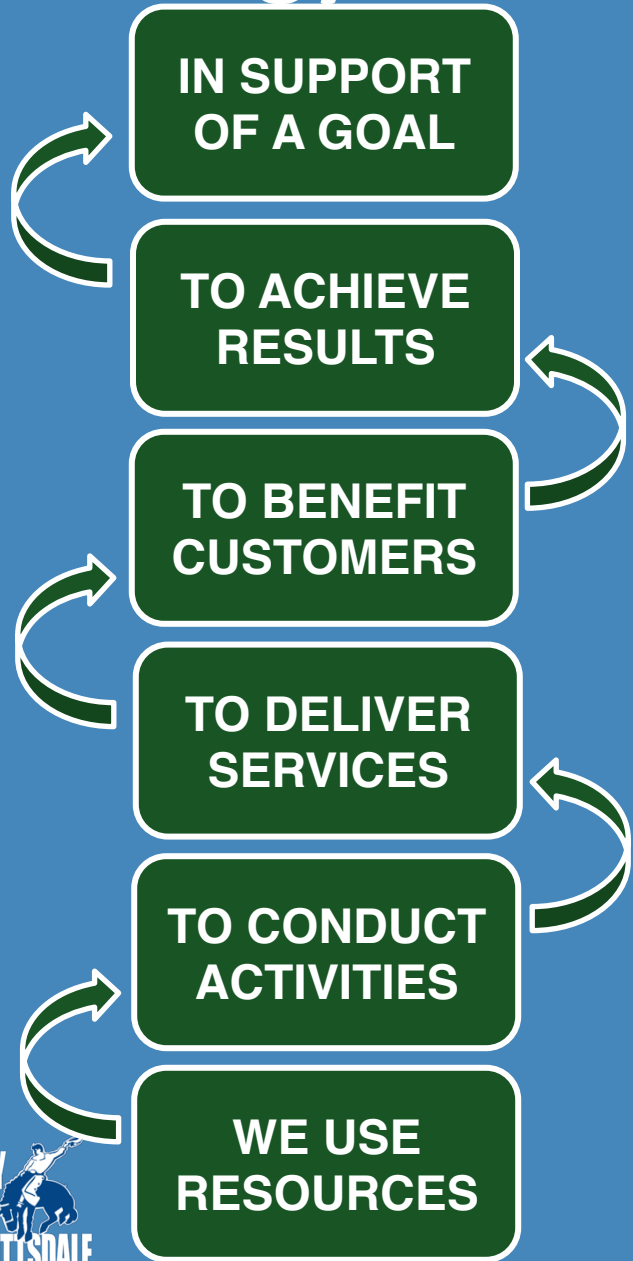
Initiatives

What specific activities must be done to ensure we meet the objectives?

Measures

How will we know if we are achieving the objectives?

Strategy Model





Solid Waste Example



Strategy Model (Modified for Internal Services)



Internal Services

WE USE
RESOURCES

TO CONDUCT
ACTIVITIES

TO DELIVER
SERVICES

TO PROVIDE
RESOURCES

Public Services

IN SUPPORT
OF A GOAL

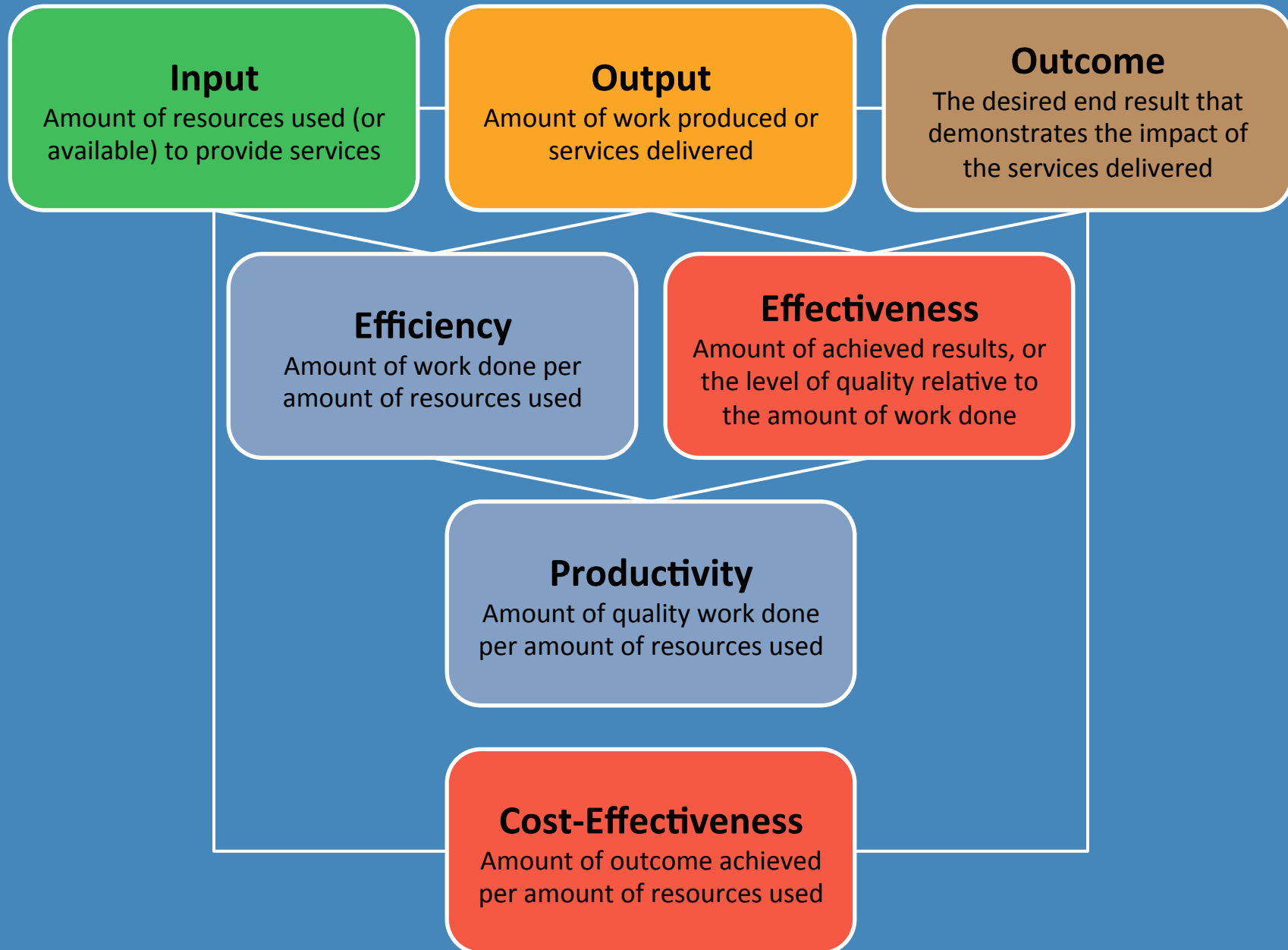
TO ACHIEVE
RESULTS

TO BENEFIT
CUSTOMERS

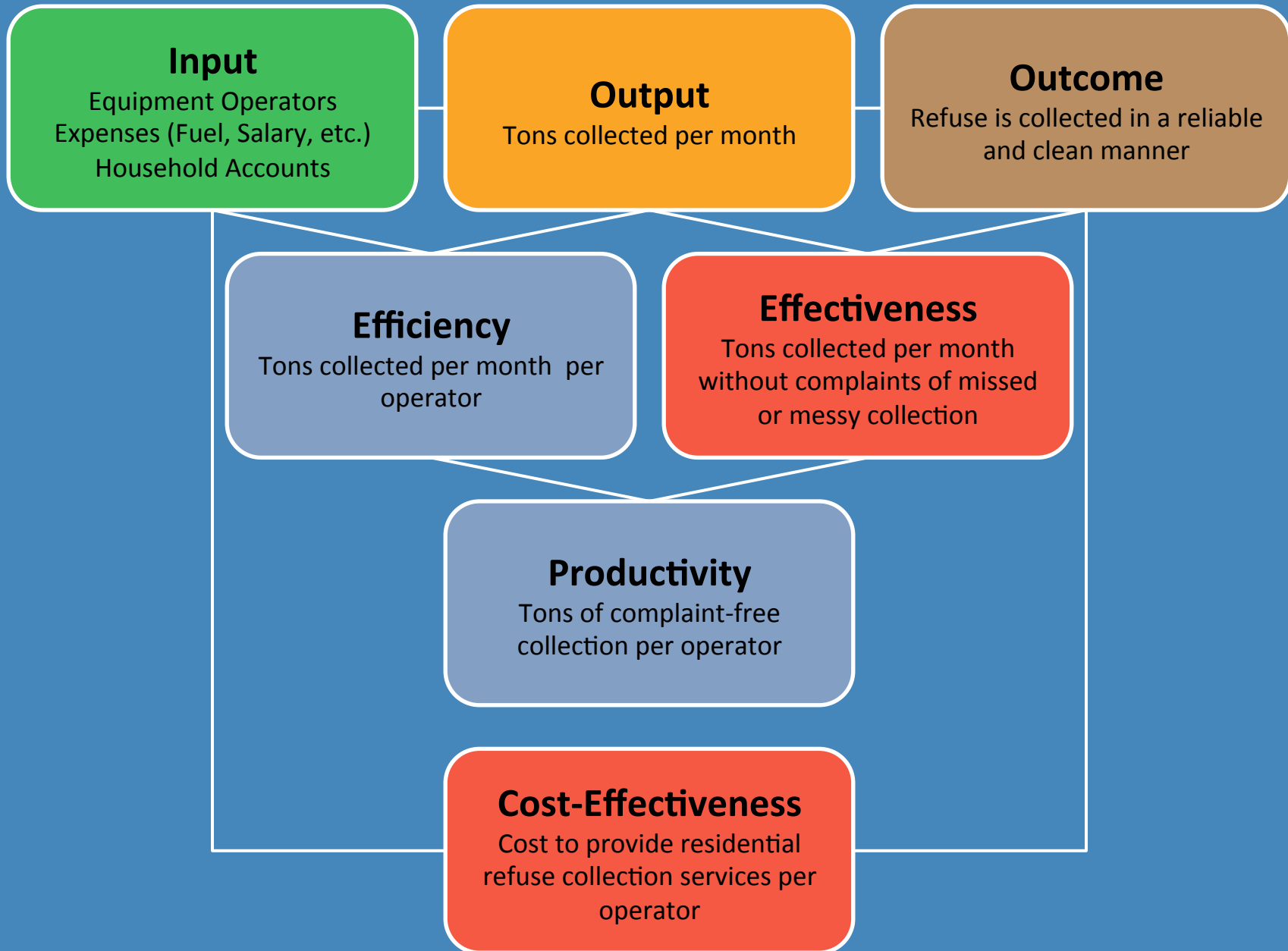
TO DELIVER
SERVICES

TO CONDUCT
ACTIVITIES

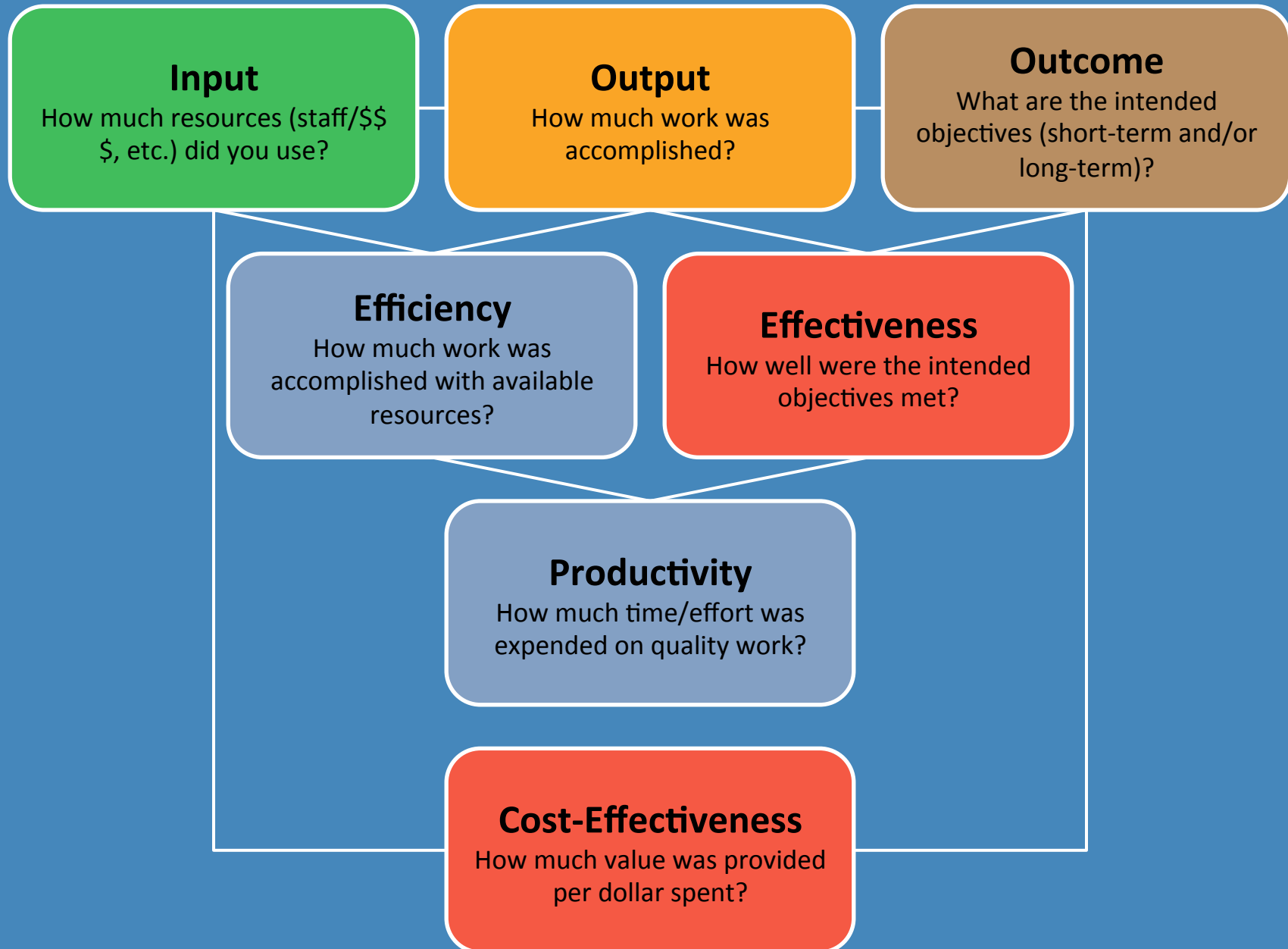
Types of performance measures



Solid Waste Example



Questions performance measures can help answer





What are we asking you to do?



1. Review services and existing objectives to ensure they are linked to the strategic and/or general plan goals, and make adjustments as needed



2. Review existing measures to ensure you are measuring the efficiency, effectiveness, and cost-effectiveness of services and create new measures, if needed

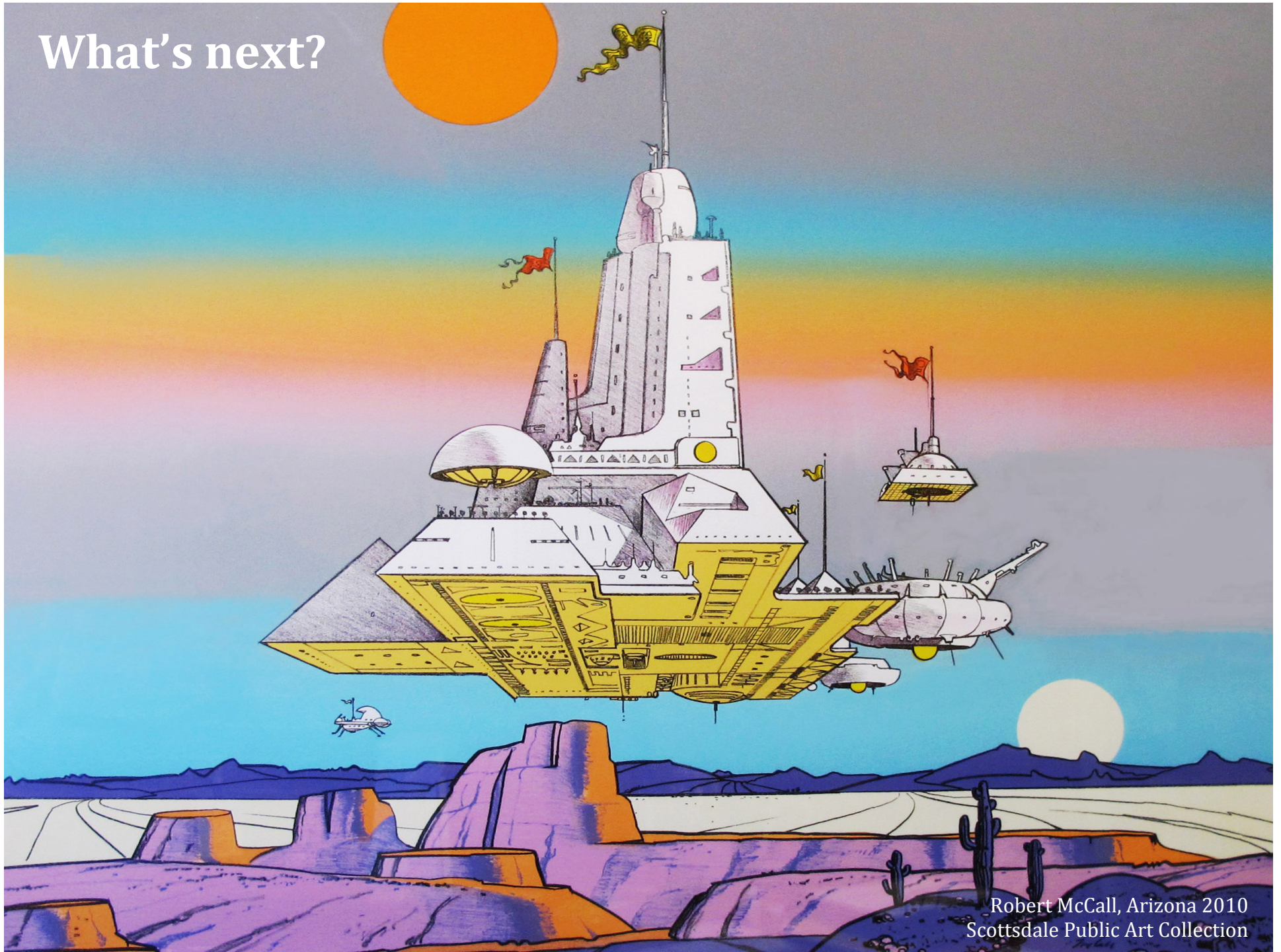


3. Identify standards and targets for each measure to ensure that you have context for evaluating success



4. When measures do not meet identified targets or standards, develop objectives, initiatives and measures to improve performance

What's next?



Robert McCall, Arizona 2010
Scottsdale Public Art Collection

Resources and Links

Scottsdale Performance Management Initiative

<http://www.ScottsdaleAZ.gov/departments/citymanager/performance>

Scottsdale Budget and Financial Reports

<http://www.ScottsdaleAZ.gov/finance>

Citizen-Centric Annual Reporting

<http://www.agacgfm.org/citizen/>

Performance Management Advisory Commission

<http://www.nasact.org/downloads/APerformanceManagementFramework.pdf>

National Research Center (Surveys)

<http://www.n-r-c.com/>

ICMA Center for Performance Measurement

http://icma.org/en/results/center_for_performance_measurement/home





Questions, Comments, Observations?

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<http://www.scottsdaleaz.gov/departments/citymanager/performance>