



Performance Measurement in Government

**Who Cares?
OR
Who Cares!!**

Presented by:

Jeffrey Tryens

Former deputy director for performance management

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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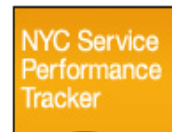
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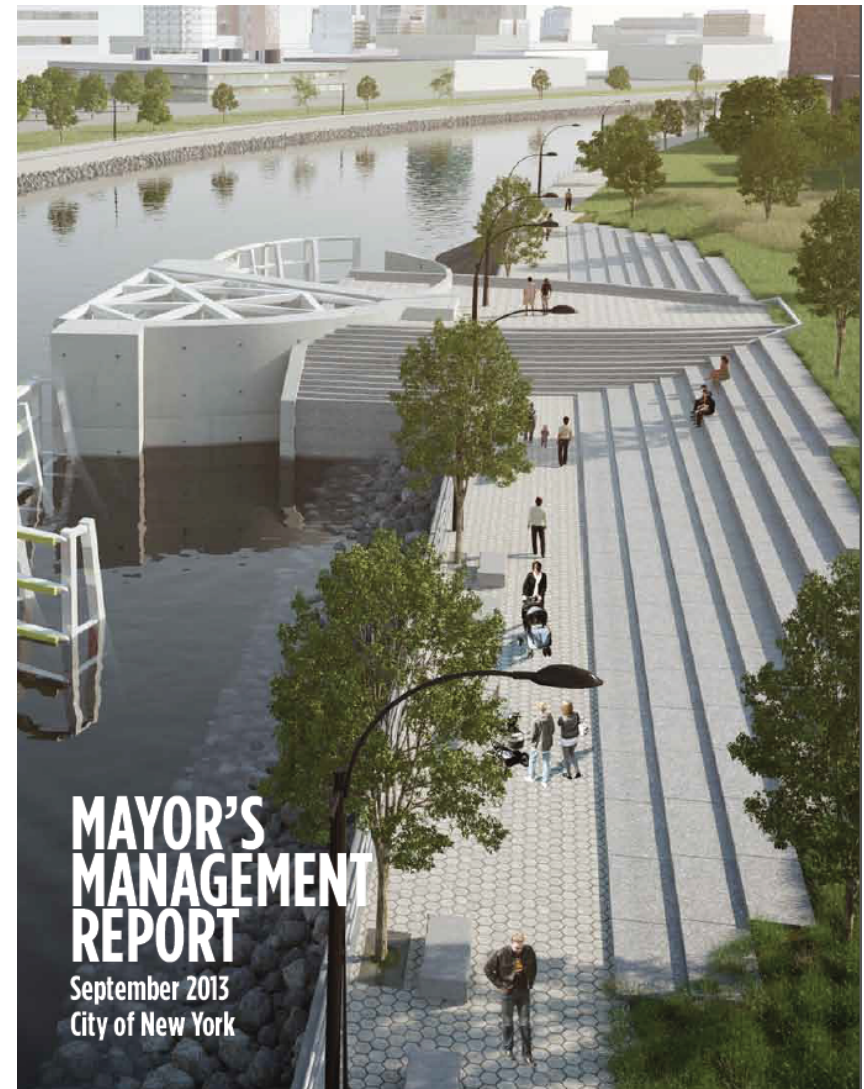


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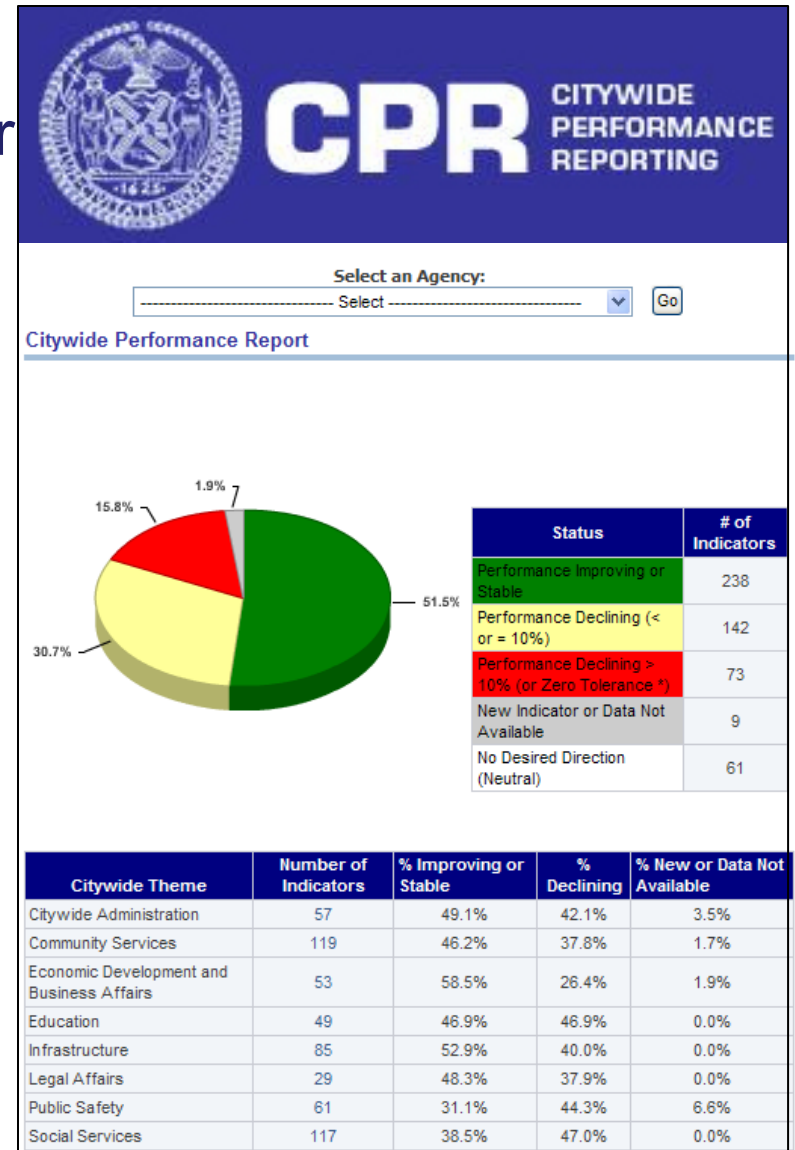
Mayor's Management Report (PMs + analysis)

- 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.



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.



Public Reporting of Performance Related Data



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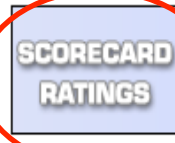
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311: The Citizen's Direct Line to City Government



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

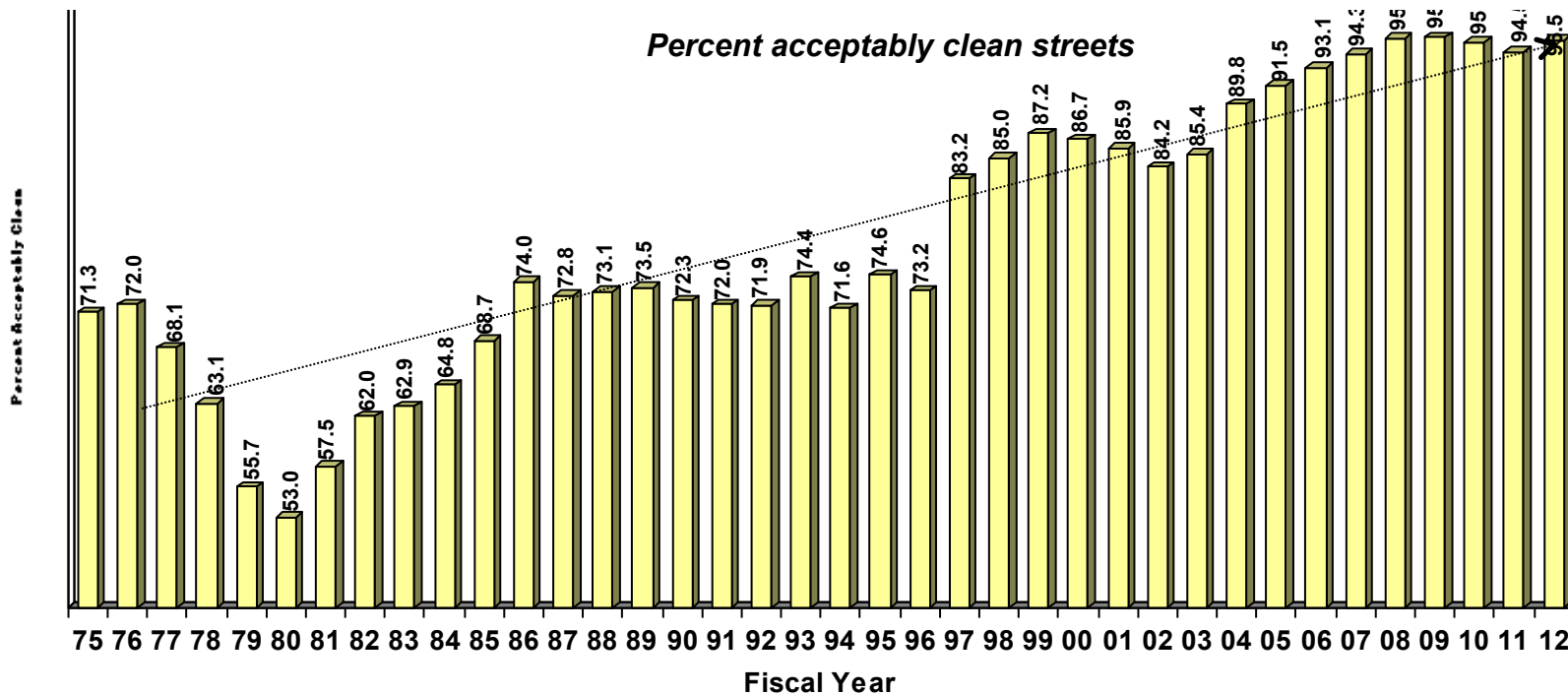
Moving more of the service on-line was critical

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!



NYC Open Data (Some Performance Data)

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



Home

About NYC Open Data

FAQ

Contact NYC Open Data



Welcome to NYC Open Data

This catalog supplies hundreds of sets of public data produced by City agencies and other City organizations. The data sets are now available as APIs and in a variety of machine-readable formats, making it easier than ever to consume City data and better serve New York City's residents, visitors, developer community and all!



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.



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

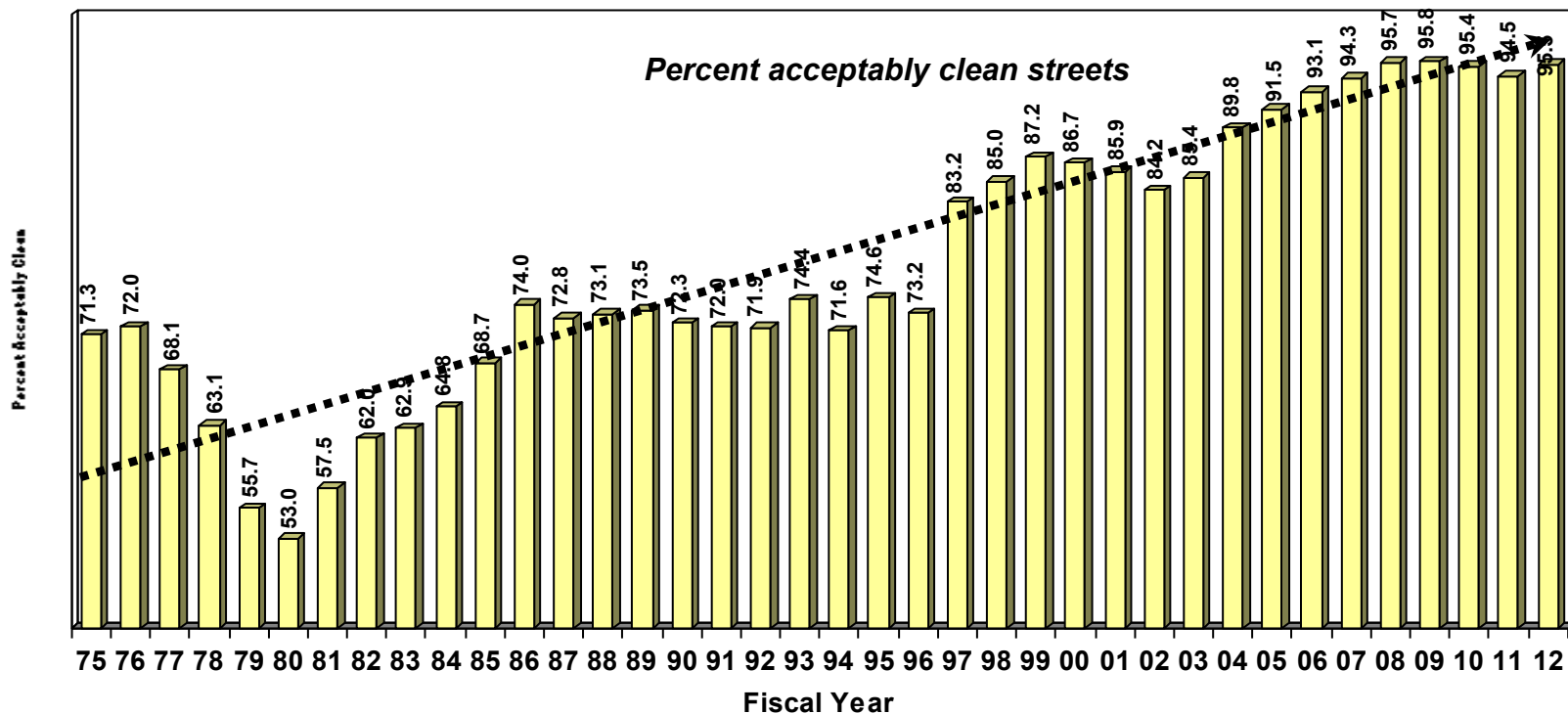
- In New York City, actionable data, focusing on outliers and trends, is used extensively by strong leaders, with CompStat rising to good government poster child status.
- To them what happened yesterday is more interesting than what happened last year.
- Agency heads are usually very protective of their 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.



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.



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

2012 Quality of Life Progress Report for Jacksonville and Northeast Florida

Executive Summary



Twenty-Eighth Annual Edition



Jacksonville Community Council Inc.

www.jcci.org/indicators

Message to Jacksonville

In January 2013, the BRAINPOOL project (www.brainpoolproject.eu), which is funded by the European Commission, recognized JCCI's Quality of Life Progress Report. It said that this document is effective in making "direct contact with the people who can use these indicators and have influence in the community." You are holding one of the world's best examples of how to measure changes in society.

The twenty-seven indicators in these pages tell stories about Jacksonville's quality of life from many points-of-view. One striking story concerns effects of the most recent recession. Those effects are still with us, as is evident in the current unemployment rate. Slows economic growth in Jacksonville continues to weaken the social and environmental fabric. Some links in the fabric are beginning to show.

The rate of verified reports of child abuse and neglect increased for the second year in a row. The suicide rate increased. And tributaries of the St. Johns River are less capable of supporting a variety of vegetation and more frequently showing traces of harmful bacteria.

Taken as a whole, these indicators suggest that Jacksonville is at a critical decision point. Like a worker who steps toward a new future by enrolling college or university, the city is facing a question of whether or not to make public and private investments in the future. Will we invest our time, money, and energy in our children, our education system, and our natural environment with its assets such as the St. Johns River? Or will we accept these conditions, and hope for the best?

You can **learn** about your city and region, **engage** in decisions about its future, and **take action** to preserve what you like and change what you don't. Make this report more than a story told with numbers—make it your action plan.



www.jcci.org/indicators

Community Snapshot is an interactive mapping tool that allows you to have full access to and control over how you view the indicators in your community. The database provides information to measure a geographic region over time. In context and comparison with progress in other geographic areas. Reports, graphs and charts are customizable at the click of a button.

Community Snapshot is upgraded regularly, so keep checking back to see the exciting updates we are working on. We offer quarterly training opportunities to highlight all that these tools have to offer.

Visit www.jcci.org/indicators to take a snapshot of the trends in data in your community today.

Achieving Educational Excellence

Despite a new calculation method for the graduation rate which excludes GEDs and GED-based diplomas, the graduation rate increased for the sixth year in a row.

More higher education degrees were awarded at area colleges and universities than in 2010. Per pupil expenditures for public school students decreased. Adjusted for inflation, in 2010 Duval County spent approximately the same on students as in 2008.

	Previous	Latest	Recent Trend		
Duval Public HS Graduation Rate	63.3%	67.7%	WORSE	SAME	BETTER
Higher Education Degrees Awarded	10,906	11,108	WORSE	SAME	BETTER
Per Pupil Expenditures	\$8,803	\$8,648	WORSE	SAME	BETTER

Education Champion
We remain dedicated to consistently improving our educational system and promoting lifelong learning throughout the First Coast.
—John McArthur, CEO



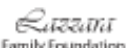
Growing a Vibrant Economy

In 2010 Jacksonville's unemployment rate reached its highest since JCCI began tracking it in 1993. As the economy improves, the unemployment rate has decreased, and in 2012 it decreased to 8.8%.

Adjusted for inflation, per capita income in Jacksonville in 2010 increased from 2009. Activity at JAXPORT increased as well, as measured by tons of material handled.

	Previous	Latest	Recent Trend		
Unemployment Rate	10.6%	8.8%	WORSE	SAME	BETTER
Per Capita Income	\$39,692	\$40,139	WORSE	SAME	BETTER
JAXPORT Tonnage (millions)	8.1	8.2	WORSE	SAME	BETTER

Economy Champion
Developing a vibrant economy is the key to sustaining Jacksonville's citizens and essential in organizing our quality of life.
—John C. Gargano, CEO



Moving Around Efficiently and Safely

Almost two-thirds of survey respondents commute to work within 25 minutes or less. More than a third commutes to work within 15 minutes. The rate of reported bicycle injuries and fatalities increased, suggesting roads were less safe in 2011.

Jacksonville is the largest city in the continental United States in terms of land area, and yet the average miles driven per week by JTA bus service declined in 2011.

	Previous	Latest	Recent Trend		
Commute Time of ≤ 25 minutes	65%	62%	WORSE	SAME	BETTER
Serious Bicycle Accidents (per 100,000 people)	23.1	26.0	WORSE	SAME	BETTER
JTA Miles of Service	27,697	25,997	WORSE	SAME	BETTER

Learn more about all 24 indicators that JCCI tracks and how we compare with other communities in Florida. Visit [Community Snapshot online at www.jcci.org/indicators](http://www.jcci.org/indicators).

Learn More

So, who cares?

Opinion Leaders?

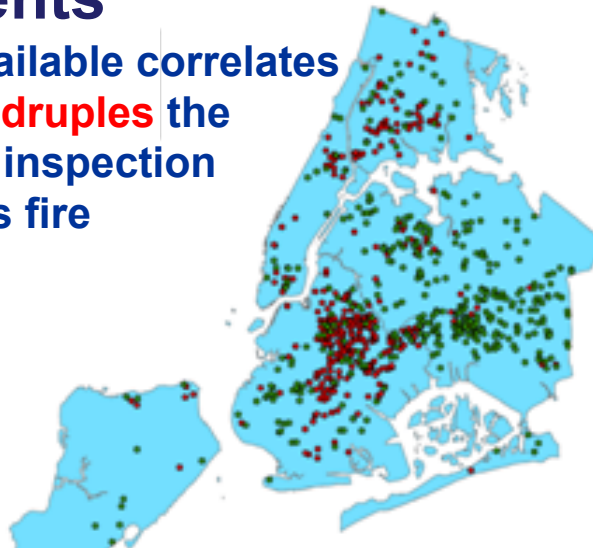
- ✓ Effective antidote to the “who cares!!” crowd.
- ✓ Communicate with elected officials in ways that staff simply cannot.
- ✓ Can provide links to organizations that allow for shared goals, strategies and measures.

Where to from here?

Today, analytics is the name of the game.

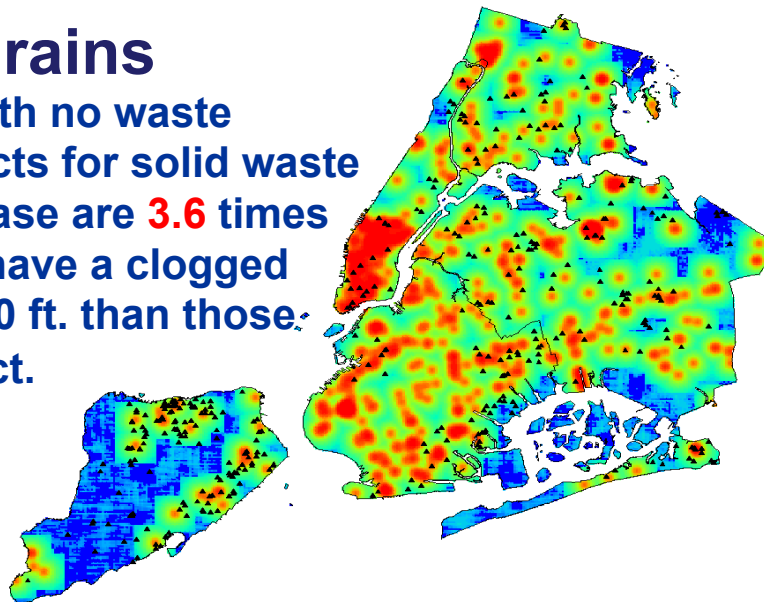
Illegal Apartments

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.



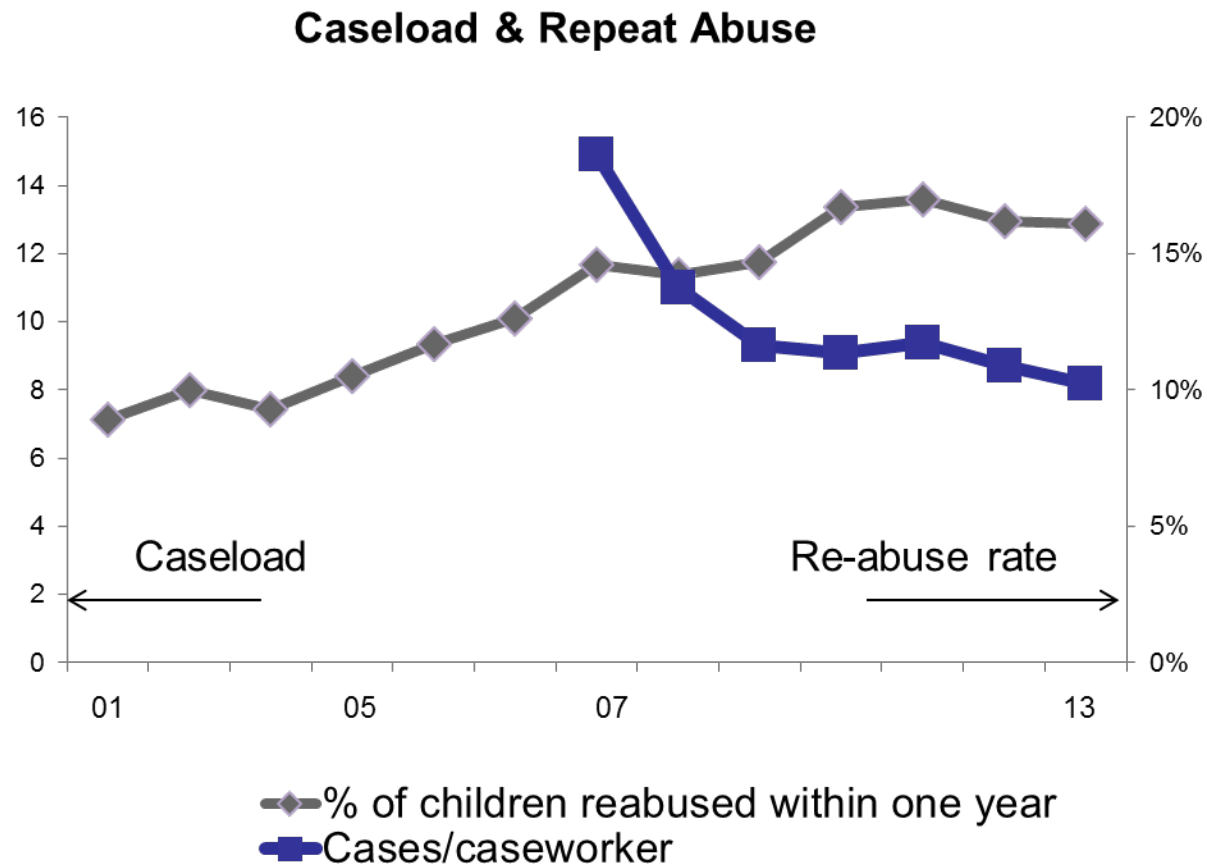
OTHER EXAMPLES –

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.



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

Jeff Tryens

jefftryens@comcast.net