Performance Measurement in Government

Who Cares?
OR
Who Cares!!

Presented by:

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NYC Mayor's Office of Operations

For the past 20 years, I've scoured the globe searching for people who could, and would, use performance data to make the world a better place.

- Oregon (Progress Board)
- Australia (Premier's Office)
- Norway
- Germany
- Slovenia
- China

- Japan
- France
- Mexico
- Italy
- Slovenia
- Many states + DC

And, most recently, in the NYC mayor's office.

Groups That Should Care

1. The General Public
2. Stakeholders (interest groups & data geeks)
3. Elected Leaders
4. Government Managers
5. Opinion Leaders

Performance Data in the Mayor's Office of Operations

The Mayor's Office of Operations Performance Management Team:

1. *reported to the public on government performance;*

2. *gathered some performance data;*

3. *provided analytic support to agencies using data related to performance; and*

4. *educated performance professionals about new approaches to improving service delivery.*

PMT was 11 professional staff and 22 inspectors.

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NYC Publicly Reported Performance Information

CPR: Agency Performance Reports
Review a dashboard of overall Citywide performance over time, as well as critical performance measures for more than 40 City agencies, and compare year-to-date and long-term trends.

311 Detailed Reports/Local Law 47 of 2005
Review selected 311 service requests, including the time to respond to each request by borough, Community Board, City Council District, and ZIP code.

NYCStat Stimulus Tracker
With NYCStat Stimulus Tracker, New Yorkers can track the City's use of federal recovery funds provided through the American Recovery and Reinvestment Act of 2009 (ARRA).

SCOUT
Review interactive maps showing street conditions, such as potholes and catch basin defects, and the progress of repairs by specific location or neighborhood.
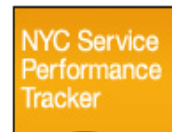
NYC Fleet Daily Service Report
The status of agency and critical fleets.
Learn more

Scorecard Cleanliness Ratings
Review street and sidewalk cleanliness ratings by borough, Community Board, and Sanitation Section.

NYC Service Performance Tracker
Review the performance of major volunteer and civic engagement initiatives managed by NYC Service

Mayor's Management Report (MMR)
Review the public report card on City agency performance published twice a year, including a description and source of information for each MMR statistic.

NYC Open Data
NYC Open Data increases the accessibility of public data generated by the various New York City agencies. As part of an initiative to improve the accessibility, transparency, and accountability of City government, this catalog supplies access to a repository of government-produced, machine-readable data sets.

My Primary Public Performance Reporting Tools

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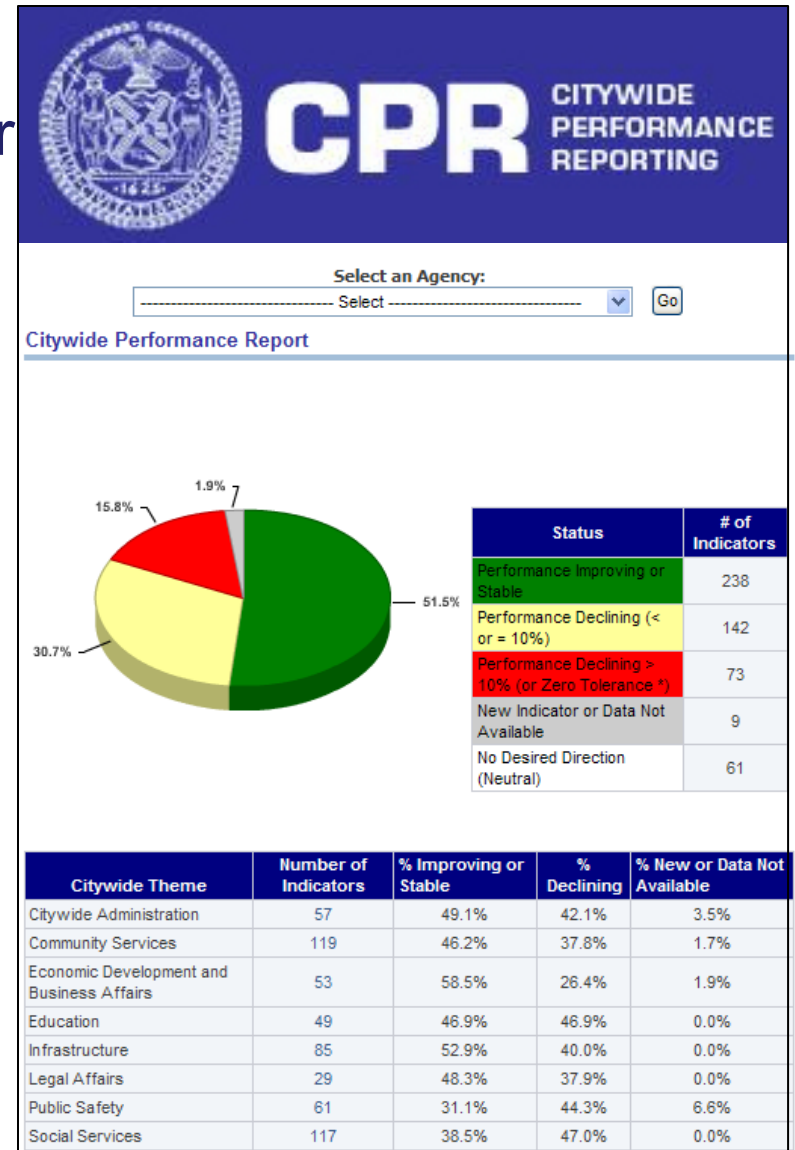
Mayor's Management Report (PMs + analysis)

- Required by law.

- 1,500 indicators for 43 agencies reported twice-yearly.

- Intended to present "the good, the bad and the ugly" of government performance.

- Uses targets + year-over-year trend information to gauge performance.

- Agencies provided analysis.

- My focus was strengthening links to agency management.

MAYOR'S MANAGEMENT REPORT
September 2013
City of New York
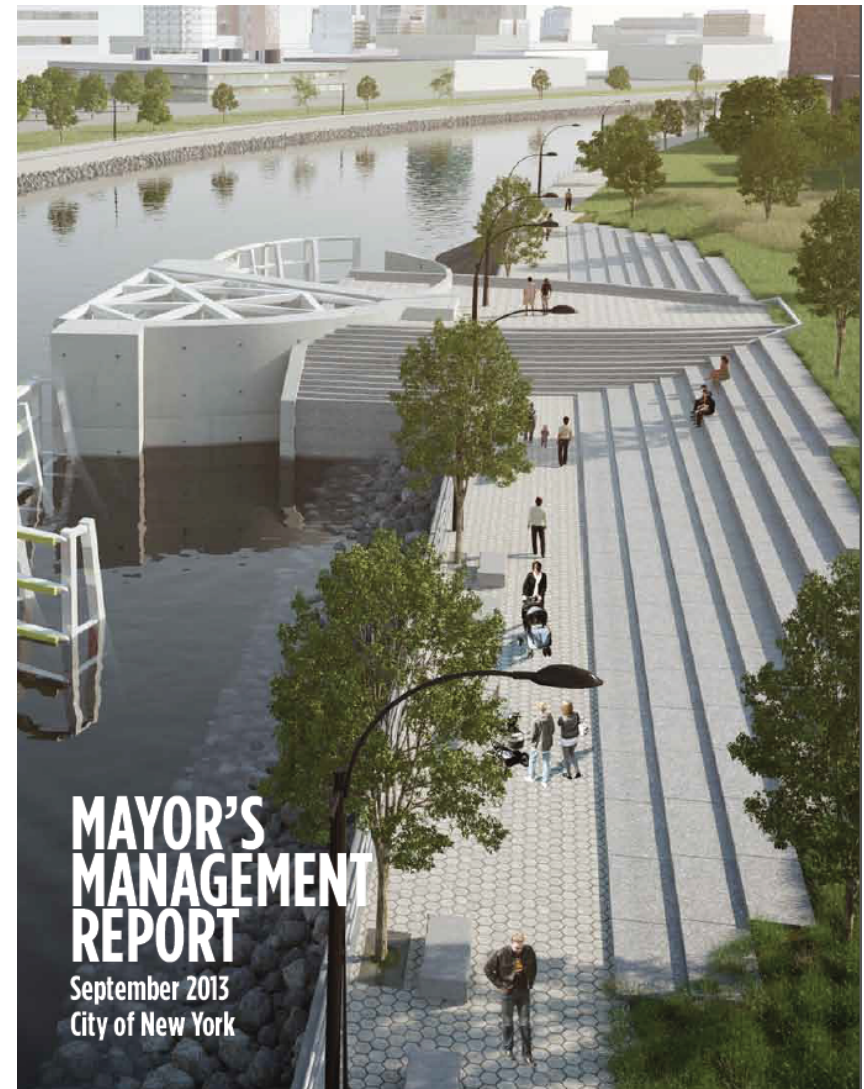
Citywide Performance Reporting (PMs + grading)

- Provides monthly updates on over 500 "critical" performance measures.

- Uses traffic light imagery of green, yellow and red to show performance.

- Assessments are based on prior year compared to current year.

- Includes mapping capability.

Status	# of Indicators
Performance Improving or Stable	238
Performance Declining (< or = 10%)	142
Performance Declining > 10% (or Zero Tolerance *)	73
New Indicator or Data Not Available	9
No Desired Direction (Neutral)	61

Citywide Theme	Number of Indicators	% Improving or Stable	% Declining	% New or Data Not Available
Citywide Administration	57	49.1%	42.1%	3.5%
Community Services	119	46.2%	37.8%	1.7%
Economic Development and Business Affairs	53	58.5%	26.4%	1.9%
Education	49	46.9%	46.9%	0.0%
Infrastructure	85	52.9%	40.0%	0.0%
Legal Affairs	29	48.3%	37.9%	0.0%
Public Safety	61	31.1%	44.3%	6.6%
Social Services	117	38.5%	47.0%	0.0%

Public Reporting of Performance Related Data

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311: The Citizen's Direct Line to City Government

- **Calls answered 24x7x365**
- **Available in 180 languages**
- **160 million calls in 10 years**
- **Staff of 270 call takers**
- **4,000+ services offered**
- **Referrals for 300 city, state, fed agencies**
- **Moving more of the service on-line was critical**
- **Costs ~ $40 million per year**

Collecting Data That Mattered to Citizens ??

Scorecard –

- Each month, Office of Operations inspectors assess the street and sidewalk cleanliness of a set of 6,000 randomly chosen blocks across the city.
- Data is publicly available and e-mailed to Community Boards citywide.
- One exchange on the ratings in the past year – complaining about how unfair the ratings for a particular community board were!

Percent acceptably clean streets

Percent Acceptably Clean

71.3 72.0 68.1 63.1 55.7 53.0 57.5 62.0 62.9 64.8 68.7 74.0 72.8 73.1 73.5 72.3 72.0 71.9 74.4 71.6 74.6 73.2 83.2 85.0 87.2 86.7 85.9 84.2 85.4 89.8 91.5 93.1 94.3 95 95 95 94.3 95.5

Fiscal Year

75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 00 01 02 03 04 05 06 07 08 09 10 11 12
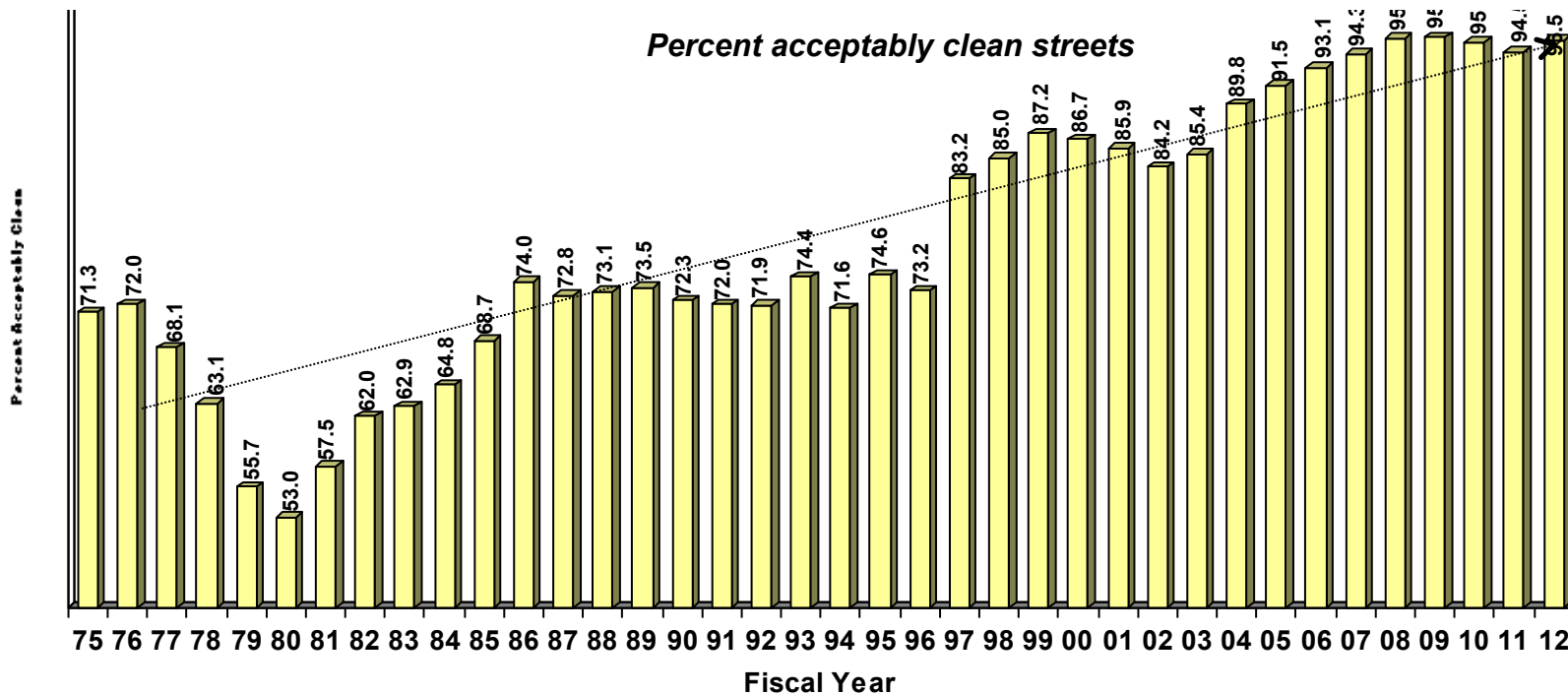
NYC Open Data (Some Performance Data)

Over 2,000 machine readable data sets.
$150,000 in prizes in 2013 for new apps.

What types of information is most used?

Website visits in 2013 –

- CPR – 11,112
- MMR – 9,563
- Scorecard – 2,841
- 311Service Requests – 443,000
- NYC Open Data – 1,000,000 +.

So, who cares?

The Public?
- ✓ Performance measures, a little.
- ✓ Service delivery, a lot.

Stakeholders?
- ✓ Performance measures, not so much.
- ✓ Data, yes.

Groups that Should Care

1. The General Public
2. Stakeholders (interest groups & data geeks)
3. Government Elected Leaders
4. Government Managers
5. Opinion Leaders

City Council/Legislatures

I have seen little successful engagement of the legislative branch in using performance measurement to improve government performance.

Oregon – Great set-up. Got a law passed requiring agencies to include performance measurements in their budget requests to the legislature.

Result - Pro forma at best. *Am I wrong?*

NYC – Charter requires the City Council to hold hearings yearly to review the Preliminary Mayor's Management Report.

Result - Did not happen during my tenure although a few members were keenly interested, bringing up performance measures during agency reviews.

Congress – Sporadic attempts to create accountability frameworks, most recently Government Performance and Result Act (2).

Result - One gigantic compliance exercise.

Audit Shops

The elected NYC comptroller's office conducted four audits examining "critical" performance measures during my tenure.

CITY OF NEW YORK
OFFICE OF THE COMPTROLLER
John C. Liu
COMPTROLLER

MANAGEMENT AUDIT
Tina Kim
Deputy Comptroller for Audit

Audit Report on the New York City Fire Department's Performance Indicators as Reported in the Mayor's Management Report

MH10-139A
October 19, 2011

Other City Agency Audit Reports –

➢Report on the Department of Housing Preservation & Development's Performance Indicators as Reported in the Mayor's Management Report.

➢Audit Report on the Effectiveness of the Department of Parks & Recreation's Parks Inspection Program.

➢Audit Report on the Department of Parks and Recreation's Oversight of Capital Projects

Mayors and Governors

When the chief elected official cares, everybody cares.

MAYOR'S BULLPEN BIG SCREEN

So, who cares?

Elected Leaders?

✓ Most care in principle.

✓ Few political leaders are willing to stake their reputations on getting measurably more out of government.

✓ Many electeds profess to want to see "the good, the bad and the ugly"…….. up to a point.

✓ Performance measures are useful when they're meaningful to leadership.

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Agency Heads

- In New York City, actionable data, focusing on outliers and trends, is used extensively by strong leaders, with CompStat rising to good government poster child status.

- To them what happened yesterday is more interesting than what happened last year.

- Agency heads are usually very protective of their agency's public image so resist publishing bad news. *"Can we just use………?"*

- While compliance reporting is not the most desirable form of performance management, it does force all agency leaders to look carefully at their publicly reported data periodically.

NYPD Compstat

Operations Managers

Scorecard –

- The cleaning section of the Sanitation Department lived and breathed our Scorecard data using it to deploy street cleaning resources monthly.
- Data's popularity is underpinned by its usefulness.
- Using the data to alter priorities was a completely different story, however.

Percent acceptably clean streets
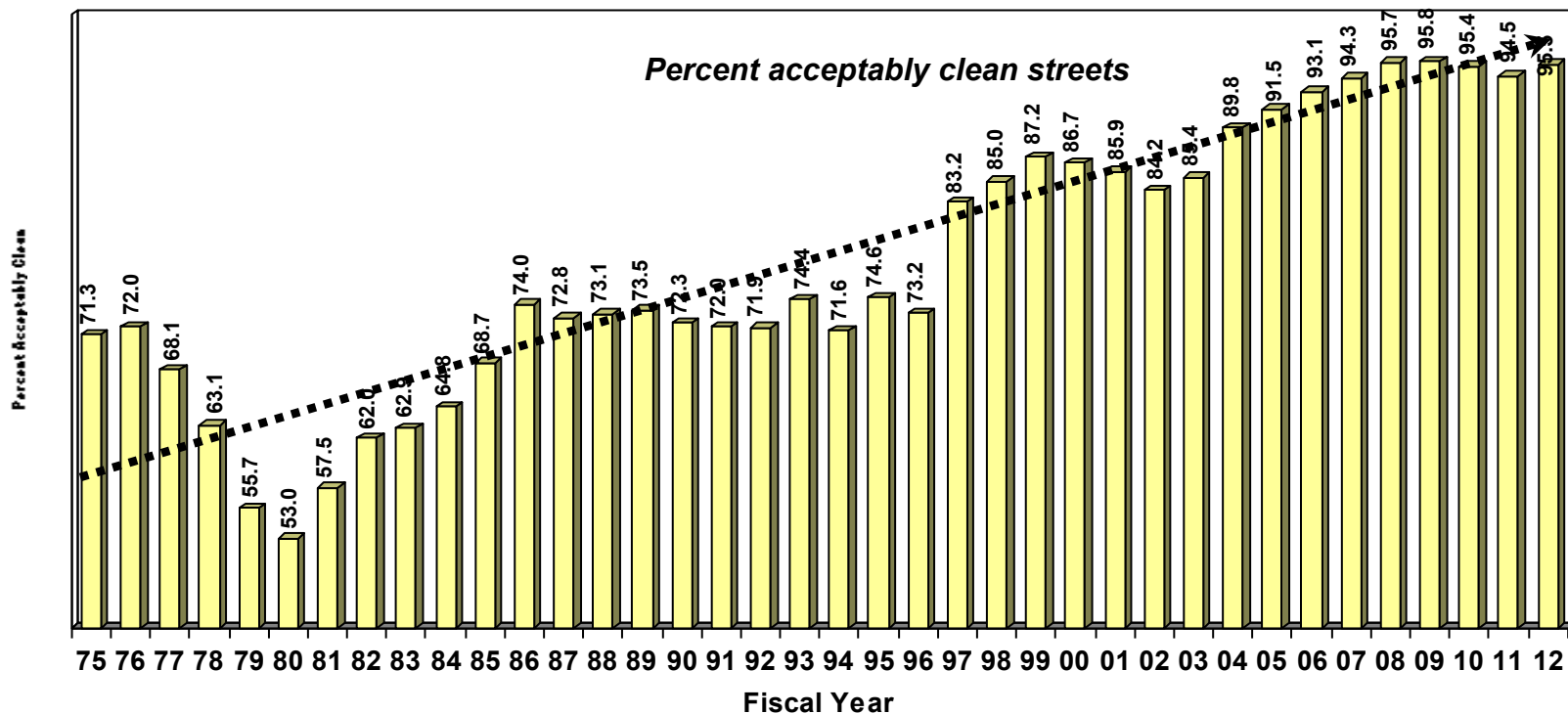
So, who cares?

Government Managers?

✓ Performance improvement is currently the flavor of the month.

✓ Interest in PMs varies dramatically across the board.

✓ Good strategic planning is rare.

✓ Performance measures are often not part of the leadership dialogue.

✓ Fear of punishment for poor performance is a major constraint.

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Opinion Leaders

# So, who cares?

Opinion Leaders?
- ✓ Effective antidote to the "who cares!!" crowd.
- ✓ Communicate with elected officials in ways that staff simply cannot.
- ✓ Can provide links to organizations that allow for shared goals, strategies and measures.

Where to from here?

Today, analytics is the name of the game.

Illegal Apartments

Using five publicly available correlates to identify targets quadruples the probability that a City inspection will result in a serious fire hazard violation.
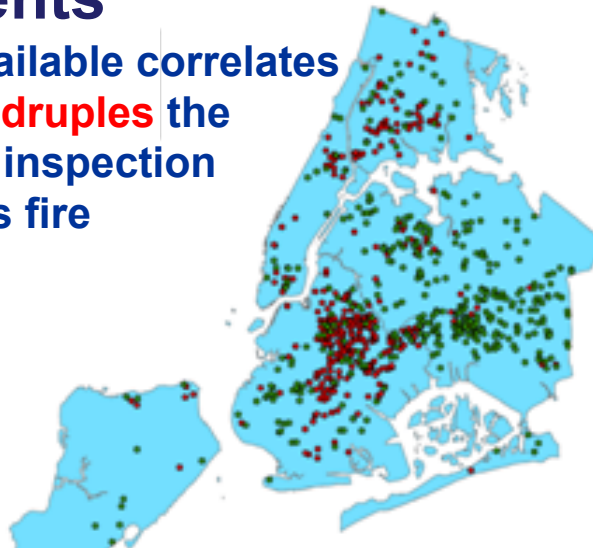
Clogged Drains

Restaurants with no waste hauling contracts for solid waste and brown grease are 3.6 times more likely to have a clogged drain within 600 ft. than those with no contract.
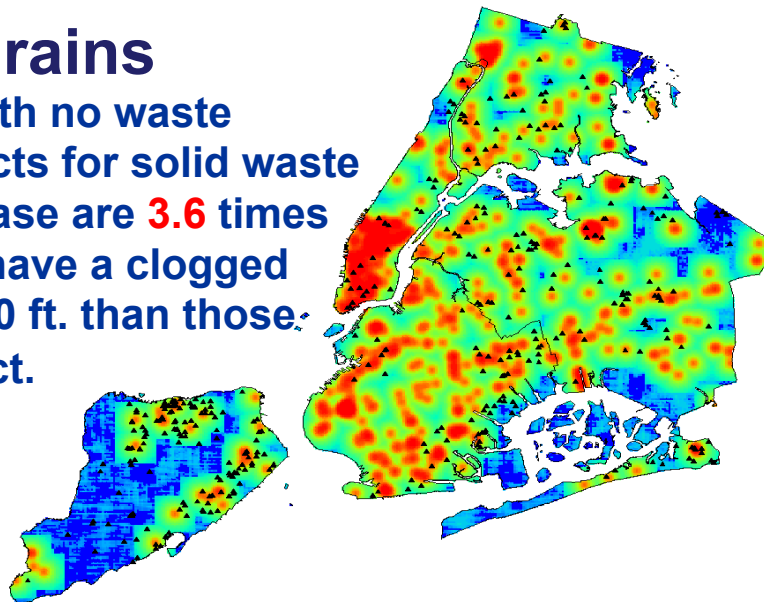
OTHER EXAMPLES –

Licensing: Identify unlicensed business by cross-tabbing license lapses, trash collections, and utility bills.

At-Risk Youth: Understand risk factors for kids in "the system" by integrating multiple data set.

Torts Against the City: Reduce court backlog by identifying likelihood of settlement using historic data.

PMs can be valuable analysis tools.

Caseload & Repeat Abuse
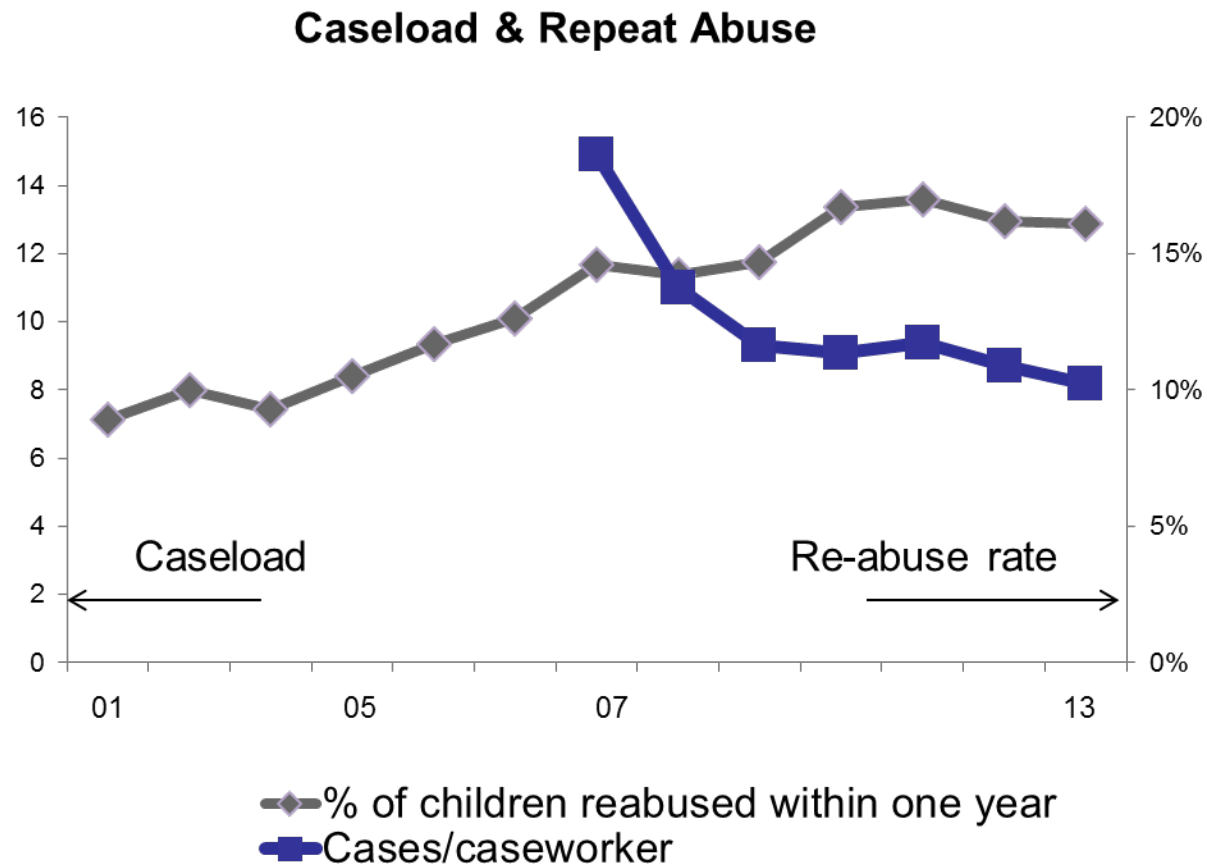
PMs can serve as inter-agency foci.

Hudson Yards - 500 W. 30th Street

Hub reduced approval time from what would have been 14 months to 4 months.

- Launched in October 2011
- Co-locates and virtually connects:
    - Department of Buildings
    - Fire Department
    - Landmark Preservation Commission
    - Department of Transportation
    - Department of City Planning
    - Parks Department
- Reduced approval times
- 190 projects approved since October
- $887 million in economic activity generated
- All inspections will be done in 10 days or fewer by the end of the calendar year

Final Thoughts

- Using data to improve government performance should our the goal.

- Public performance reporting is a necessary security blanket for citizens and legislators.

- Finding the right fit for the current leadership while creating a program that can survive regime change is critical.

- Data literacy within the profession and, especially, among decision-makers has to improve.

- Governments interested in creating meaningful public performance reporting programs should engage opinion leaders.

Contact Information

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