BENCHMARKING IN AMERICA

Gerald Young, ICMA | December 7, 2017

International City/County Management Association

MISSION

To advance professional local government through leadership, management, innovation, and ethics.

Agenda

- Local government landscape
- Individual approaches
- Coordinated efforts
- Key indicators and visualizations
- Next steps

Local government landscape

Forms of government

- City/Town/Village
- County
- Township
- Special districts and schools
- Strong mayor vs council-manager

Fiscal and governance structure

- Varying fiscal years
- GASB accounting
- State mandates
- Non-governmental "mandates"

Indirect service provision

- Contract cities
- Franchise agreements
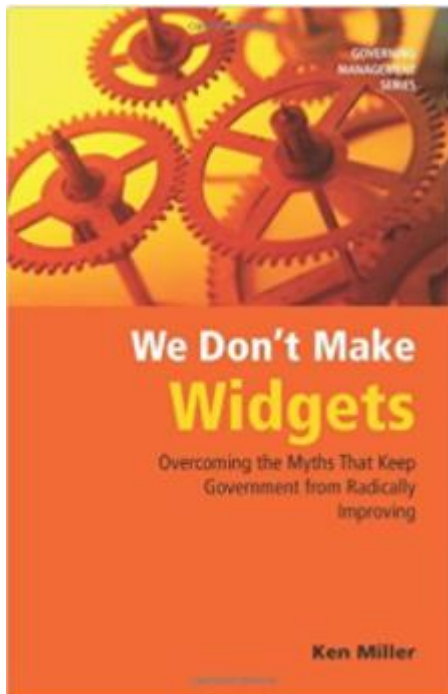- Homeowners associations

- Performance contracting

Our Challenge

Technology

Governmental resources

Performance as a business?

- Balanced scorecards
- Efficiency
- Process improvement

But also:
- Equity
- Engagement
- Community priorities

"Our goal: Run the cheapest sheriff's department in the country!"

Efficiency doesn't necessarily lead to quality

Individual approaches

Performance management

- Still not universal
- Primarily in annual budgets
- May be linked to strategic plans
- Year-to-year comparisons
- Ad hoc outreach to neighbors

The Transparency Tug-of-War

All data should be open and accessible…

- Freedom of Information Act (FOIA)/Sunshine laws
- Open checkbook apps

The Transparency Tug-of-War

All data should be open and accessible…

Except:
- Property acquisition
- Litigation
- Personnel matters
- Public safety information
- Anything else we decide…

What typically gets reported…

8-YEAR ANALYSIS
PERFORMANCE MEASURES

HOUSEHOLD RECYCLING SERVICE
FY2000-2001 to FY 2007-2008

Performance Data	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
1. Population	85,839	86,494	90,494	89,203	90,363	92,491	95,638	98,806
2. # tons recycling collected-city crews	4,130	4,565	4,343	5,210	5,249	4,968	5,655	5,774
-contract crews	-	-	-	0	0	0	0	0
-drop-off sites	n/a	n/a	1,625	38	428	411	434	376
Total tons recycling collected	4,130	4,565	5,968	5,248	5,677	5,379	6,089	6,150
3. # collection points	28,581	28,642	28,642	32,511	32,511	34,171	35,332	35,332
3-a collection points participating	#VALUE!	#VALUE!	#VALUE!	13,980	13,980	16,402	18,019	24,026
4. # tons residential solid waste collected	32,729	33,026	42,730	43,507	44,433	44,257	36,805	33,644
5. Total Costs	$566,360	$671,264	$1,429,734	$1,648,036	$1,492,129	$1,467,531	$1,658,118	1,726,600
6. # Recycling FTEs-collection	10	10	10	10	10.25	10.25	10.25	10.25
#Supervisory/support FTEs						2	2	2
# Other FTEs	1	1	1	19	20	18	18	18
TOTAL FTEs	11.00	11.00	11.0	29.0	30.3	30.3	30.25	30.25
7. # Tons solid waste disposal in "base year"								
(a) Base Year	1989	1989	1989		1997	1997	1997	1997
8. Frequency of service	1 x week	1 x week	1 x week	1 x week	1 x week	1 x week	1 x week	1 x week
9. Recycling Fees	$0	$0	$0	$0	$0	$0	$0	$0
10. Revenue from recycling	$264,007	$219,721	$268,626	$261,463	$422,121	$313,413	$358,600	$636,936
11. Total # Complaints	215	227	274	398	163	222	198	197
Total # Valid Complaints	-	-	-	-	57	60	109	82
12. # drop-off sites	12	12	12	12	13	13	13	13
13. % of service contract	0%	0%	0%	0%	0%	0%	0%	0%

STAT programs for internal benchmarking

- **Baltimore**
- **New York City**
- **Kansas City**

1) Accurate and Timely Data
2) Effective Strategies
3) Rapid Resources
4) Relentless follow-up

The PerformanceStat Potential

A LEADERSHIP STRATEGY FOR PRODUCING RESULTS

Robert Behn

Coordinated approaches

Statewide consortia

- Florida
- Tennessee
- Michigan
- North Carolina

- Most have a university or software partner

State mandates

- Washington
- Ohio

- Led by the treasurer's or auditor's office

Regional consortia

- Phoenix
- Chicago

- Metro-area
comparisons,
sometimes across state lines

Nationwide comparisons

- Decatur report (smaller cities)
- Large Cities Executive Forum
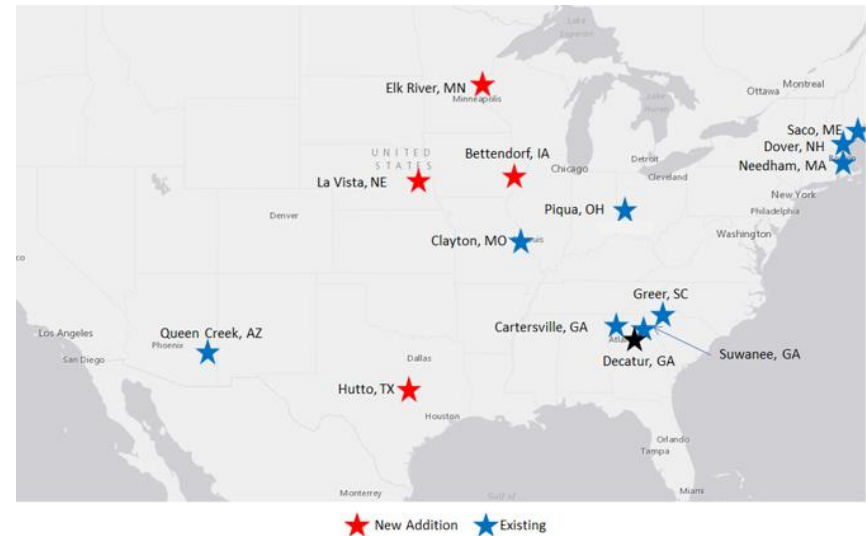
Nationwide comparisons

- Open Access Benchmarking
  - 80 key indicators
  - 291 jurisdictions/years of data
  - Agreed-upon definitions

NO Fees for Participation

NO Reporting Deadlines

NO Software Requirements

https://icma.org/benchmark

Nationwide comparisons

Key Performance Indicators for Open Access Benchmarking: Data Entry Template

These 80 measures have been selected and piloted by the ICMA Performance Management Advisory Committee. A related list of calculations follows, along with a worksheet of county-specific measures. These measures are presented for use by any jurisdiction or vendor interested in benchmarking around a consistent set of metric definitions. This worksheet presents a template for data entry, and jurisdictions are encouraged to forward any data they have to gyoung@icma.org. Data compiled so far is presented in the accompanying "Data" tab. For more information, see FAQ tab.

					FY____
					Jurisdiction
					State

#	Measure Type	Service Area	Measure Name	Definitions (position cursor and scroll in formula bar to read full text)	Jurisdiction response:
A1	Outcome	Code Enforcement	**Code Enforcement cases resolved through forced compliance**	DEFINITIONS: Cases: ● All types of cases (e.g., housing, zoning, nuisance, dangerous building or other)	
A2	Outcome	Code Enforcement	**Average calendar days, Inspection to forced compliance**	INCLUDE ● All types of cases (e.g., housing, zoning, nuisance, dangerous building or other)	
A3	Outcome	Code Enforcement	**Average calendar days, Inspection to voluntary compliance**	INCLUDE ● All types of cases (e.g., housing, zoning, nuisance, dangerous building or other) ● Only those cases that reached voluntary compliance during the reporting period	
A4	Outcome	Code Enforcement	**Percentage of cases resolved through forced compliance**	Code enforcement cases resolved through forced compliance / Total code cases available for resolution during the reporting period	
A5	Output	Code Enforcement	**Total code cases available for resolution during the reporting period**	DEFINITIONS ● Cases: Actionable violations that require compliance. If multiple violations were uncovered during the inspection of a property, it is still considered one case. Total cases may originate	
A6	Efficiency	Facilities	**Admin/office facilities, Custodial expenditure per square foot**	To be calculated as the total administrative/office custodial expenditures for the year divided by the total administrative/office square footage.	

https://icma.org/benchmark

Federal efforts

- Reinventing Government/GPRA (Vice-President Gore)

- Commission for Evidence-Based Policy

- Impacts are still fairly indirect

International efforts

				Aus/ NZ	US	UK
2. WORKFORCE METRICS						
WORKFORCE PROFILE	DESCRIPTIVE ONLY		TOTAL WORKFORCE HEADCOUNT	YES	YES	YES for Northern Ireland
TOTAL POPULATION	DESCRIPTIVE ONLY		TOTAL POPULATION	YES	YES	YES
SICK DAYS/LEAVE TAKEN IN THE YEAR	COMPARATIVE	USE FOR US AND AUS ONLY	MEDIAN SICK DAYS TAKEN /STAFF MEMBER	YES	YES	NO
PERFORMANCE APPRAISAL	COMPARATIVE		% TOTAL STAFF WITH APPRAISAL COMPLETED	YES	YES	YES
WORKFORCE PER RESIDENT/POPN	COMPARATIVE		HEADCOUNT	YES	YES	YES for Northern Ireland
TOTAL CORPORATE SERVICES STAFF(HR/IT/FINANCE/CUSTOMER SERVICE)	COMPARATIVE		NUMBER OF STAFF PER 100 EMPLOYEES	YES	YES	NO

Key indicators and visualizations

The Big Priorities

- Police
- Fire
- Parks and recreation
- Road maintenance
- Libraries
- Social services

The Big Priorities

- Expenditures
- Workloads
- Response times
- Strategic linkages
- Quality indicators
- Customer satisfaction

A Suite of Measures

Sample Performance Measures: Facility Maintenance	
Input	Expenditures and staffing for custodial maintenance and repair
Output	Square footage maintained; number of emergency and nonemergency repairs completed
Efficiency	Ratio of square footage maintained per full-time employee; expenditure per square foot; utility usage (BTUs) per square foot
Intermediate Outcome	Percentage of emergency work requests completed within 2 hours
Outcome	Satisfaction with the quality or timeliness of custodial services
Description	Civic Center is a LEED-certified facility open 16 hours/day and includes courthouse, library, community theater, and food court. Custodial is provided via contract. Facility users include other county residents (average 220 per day).

Data in combination

PERFORMANCE MEASURES

	2015 Actuals	2016 Target	2016 Actuals	2017 Target
Department Activity				
Outputs:				
Attorney General Agreements				
Total number of ICSS Enforcement Cases at FY end	877	1,195	1,232	1,657
Total child support and arrearage disbursement goal for ICSS Cases*	$5,947,080	$8,155,324	$9,824,622	$10,165,336
Total number of Community Supervision Cases at FY end	402	458	480	545
Total dollar amount of child support payments collected on probation cases*	$1,339,112	$2,075,244	$1,798,299	$1,841,658
Access & Possession, Facilitations	150	175	218	240
Acess Enforcement Applications*	N/A	N/A	115	121
Total number of Customer Service	2,746	2,760	2,529	2,194
Revenue from all four Agreements	$ 252,557	$ 285,038	$345,645	$403,227
Friend of the Court				
Number of Cases monitored and	216	160**	69	50
Total number of active probation cases at FY end	225	224*	208	100
Number of Writs of withholding issued*	819	820	536	470
Family Court Services				
Total number of cases disposed by Family Court Services*	598	600	557	550
Mediated Settlement Agreements Scheduled*	N/A	N/A	N/A	48

*These are new measures to be monitored.

** The Target for 2016 and future has changed as resources are being moved to Facilitation/Mediation/OAG Contracts

*** A reduction in this category reflects that the customer is being helped immediately and not calling multiple times. We have also enhanced our website to provide answers to frequently asked questions.

DOMESTIC RELATIONS

Outputs:				
Customer Service				
Number of Inquiries Received via phone or walk-in*	130,371	132,000	96,305	97,000

*These are new measures to be monitored.

** The Target for 2016 and future has changed as resources are being moved to Facilitation/Mediation/OAG Contracts

*** A reduction in this category reflects that the customer is being helped immediately and not calling multiple times. We have also enhanced our website to provide answers to frequently asked questions.

Number of ICSS Enforcement Cases at FY end

FISCAL YEAR 2016 ACOMMPLISHMENTS

- Better utilizing the existing DRO resources by streamlining operations and seeking more efficient processes.
- Adding services to focus on Facilitation and Mediation of agreements.
- Grow the revenue and caseloads existing in the current Texas Attorney General Cooperative Agreements.
- Expediting the response to Court requests (orders) for services.
- A successful conversion to Odyssey.

The Numbers Game

- Processed payments of **$64,234,543,549**
- Issued **32,465** permits
- Attended **59,010** hours of training
- Responded to **12,883** calls for service

UNDER CONSTRUCTION

Fiscal Years
2016 - 2025
$1,669,966,000
Capital Improvement Program

Police officers per 1,000 population

Kirkland   Bellevue   Renton

Officers per 1,000 Population

  1.4   1.5   1.6

Workload: Part I Crimes per Officer

  29.2   28.4   **63.1**

Internal benchmarks

Apparatus Responses

Engines			
EP1	2,124	EP37	3,119
EP2	2,071	EP37	3,119
EP3	3,178	EP38	2,236
EP4	2,142	EP39	3,048
EP5	2,231	EP40	3,410
EP6	2,613	EP41	2,542
EP7	4,840	EP42	3,736
EP8	2,177	EP43	1,431
EP9	3,623	EP44	2,697
EP10	3,172	EP45	2,637
EP11	2,916	EP46	783
EP12	3,531	EP48	1,252
EP13	4,564	EP49	685
EP14	3,227	EP50	2,269
		EP52	1,593

Internal benchmarks

ICMA

REPORTING / DASHBOARDS /

Police Dept. Dashboard

Our citizens play a major role in preventing crime. A strong partnership between the citizens of Monroe and the Monroe Police Department is integral to achieving a safe, thriving community.

Illegal Camping Fires

The city's open space is within walking distance of downtown Monroe. Illegal camping fires during the drought pose a threat to public safety

7

Total in Jun 2017
TARGET Below 6   On Track

Updated 5 days ago

Part 1 Crime: Assaults

Assaults are the most common form of violent crime in Monroe.

2

Total in May 2017
TARGET Below 3   On Target

Updated 5 days ago

Part 1 Crime: Thefts

Tracking thefts allows the Monroe Police Department to allocate resources to the investigative division more effectively.

14

Total in May 2017
TARGET Below 10   Needs Focus

Updated 5 days ago

Historic Actuals

Yearly Expense Trends for Police Operating Expenses

$662,004

In Expenses of $628,889 Budgeted through May 2017

Updated 4 days ago

YTD Overtime Expenses

YTD Overtime vs. Budget

$13,468 (15%)
Remaining

$73,582

In Expenses of $87,050 Budgeted Through May 2017

Updated 4 days ago

Burglaries

0

Total in May 2017

Updated 5 days ago

Internal benchmarks

Data Driven Scheduling
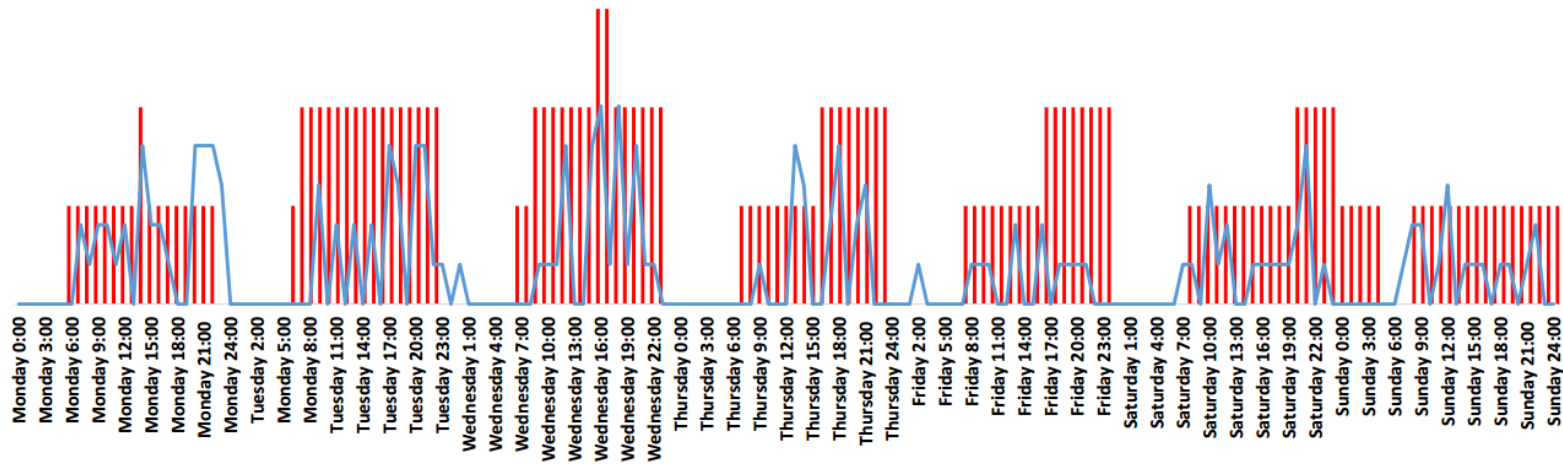
Note: KSPD uses call data to make periodic adjustments in officer scheduling. Call data from October 2015 (blue lines) was used to schedule officers for shifts during a realignment in November 2015 (red bars.) Overnight protection is provided in conjunction with the Cheatham County Sheriff's Department.
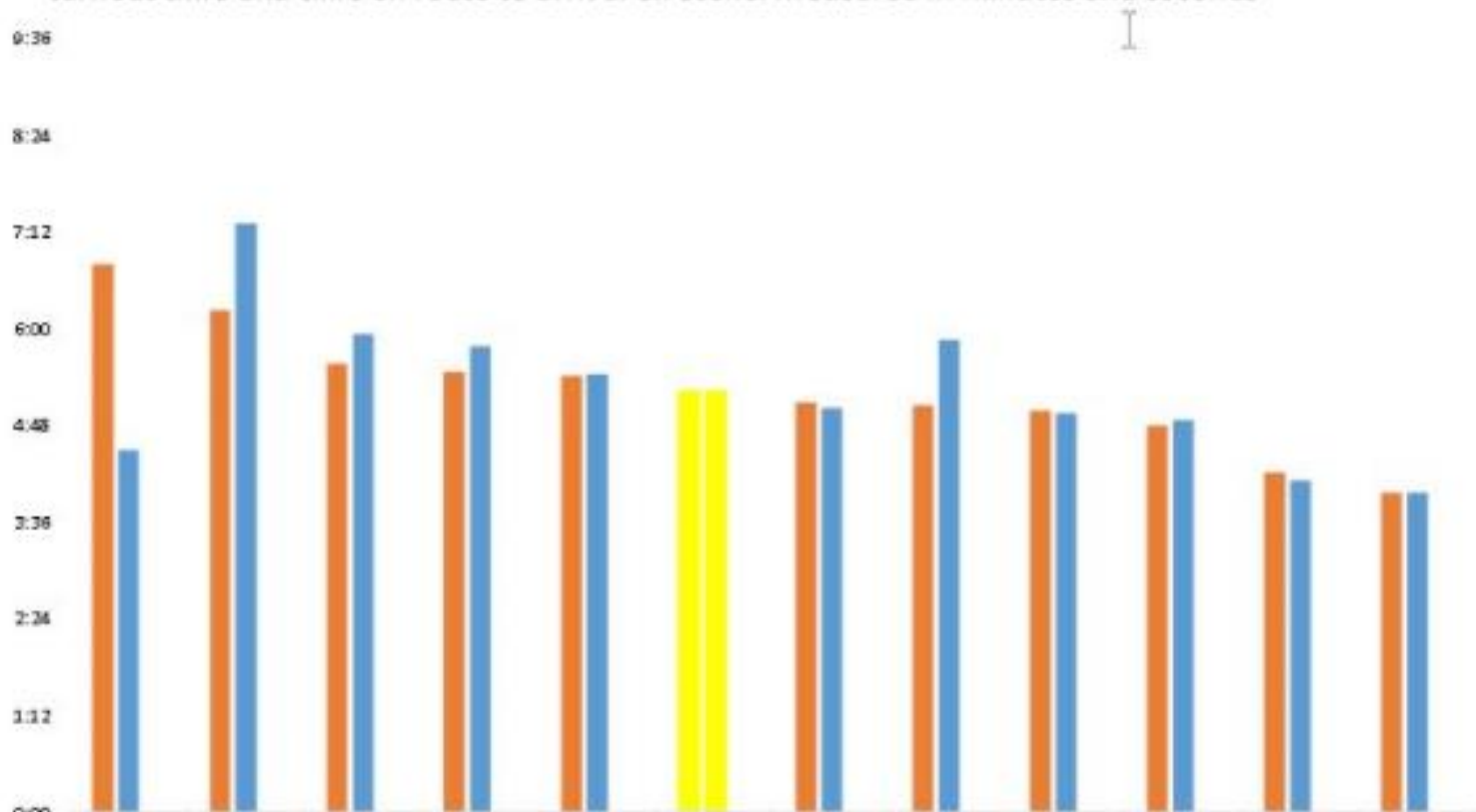
Source: Cheatham County, TN E-911, Call Log: October 2015

Visualizations: Local Benchmarks
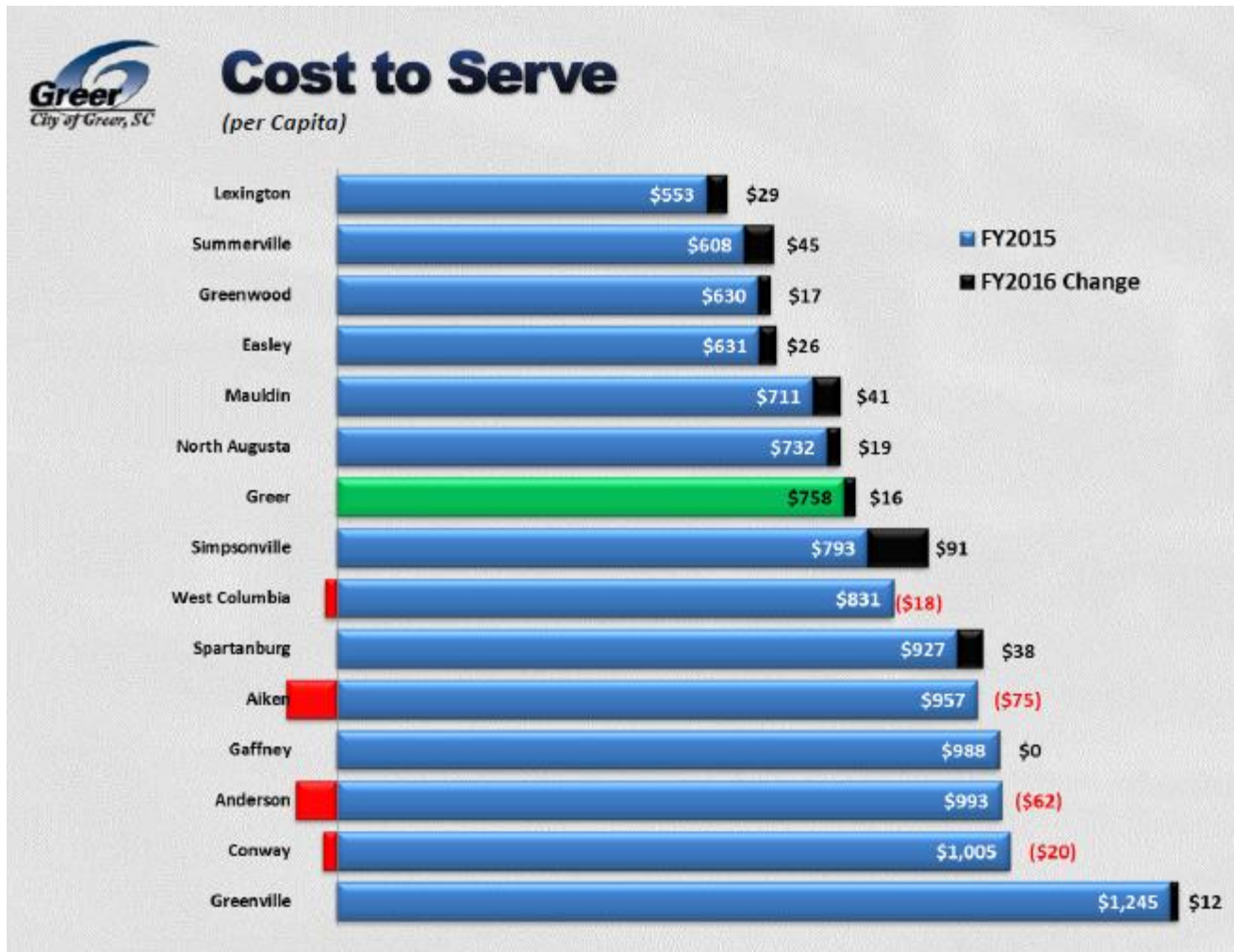
Visualizations: Local Benchmarks

Fire Response Times

Length of time for a fire apparatus to arrive on scene after a resident calls 9-1-1. Includes turnout time and time en route to arrival on scene. Measured in minutes and seconds

	Glendale	Avondale	Peoria	Surprise	Scottsdale	Average	Mesa	Goodyear	Gilbert	Phoenix	Tempe	Chandler
2014-2015	6:48	6:14	5:34	5:28	5:25	5:14	5:05	5:03	4:59	4:48	4:13	3:58
2013-2014	4:30	7:18	5:56	5:47	5:26	5:14	5:01	5:52	4:57	4:52	4:07	3:58
Percentage Change	51.10%	-14.62%	-6.18%	-5.40%	-0.60%	0.00%	1.30%	-13.93%	0.67%	-1.40%	2.40%	0.00%

Visualizations: Local Benchmarks

IGMA

Total and % Clean Energy Fleet Vehicles
FY 2015-2016

	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
■ % Clean		0.90%	5.93%	51.66%	31.89%	26.28%	11.99%	38.28%	49.01%	2.02%	54.52%
■ Total Regular Fuel		769	603	627	252	1083	477	4007	619	339	312
■ Total Clean		7	38	670	118	386	65	2485	595	7	374

■ Total Clean ■ Total Regular Fuel ■ % Clean
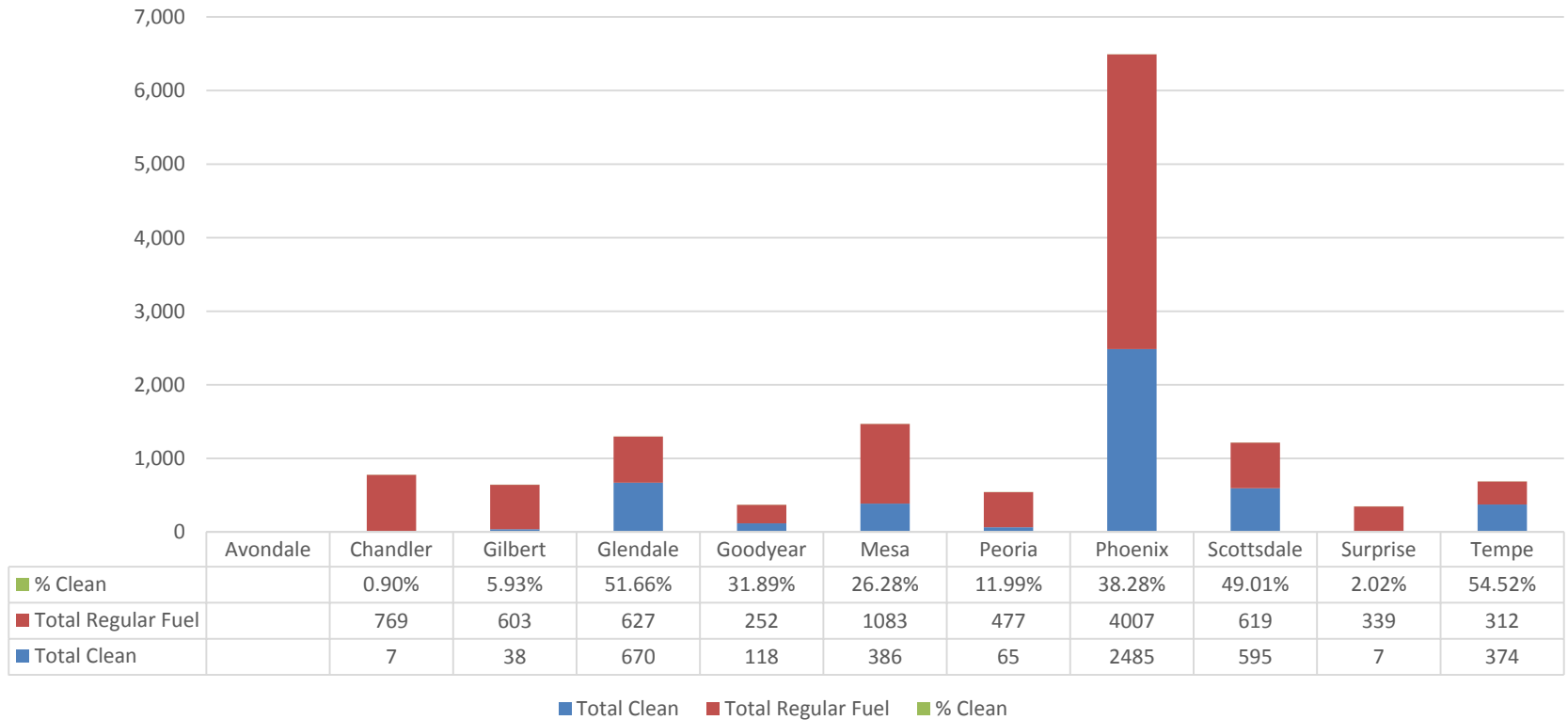
Fleet Vehicles defined as cars, trucks, trailers, backhoes, fire engines.
Clean Energy includes B-20 bio diesel, CGN, E85 flex fuel, electric and hybrids.

Visualizations: Local Benchmarks
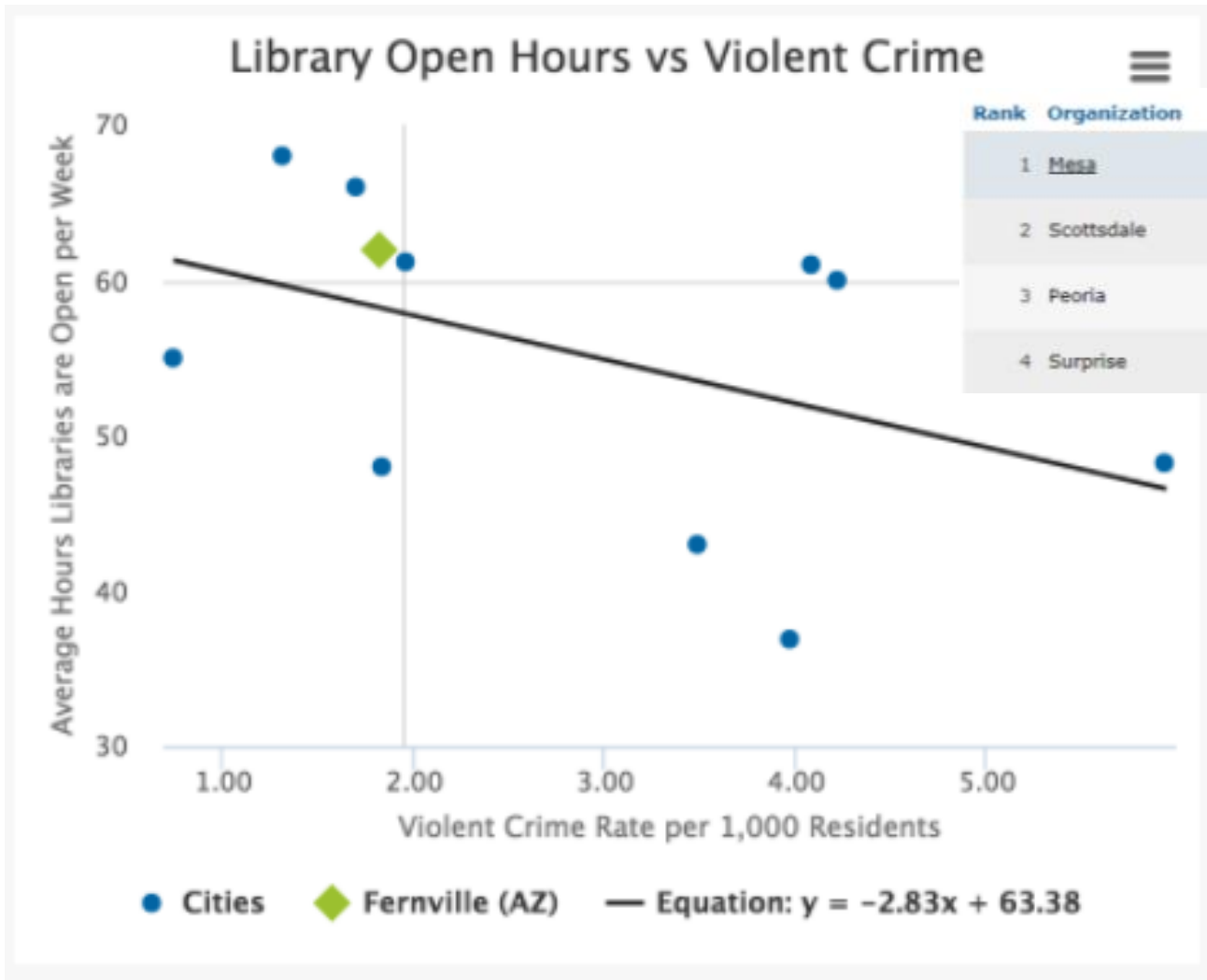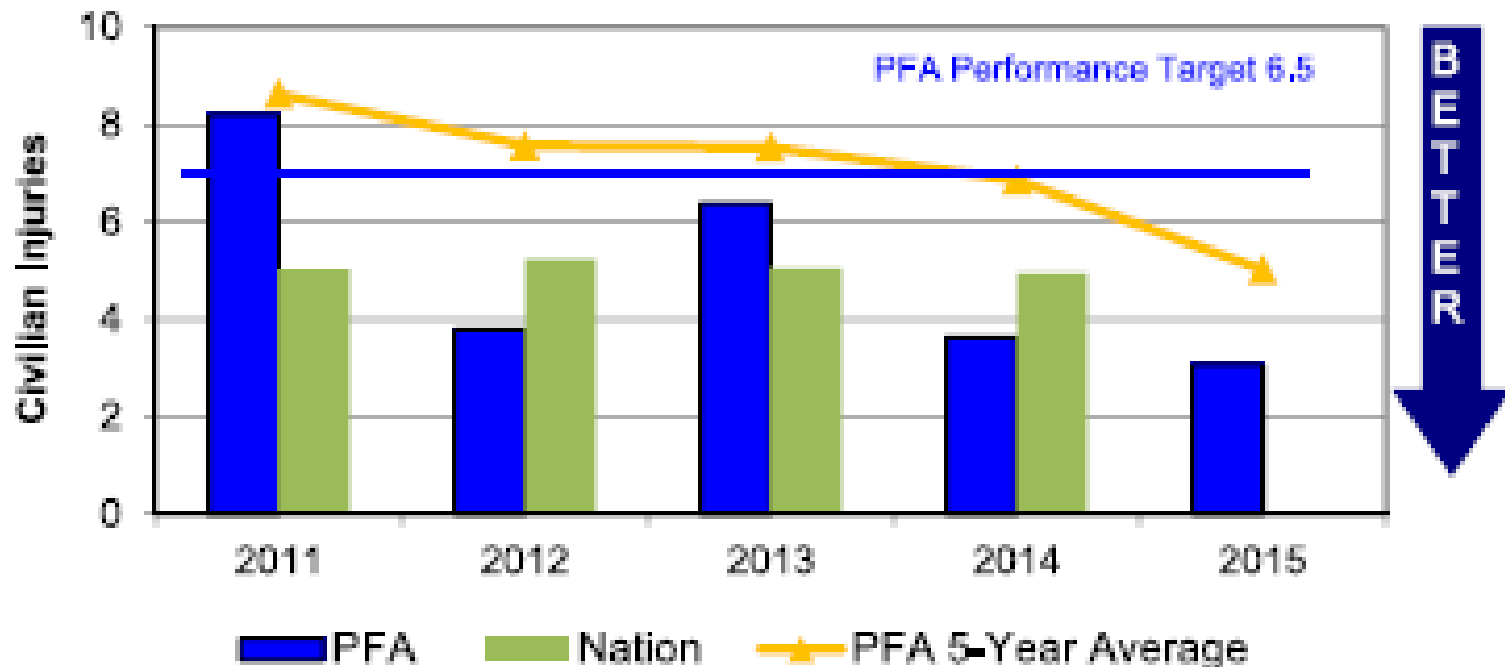
Visualizations: Local Benchmarks
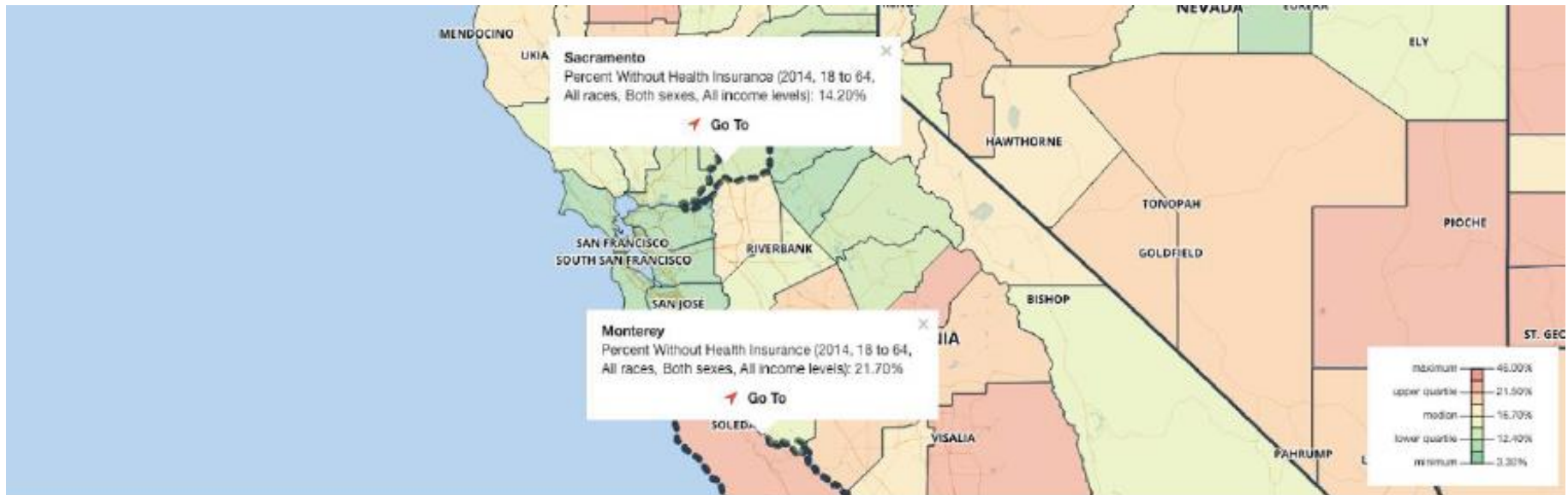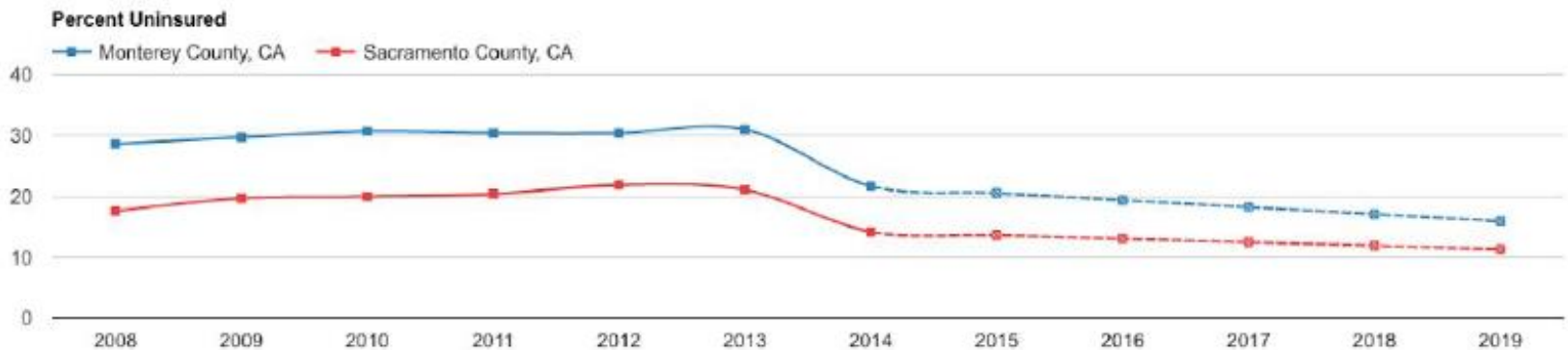
Visualizations: National Rankings and Trends

Community Quality

Trend		Year	Rank	# of Jurisdictions	Percentile
⬆	Overall quality of life	2010	10	365	97
		2008	31	326	90
⬆	Suwanee as a place to live	2010	6	314	98
		2008	20	270	93
⬆	Recommend living in Suwanee to someone	2010	7	142	95
		2008	4	46	91

Visualizations: National Benchmarks and Targets

PFA & National Civilian Fire Injuries
Per 100,000 Population
5-Year History

Visualizations: National Benchmarks and Targets

Visualizations: National Benchmarks and Targets

Overall Satisfaction With *Police Services - 2015*

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale excluding don't knows

Central US Large City Regional Benchmarks
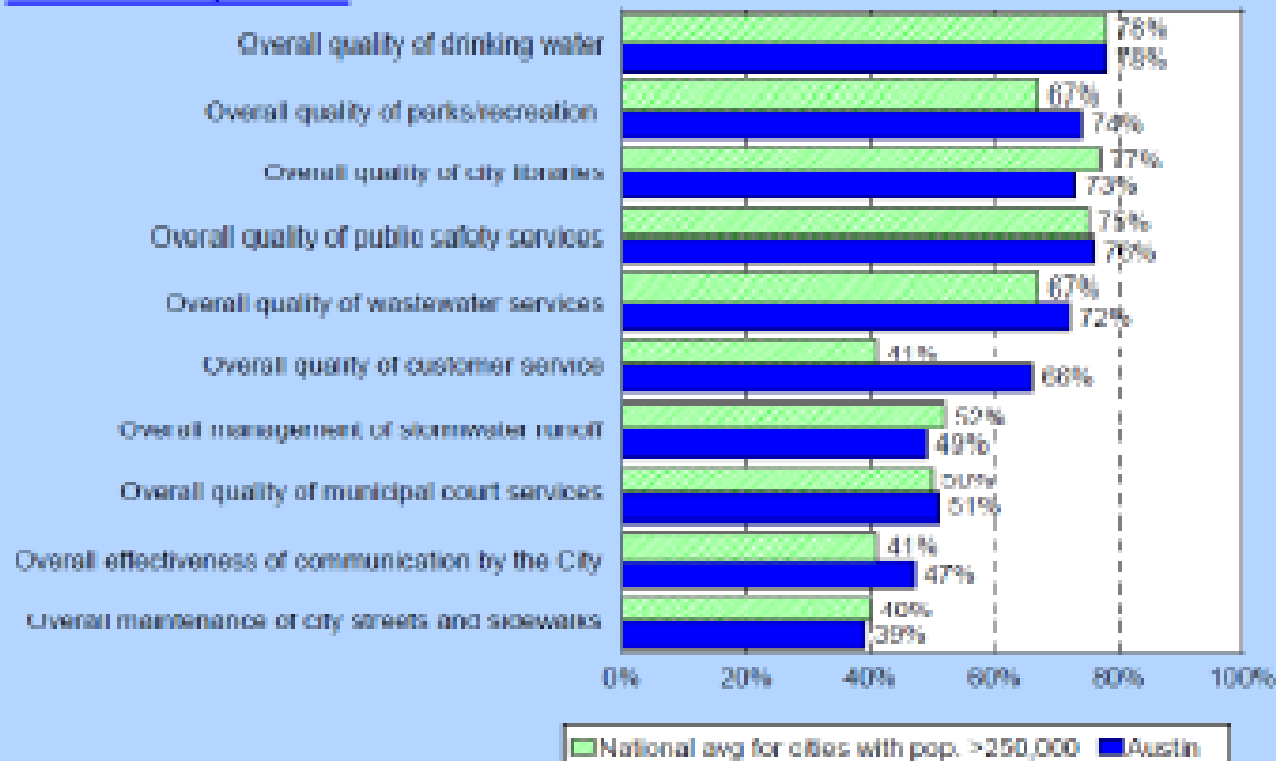
Source: ETC Institute DirectionFinder (2015)
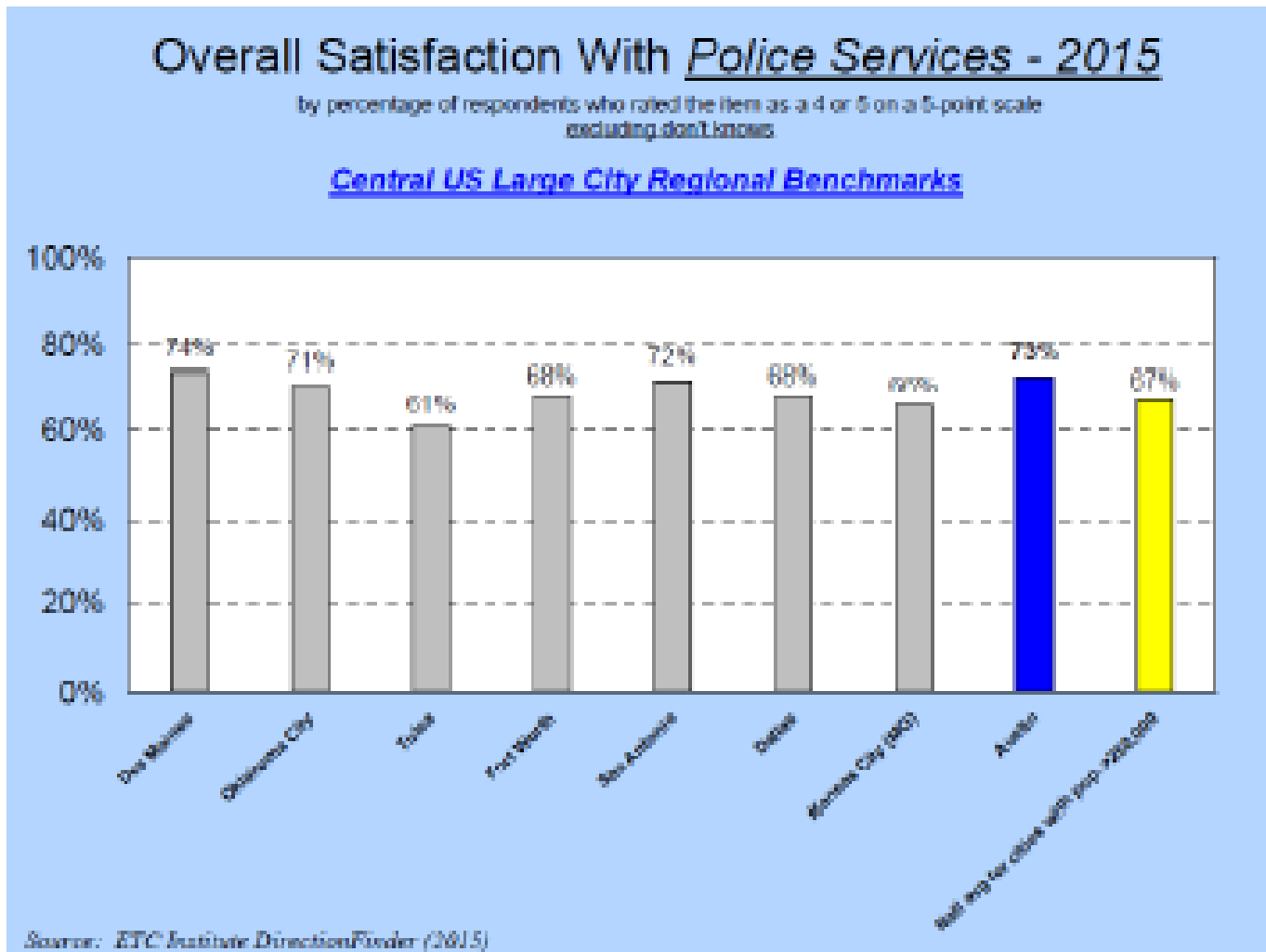
Visualizations: National Benchmarks and Targets

Over the past fifteen years, overall satisfaction with the value of City taxes and fees has increased significantly in Olathe. In 2000, 59% of Olathe residents indicated that they were "satisfied" or "very satisfied" with the overall value received for their City taxes and fees. In 2015, 81% of Olathe residents were "satisfied" or "very satisfied" with the overall value received for their City taxes and fees. Olathe received the highest satisfaction score among all cities surveyed by ETC across the nation in 2015 who asked this exact same question.

Value Received for Your Tax Dollar — Olathe — KC Metro — U.S.
ETC Direction Finder Survey
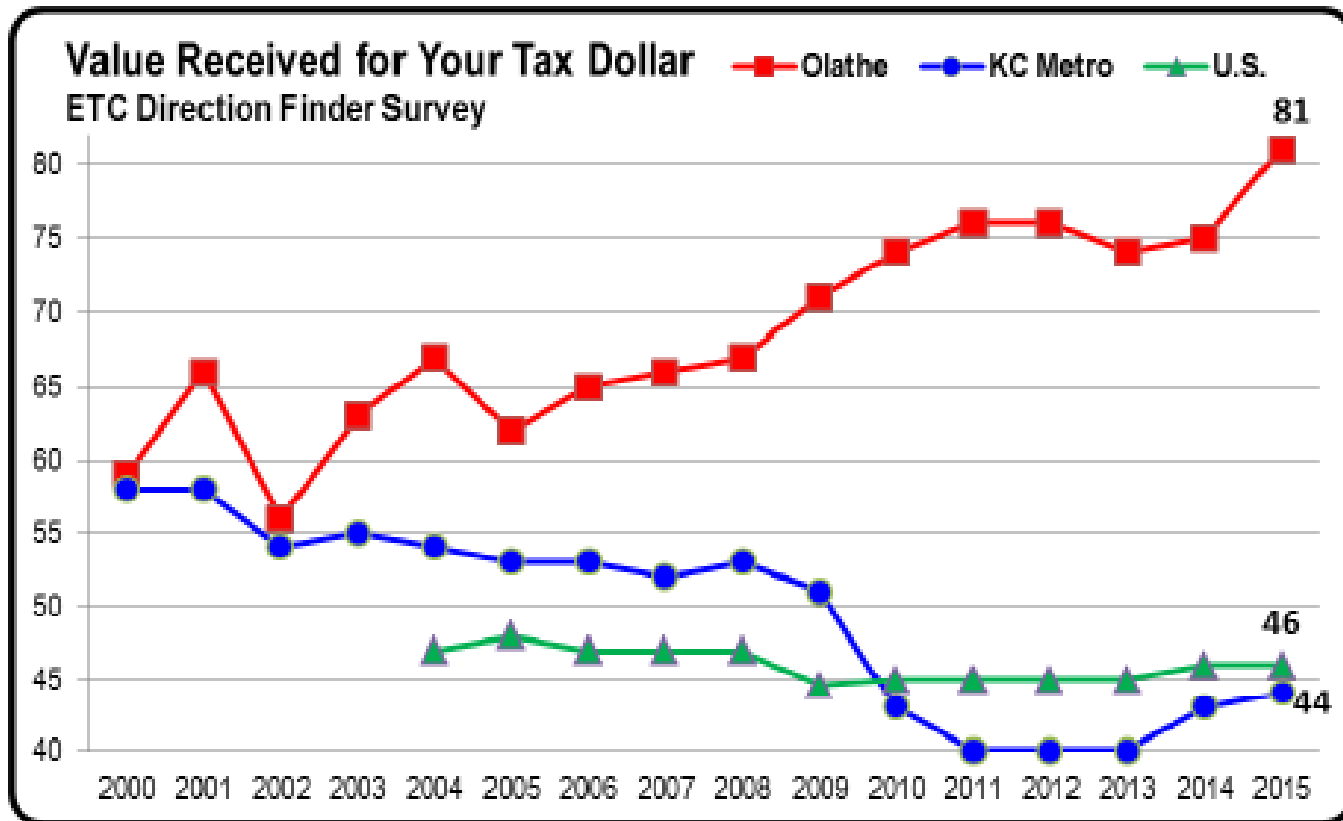
What does it *accomplish*?

IGMA

- Impressing
- Informing
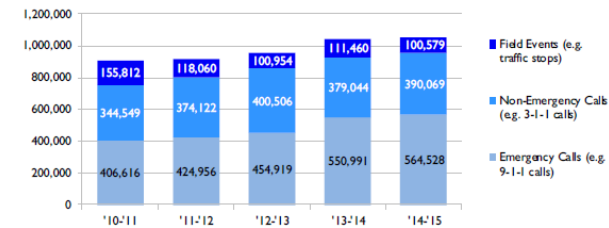 - **Multiple perspectives**
- Engaging
- Improving

The number of 9-1-1 and other emergency calls increased by 2.5 percent (totaling about 565,000 or 54 percent of all calls). Over the last 10 years, the number of wireless 9-1-1 calls has increased from about 95,000 to about 370,000 (two-thirds of all emergency calls).

3-1-1 calls and online f total calls). This was

other officer-initiated alls. In 2014-15, total field events were 10 percent fewer than the previous year and about 35 percent fewer than the total of 2010-11.

Breakdown of All Calls for Service*

|	'10-'11	'11-'12	'12-'13	'13-'14	'14-'15
Field Events	155,812	118,060	100,954	111,460	100,579
Non-Emergency Calls	344,549	374,122	400,506	379,044	390,069
Emergency Calls	406,616	424,956	454,919	550,991	564,528

* All calls for service received, including duplicates, online reporting, and calls that did not require a police response
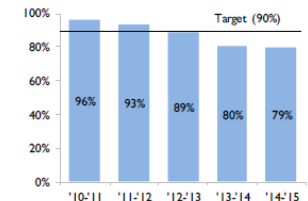
Communications Center Staff
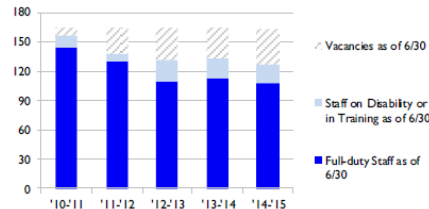
Average Emergency Call Answering Time (in seconds)
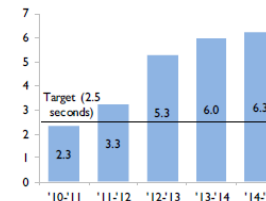
% of 9-1-1 Calls Answered Within 10 Seconds

What types of information are essential?

- Context
- Targets
- Interpretation
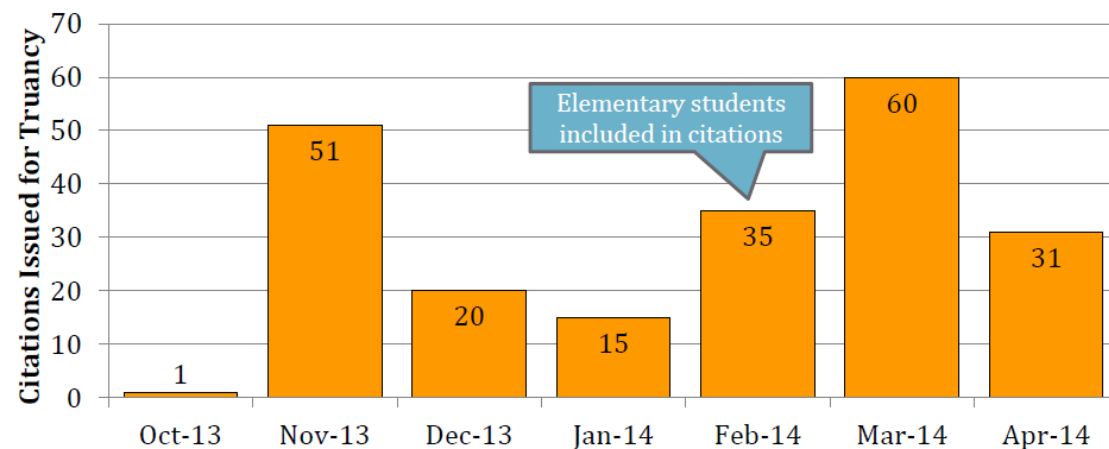- Action

What types of information are essential?

- Context – **How does this relate to me?**

- Targets – **Is there a goal?**

- Interpretation – **Is the government doing a good job?**

- Action – **What happens next?**

When do you share it?

- Is it timely and actionable?
- Are you just trying to check public reporting off your list?

TRUANCY UPDATE

Truancy Court Citations for 2013 -14 School Year

Elementary students included in citations

Month	Citations Issued for Truancy
Oct-13	1
Nov-13	51
Dec-13	20
Jan-14	15
Feb-14	35
Mar-14	60
Apr-14	31

Cases referred for trial: 2
(pending date 5.20.14)

Upcoming Efforts: City will begin discussions with Kansas City Public School District to determine further collaboration efforts around truancy

Source: KCPS

12

Visualizations: Summary

QUALITY SERVICES

Goal: Provide high quality public safety and judicial services

Evaluate the efficiency and effectiveness of police services as it relates to reducing crime and increasing the community's perception of safety.

•Respond to 70% of Priority One calls within 5 minutes	🔴	*65% of high priority calls were responded to within five minutes. This represents a significant improvement over previous years.*
•Reduce citywide property crime by 2% or more per year (41.1 per 1,000 or less) based on three-year trend	🟢	*37.1 property crimes per 1,000 residents. This represents a 15.8% decrease over the three year trend.*
•Reduce citywide violent crime by 1% or more (5.7 per 1,000 or less) based on three-year trend	🟢	*5.4 violent crimes per 1,000 residents. This represents a 7.4% decrease over the three year trend.*

Response Rate for Priority One Calls: Percent within 5 Minutes

FY2010: 48%
FY2011: 51%
FY2012: 46%
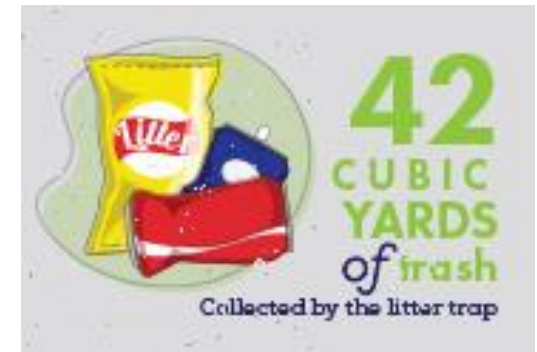FY2013: 49%
FY2014: 57%
FY2015: 65%
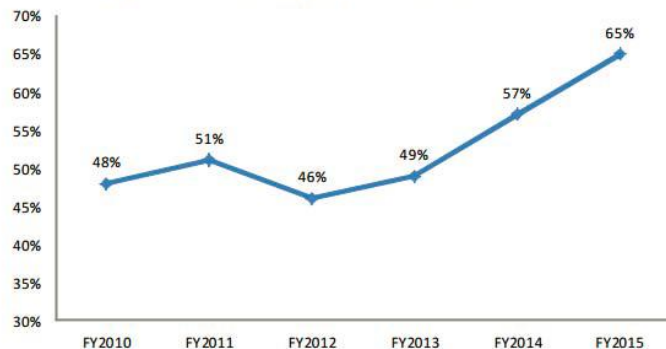
Although the City hasn't quite responded to 70% of Priority One Calls within 5 minutes, the City has made great strides over the past six years.

Infographics: W/out context

Fire Department

ACCOMPLISHMENTS

- Raised over $13,000 to benefit local charities
- Trained 300 local firefighters on skills needed to battle high rise building fires
- Adopted the 2015 International Fire Code
- Received new ambulance with state of the art medical equipment

PERFORMANCE MEASURES

Satisfaction with quality of EMS

89%	84%
CLAYTON 2015	U.S. AVERAGE

% of fires contained in room of origin

100%	79%
CLAYTON 2015 & 2014	PEER CITIES 2014 AVERAGE

FMS/EMS cost per capita

$106	$98	$187
CLAYTON 2015	CLAYTON 2014	PEER CITIES 2014 AVERAGE

Civic Engagement

Trend		Year	Rank	# of Jurisdictions	Percentile
⬆	Opportunities to participate in community matters	2010	7	132	95
		2008	14	42	67
⬆	Opportunities to volunteer	2010	22	136	84
		2008	21	42	50
⬇	Attended a meeting of local elected officials or other local public meeting	2010	88	205	57
		2008	32	161	80

National Citizen Survey Results

Question (Livability Report page number)	Percent Rated Positive *					National Benchmark **	Trendline
	2008	2010	2012	2014	2016	2016	2008 - 2016
Employment opportunities (p.4)	40%	35%	38%	39%	43%	↔	
Shopping opportunities (p.4)	76%	77%	72%	82%	82%	↑	
Williamsburg as a place to work (p.4)	53%	60%	60%	58%	63%	↔	
Overall quality of business and service establishments in Williamsburg (p.4)	65%	71%	71%	77%	73%	↔	
Economic development services (p.6)	48%	49%	56%	62%	55%	↓	
Williamsburg as a place to visit (p.4)	N/A	N/A	N/A	93%	89%	↑↑	

The Ultimate Outcome

In 3 years, investment of $152 million in state and local evidence-based decision-making achieved an ROI of $521 million (340%).
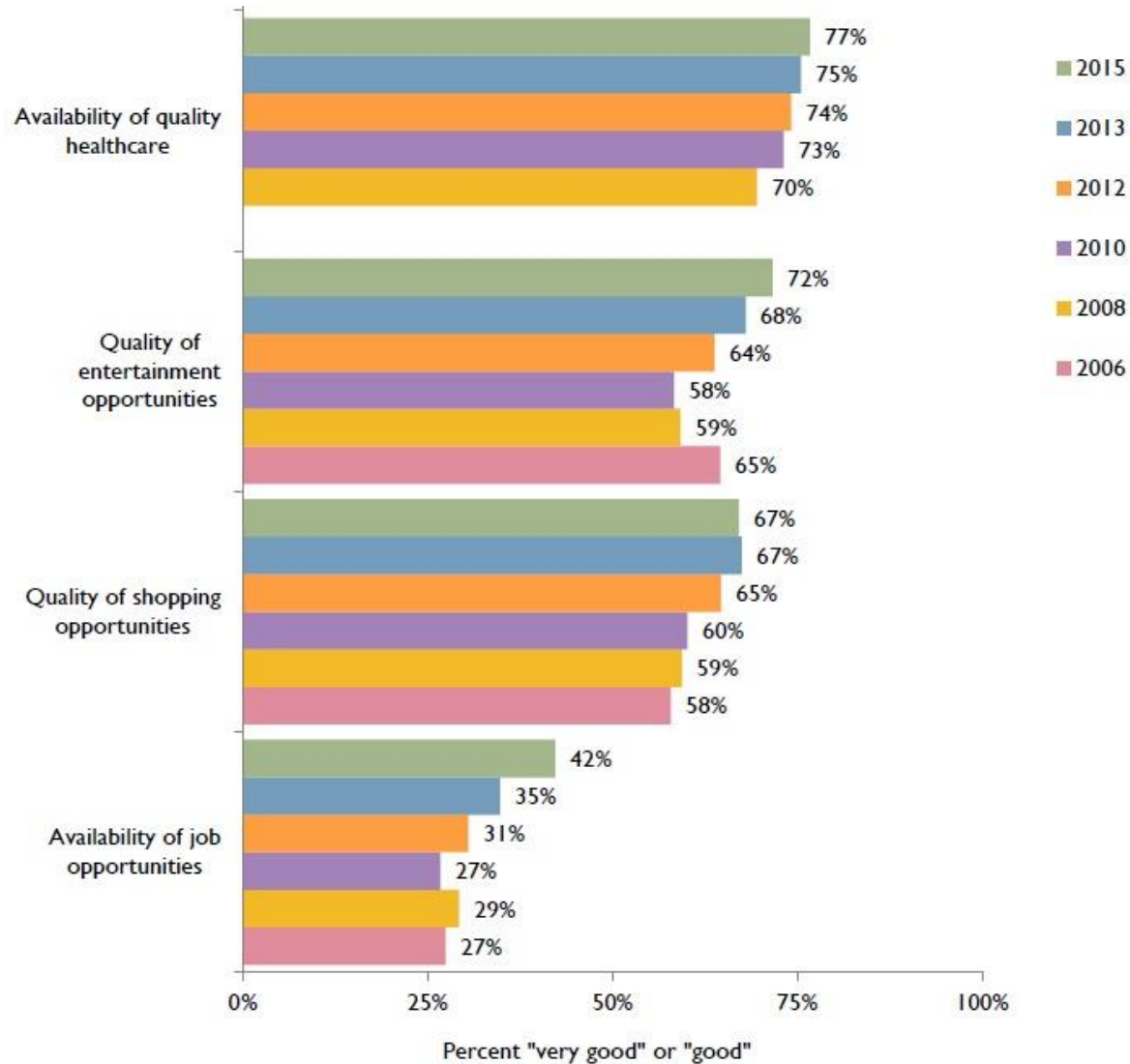
Investment vs. Return
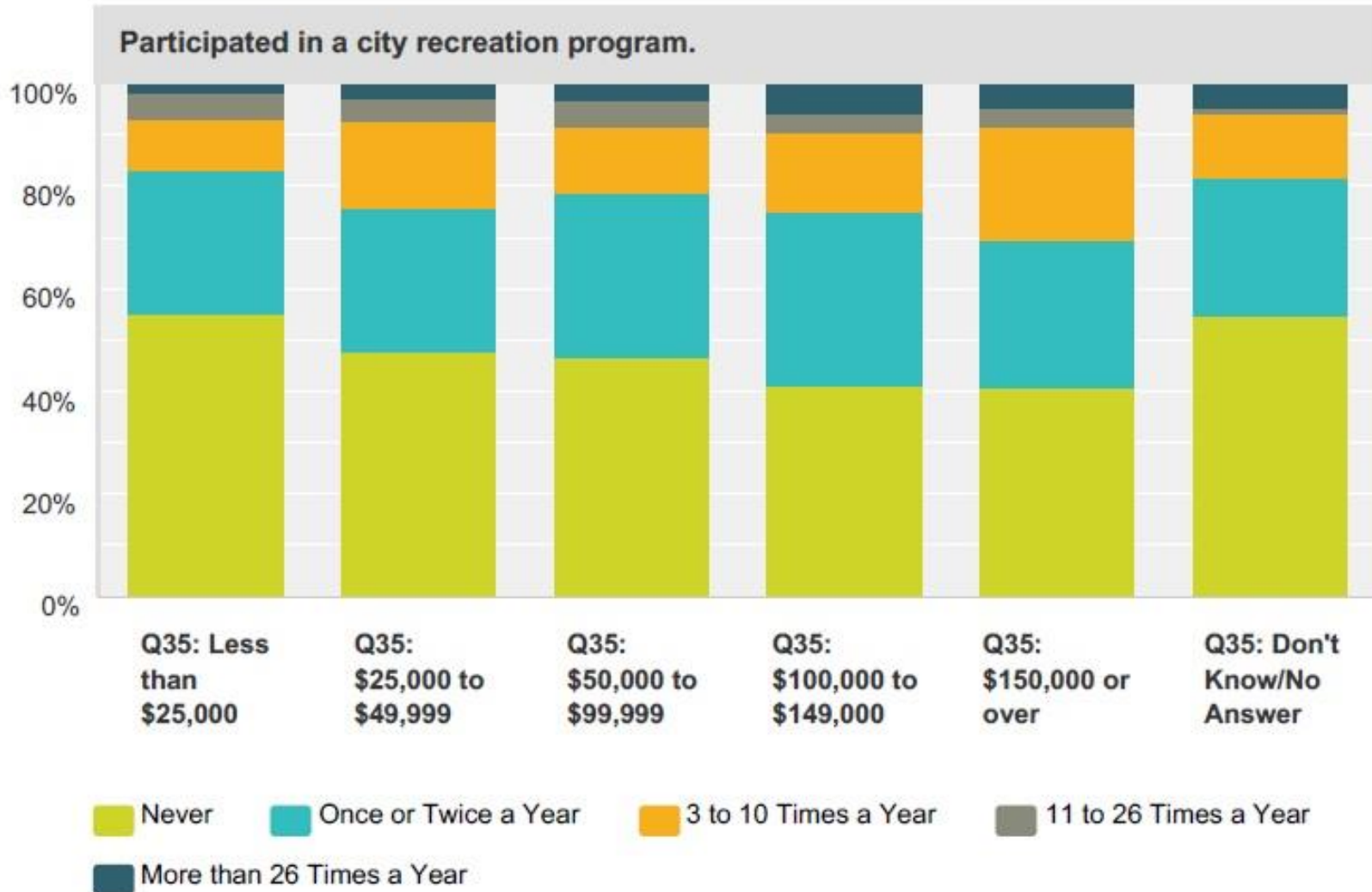
In millions

$600	
$500	
$400	
$300	
$200	
$100	
$0	

Investment   Return

Source: Governing.com, Susan K. Urahn, October 27, 2015.
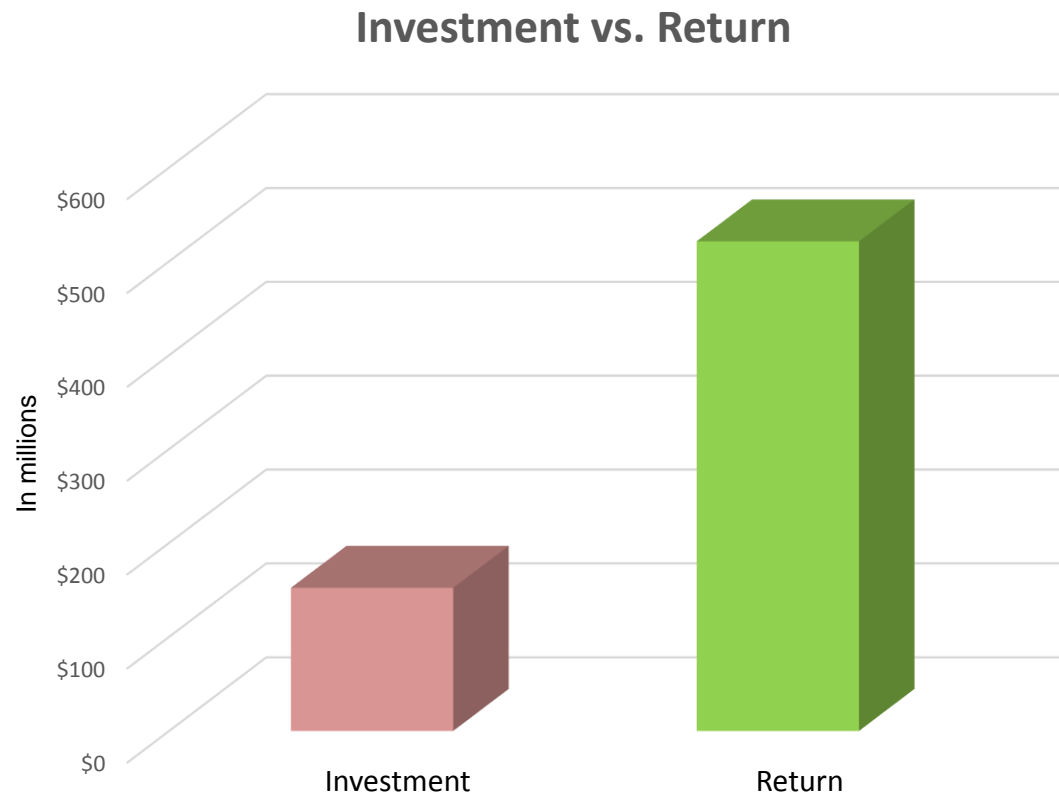
Satisfaction

Top 5 Needs Improvement Responses across the years

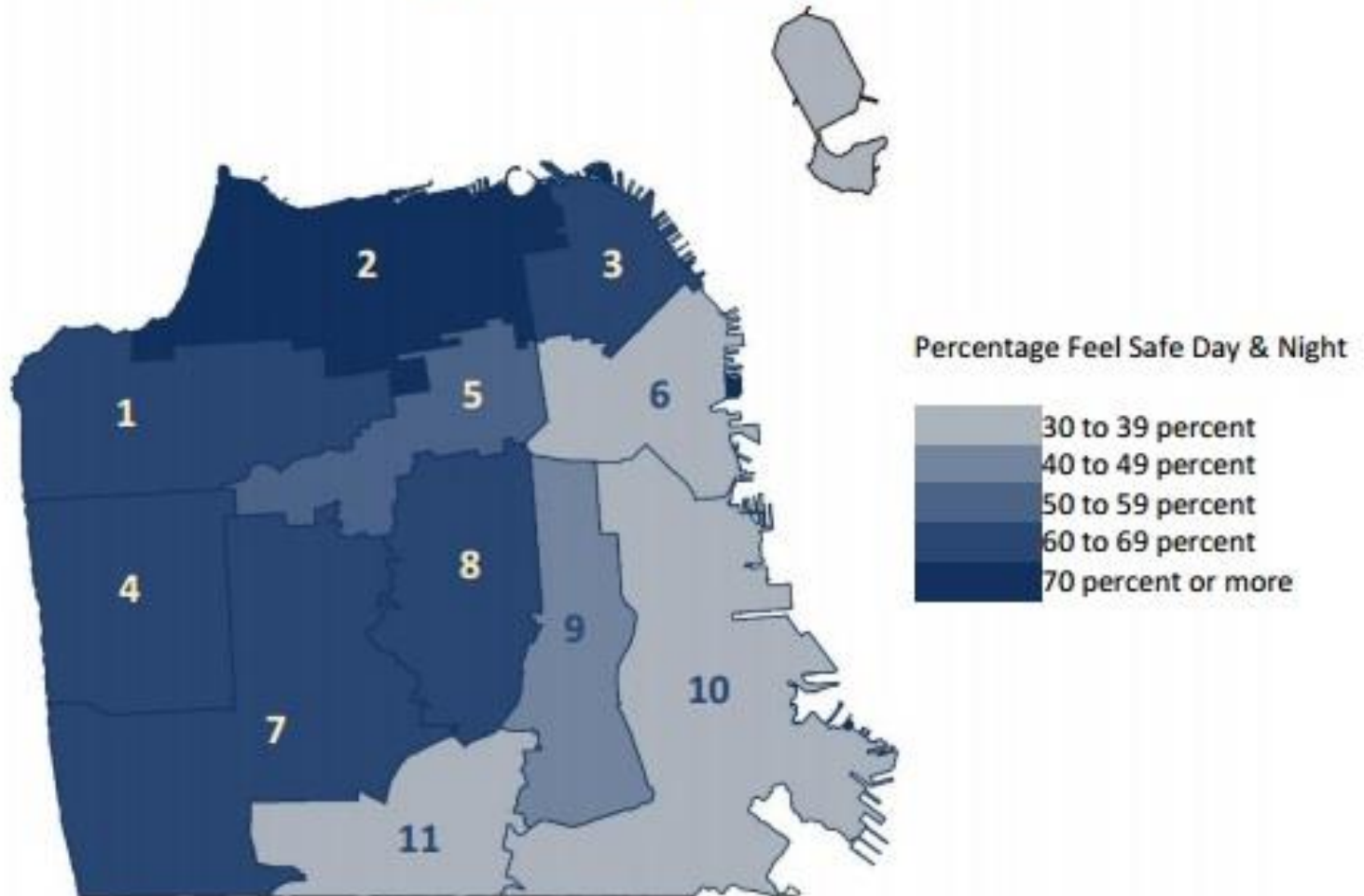| 2016	2014	2012
Ease of public parking (40%)	Amount of public parking (25%)	Traffic signal timing (22%)
Availability of affordable quality housing (34%)	Availability of affordable quality housing (23%)	Amount of public parking (19%)
Traffic signal timing (25%)	Traffic signal timing (23%)	Street repair (15%)
Cost of living (22%)	Street repair (19%)	Code enforcement (15%)
Street repair (21%)	Cost of living (13%)	Employment opportunities (14%)

City of Decatur®

Satisfaction

Satisfaction: By Demographics

Participated in a city recreation program.

Legend: Never | Once or Twice a Year | 3 to 10 Times a Year | 11 to 26 Times a Year | More than 26 Times a Year

Satisfaction: By Geography

ICMA

Residents Who Feel Safe Both Day and Night Walking Alone in Their Neighborhood
By Supervisorial District

Percentage Feel Safe Day & Night

30 to 39 percent
40 to 49 percent
50 to 59 percent
60 to 69 percent
70 percent or more

Motivating staff

- Regular discussions on results
- **Respect and discuss** normal variation
- Look at challenges as opportunities for improvement
- Build a performance culture

Steady performance?

Percent of Time Water Meets Regulatory Standards | 100% | 100% | 100% | 100% | √

Comprehensiveness…

PRIMARY DRINKING WATER STANDARDS											
Substances we detected (units)	When we checked	What's allowed? (MCL)	What's the goal? (MCLG)	Dublin Road Water Plant		Hap Cremean Water Plant		Parsons Avenue Water Plant		Violation?	Where did it come from?
				Level Found	Range	Level Found	Range	Level Found	Range		
Fluoride (ppm)	2015	4	4	0.92	0.80 - 0.99	0.91	0.75 - 0.96	0.92	0.82 - 1.05	No	Water additive – protects teeth
Nitrate (ppm)	2015	10	10	12.3[1]	<0.5 - 12.5	1.7	<0.5 - 1.7	ND	ND	Yes[1]	Agricultural fertilizer runoff
Simazine (ppb)	2015	4	4	<0.10	<0.10 - 1.17	<0.10	<0.10 - 0.18	ND	ND	No	Agricultural herbicide runoff
Atrazine (ppb)	2015	3	3	0.33	<0.10 - 1.35	0.12	<0.10 - 0.46	ND	ND	No	Agricultural herbicide runoff
Alachlor (ppb)	2015	2	0	ND	ND	ND	ND	ND	ND	No	Agricultural herbicide runoff
Metolachlor (ppb)	2015	No set level	No goal set	<0.20	<0.20 - 0.72	<0.20	<0.20 - 0.33	ND	ND	No	Agricultural herbicide runoff
Metribuzin (ppb)	2015	No set level	No goal set	<0.10	<0.10 - 0.23	ND	ND	ND	ND	No	Agricultural herbicide runoff
Total Trihalomethanes (ppb)	2015	80	No goal set	71.4	27.0 - 111.0	58.9	33.7 - 87.7	24.4	16.7 - 33.8	No	By-product of drinking water disinfection
Total Haloacetic Acids (ppb)	2015	60	No goal set	38.8	11.2 - 56.8	50.5	29.5 - 65.2	6.5	5.1 - 7.2	No	By-product of drinking water disinfection
Total Organic Carbon	2015	TT (removal ratio >1)	No goal set	2.48	2.45 - 3.43	2.71	2.27 - 3.93	N/A	N/A	No	Naturally present in environment
Total Coliform Bacteria	2015	Present in <5% of monthly samples	0%	0.0%	0.0 - 0.9%[2]	0.0%	0.0 - 0.0%	0.0%	0.0 - 0.0%	No	Bacteria present in environment
Total Chlorine (ppm)	2015	4 (MRDL)	4 (MRDLG)	1.50	0.34 - 2.20	1.59	0.34 - 2.30	1.12	0.36 - 2.03	No	Disinfectant
Turbidity (NTU)	2015	TT (<1 NTU)	No goal set	0.15	0.01 - 0.15	0.15	0.03 - 0.15	N/A	N/A	No	Soil runoff
		TT (% meeting Std.)	No goal set	100%	100 - 100%	100%	100 - 100%	N/A	N/A		
Substances we detected (units)	When we checked	Action Level (AL)	What's the goal? (MCLG)	Concentration at 90th percentile		Range		# of sites found above the Action Level		Violation?	Where did it come from?
Lead (ppb)	2014	15	0	< 1		< 1 - 2.7		0 out of 50		No	Corrosion of household plumbing
Copper (ppm)	2014	1.3	1.3	0.054		0.002 - 0.079		0 out of 50		No	Corrosion of household plumbing; Erosion of natural deposits

…or perspective

ICMA

PRIMARY DRINKING WATER STANDARDS

Substances we detected (units)	When we checked	What's allowed? (MCL)	What's the goal? (MCLG)	Dublin Road Water Plant		Hap Cremean Water Plant		Parsons Avenue Water Plant		Violation?	Where did it come from?
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Metolachlor (ppb)											de runoff
Metribuzin (ppb)											de runoff
Total Trihalomethanes (ppb)											ing water disinfection
Total Haloacetic Acids (ppb)											ing water disinfection
Total Organic Carbon											environment
Total Coliform Bacteria											environment
Total Chlorine (ppm)											
Turbidity (NTU)				100%	100 - 100%	100%	100 - 100%	N/A	N/A		

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- Number of days of boil-water orders
- Number of days of pool closures
- Percentage of residents affected by service outages
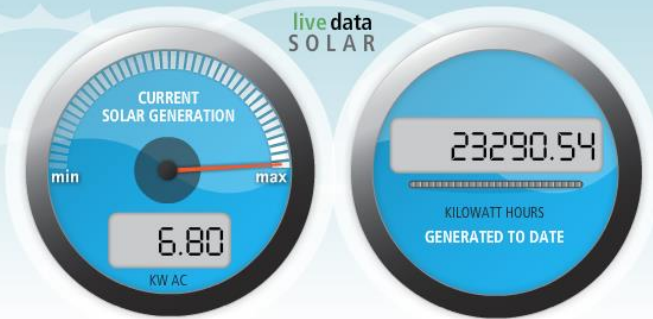
Equivalencies

Equivalencies

ESTIMATED TAXES ON COMMON ITEMS*

	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria
Estimated Property Taxes on Home, Estimated Sales Tax on Purchase of a Car							
$250,000 Home	$438	$295	$264	$672	$468	$303	$360
$30,000 Car	$2,340	$2,340	$2,340	$2,760	$2,250	$2,415	$2,430

*Estimated municipal property taxes paid on a home with a $250,000 assessed value. Calculation includes prima

actual sale of a new home. Sales tax on purchase of a new car accounts for Model City Tax Code Option V (reduce

utilized by Avondale, Goodyear and Phoenix, and includes state, county and local estimated sales tax total.
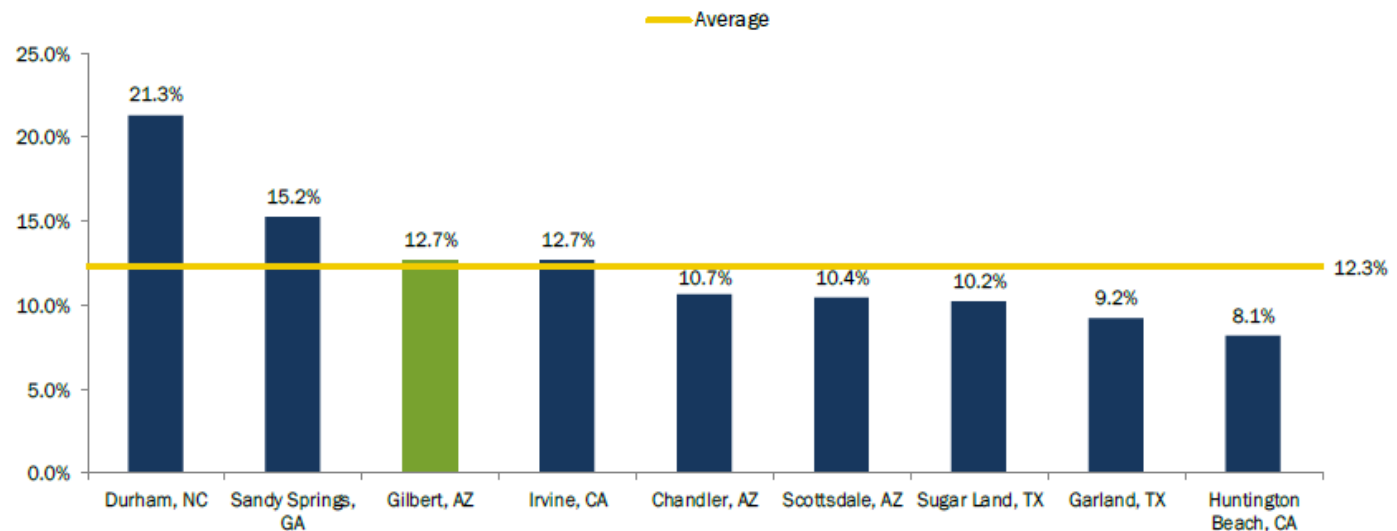
Narrative

Office of Economic Development

The mission of the Gilbert Office of Economic Development (OED) is to attract, grow, and retain business and industry, in order to increase the economic well-being of the community. Efforts are focused on industries that have a high concentration of Science, Technology, Engineering and Math (STEM and STEM – related) occupations. The benchmarks related to the percent of STEM/STEM related occupations, and share of high technology industry employment all help to measure whether or not Gilbert economic development efforts are impacting key economic performance indicators. The OED also added benchmarks measuring commercial vacancy and average annual hotel occupancy. A measure of economic health is a low vacancy rate for existing office, retail, and industrial buildings and this is an important measure to track. As businesses grow and vacancy rates decline, Gilbert will likely see an increase in new and speculative development to meet demand. With respect to hotel occupancy, the OED began to oversee the tourism line of service for Gilbert in 2013 and

collections to build a comprehens
increase in bed night occupancy. E
help determine if tourism efforts ar

The "best in class" comparative a
capacities and economic perforr
municipalities have a high ratio of
attracting and growing industries v
for Gilbert include:

- Advanced Business Services
- Information, Communication and
- Manufacturing
- Aerospace & Aviation
- Healthcare & Life Sciences

Benchmark: Share of Workers in STEM and STEM Related Occupations

Data source: Economic Modeling Specialists, Inc. 2016

Narrative

Utah State Courts - Court Performance Measures   Home

Performance Measure Reports

Access and Fairness

Effective Use of Jurors

Clearance Rate
District Court | Juvenile Court | Justice Court | Supreme Court | Court of Appeals

Time to Disposition
District Court | Juvenile Court | Justice Court | Supreme Court | Court of Appeals

Age of Pending Cases
District Court | Justice Court

Restitution, Fines, and Fees
District Court | Juvenile Court

Court Employee Satisfaction

Related Performance Information

2017 - Effective Use of Jurors - Statewide

Utah State Courts Juror Selection Process Statewide Fiscal Years 2010 - 2014

FY 2014 | FY 2013 | FY 2012 | FY 2011 | FY 2010

% of Potential Jurors

See Previous Years | See Details

Jury Yield

What it is: Juror yield is the number of citizens selected for jury service compared to the number of citizens summoned for service.

How it is Measured: Juror yield is given as a percentage, based on the number of citizens who report for jury service divided by the total number of citizens summoned for jury service.

Why it is important: This measure saving both citizen and court time by minimizing the number of unused prospective jurors – citizens who are summoned, qualified, report for jury service, but do not serve on a jury.

Drill Down: Text/Graphic Summary

All of the above

7. DRIVING WHILE INTOXICATED (DWI) ARRESTS & ALCOHOL-RELATED TRAFFIC ACCIDENTS ✓

Target: 4,464 arrests/1,538 accidents

About this measure:
This measure reflects the total number of people arrested for driving while intoxicated compared to the number of alcohol-related traffic accidents.
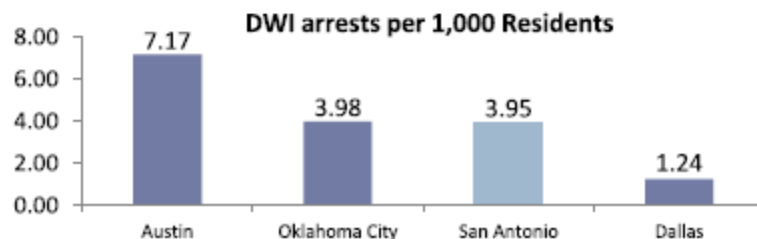
Why it is important:
High numbers of DWI arrests demonstrate the San Antonio Police Department's commitment to safety in our community and emphasize the proactive approach to addressing the issue of drunk driving in the City.
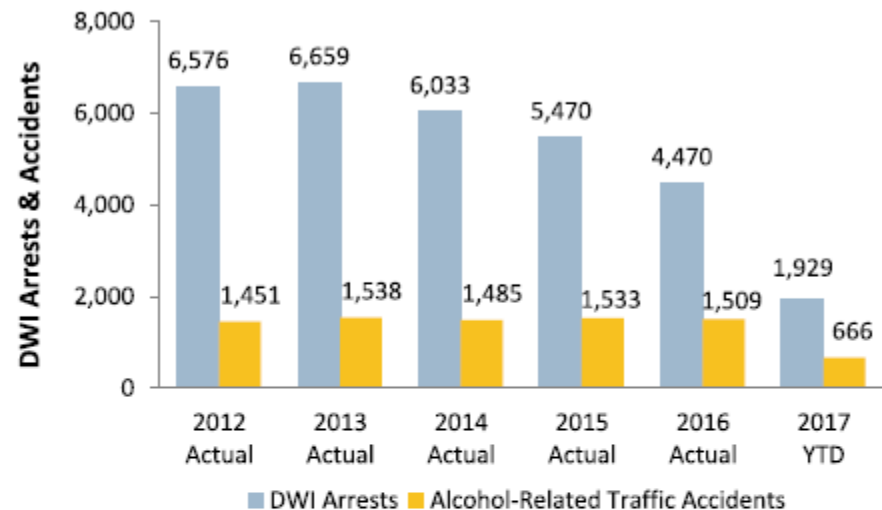
What is being done:
The Department continues to maximize the use of the DWI Unit as well as grant-funded DWI STEP officers to deploy resources at peak times during the week and on specific holidays using a data-driven approach. San Antonio Fear Free Environment officers promote the message of not drinking and driving with community outreach, and social media is used to spread the message and encourage followers to stay sober and plan ahead. Fewer DWI arrests are attributed in part to increased community outreach efforts to spread the message of not drinking and driving.
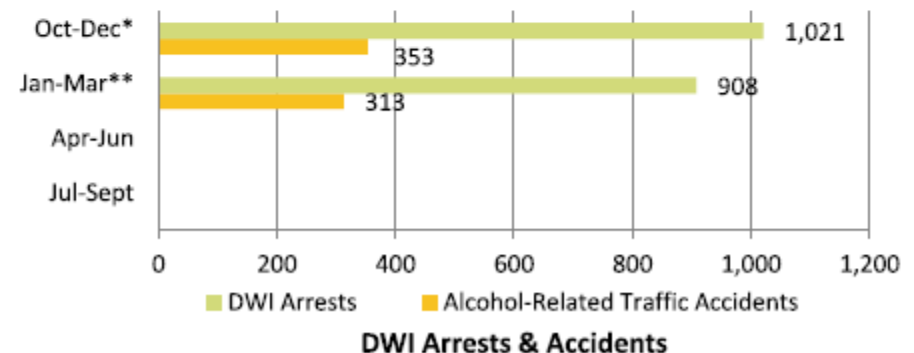
Responsible Department: Police

COMPARATIVE ANALYSIS (ICMA 2015 DATA)

DWI arrests per 1,000 Residents

Austin	7.17
Oklahoma City	3.98
San Antonio	3.95
Dallas	1.24

HISTORICAL PERFORMANCE (BY FISCAL YEAR)

DWI Arrests & Accidents

Year	DWI Arrests	Alcohol-Related Traffic Accidents
2012 Actual	6,576	1,451
2013 Actual	6,659	1,538
2014 Actual	6,033	1,485
2015 Actual	5,470	1,533
2016 Actual	4,470	1,509
2017 YTD	1,929	666

■ DWI Arrests ■ Alcohol-Related Traffic Accidents

CURRENT YEAR PERFORMANCE (BY QUARTER)

Quarter	DWI Arrests	Alcohol-Related Traffic Accidents
Oct-Dec*	1,021	353
Jan-Mar**	908	313
Apr-Jun		
Jul-Sept		

■ DWI Arrests ■ Alcohol-Related Traffic Accidents

DWI Arrests & Accidents

*Results updated based on revised data.
**2nd Quarter results include only partial data through March and may be revised at a later date.

Next steps

Staff vs. Smart Data Solutions

- Traffic control
- Building maintenance
- Irrigation
- Fleet
- Financial/permitting transactions

- Internet of Things
- SCADA systems

- Weather sensors
- AVL/GPS, Fueling
- CRM/311 tracking

Smart Data Solutions

Wherever possible, let
someone else collect
the data for you

Where's Street Bump being used?

549 trips, 37,016 bumps, 0 potholes filled, and 0 roadway problems identified

69 bumps reported in 131 Esplanade St, Truro, NS almost 3 years ago

Want to use Street Bump to improve your community? Contact Us

Elected Officials

ICMA

AREA OF STRATEGIC FOCUS
Build Public Trust Through Good Government

Goal: By 2018, 100 percent of the County budget will be attached to measurable customer results.

Why this is important:
Performance based budgets tie resources to results for customers, providing greater transparency and accountability.

How much does the County influence this?
Significantly. Within the parameters of legal and financial guidelines, it is up to the County to determine the structure of the budget and measurement of its effectiveness.

Where are we now:

PERCENT OF BUDGET WITH PERFORMANCE INFORMATION

	14/15	15/16	16/17	17/18
	0		37.4	
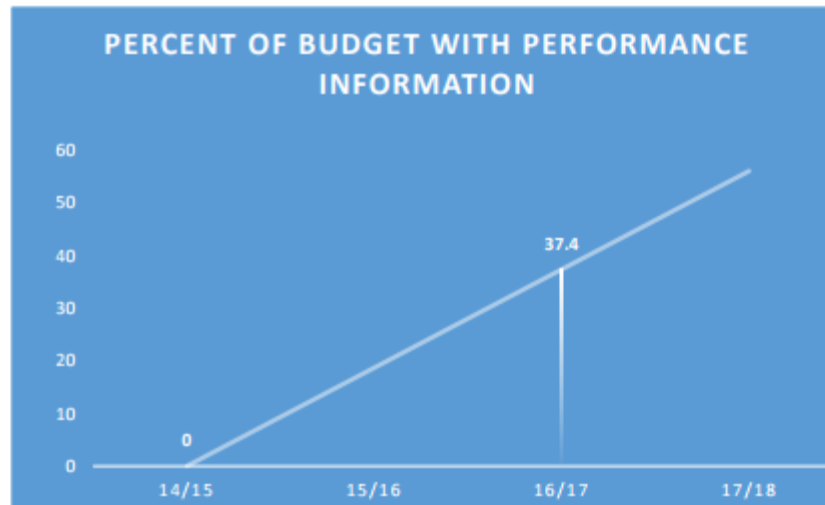
Including Water Environment Services, 37.4% of the County Budget is tied to measurable results.

CLACKAMAS COUNTY

DATADRIVEN
Fueling the laboratory of innovation and change in New Orleans

Home   Open Data   Data Products   NOLAlytics   ResultsNOLA   Data Inve

Blog

Telling you about the latest in open data and data initiatives in the City of New Orleans.

June 2, 2017

ResultsNOLA moves to DataDriven

by **Melissa Schigoda, Senior Performance Manager, Office of Performance and Accountability**
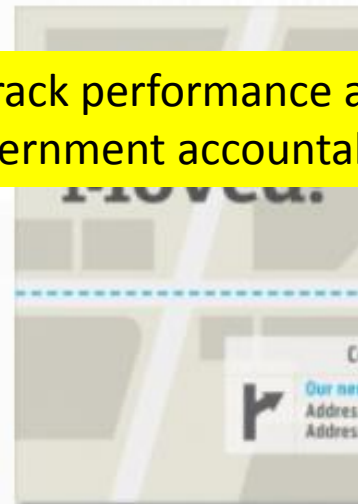Filed under: ResultsNOLA, transparency

ResultsNOLA uses data to track the City of New Orleans' progress towards its strategic goals, and it now has a new home on DataDriven.

Back in 20...
results, so...
Office of P...
performance management system for the City, released the first ResultsNOLA report in
2011. Since then, ResultsNOLA has grown to include over 300 performance measures for 50
city departments and agencies.

ResultsNOLA was originally published as an enormous PDF with hundreds of pages. But in
2017, ResultsNOLA officially moved to DataDriven. We're excited about this move for a
number of reasons:

1. **Performance management data has never looked this good.** Users can easily search
   the measures by result area or by department. New graphs make it easy to see year to
   date progress towards each goal, as well as historical trends. Plus, it's mobile friendly!
2. **Reporting just got a whole lot easier.** Now departments on the City's network can
   enter their data directly into the site, instantly preview it, and submit it. That means less time reporting and more time for e
3. **ResultsNOLA is yet another way the City is using data to fuel positive change in New Orleans.** While ResultsNOLA may
   DataDriven block, it was one of Mayor Landrieu's first initiatives to use data to improve decision-making, so it's right at hom

...Mayor made a commitment to set goals, track performance and get results, so that residents could hold City government accountable

Prioritization

Kansas City Mayor includes efficiency in annual policy agenda and attends each of the monthly KCStat data analysis meetings.

http://kcmayor.org/mayors-agenda

Strategic Planning and Performance

Crime rate per 100,000 residents (lower is better)

FY Actual — FY Target — Broward County

Avg pounds recycled per capita annually (higher is...)

FY runs Oct-Sep

Data promotion

Tamarac: A Year of Accomplishments

Video:
http://www.tamarac.org/CivicMedia?CID=Tamarac-A-Year-of-Accomplishments-11

Commissioner Marlon D. Bolton
District 1

Uploaded: February 13, 2017
Length: 4:58

Training

Bernalillo County, NM

- Each member of new elected officials' staff receives the Strategic Plan and performance reports.

- Training reviews details of each objective, performance measure, and dashboard

Performance management: Required by ordinance/resolution:

- Alachua County, FL
- Austin, TX
- Batavia, NY
- Coral Springs, FL
- Durham, NC
- Edmonton, AB
- Elk Grove, CA
- Fairfax County, VA
- Fayetteville, NC
- Fort Lauderdale, FL
- Greenville, NC
- Maui County, HI
- Miami-Dade County, FL
- Olathe, KS
- Poudre Fire Authority, CO
- San Francisco, CA
- Scottsdale, AZ
- Sheboygan, WI
- Tamarac, FL
- Woodbury, MN

Reconsideration of end results

ICMA

- Is this destined to sit on a shelf?

Benchmarks are
not necessarily online

Q&A

gyoung@icma.org