



ICMA Performance Measurement (2011)



Overview

- About the Tool
- Why are we using it?
- Trends and Examples
- Going Forward



ICMA Center for Performance Measurement

- Collects and Cleans data yearly
- 1,000 questions in 18 service areas, 10-20 core measures per service area
- Provides data, graphs, reports, and case studies
- Cost: \$5,550 per year



Who Participates ?

- About 195 Cities
- CPM 101 vs. CPM Comprehensive
- Consortia
- Population Distribution
 - 25% >100,000, 40% 25,000-100,000, 35% <25,000
- Types of Governments
 - Counties, Council-manager, Council-mayor...



Peer Cities

- Characteristics: Population 40,000-300,000
- 30 cities
- Overall these cities had higher response rates



Response Rates

Table 1-Average Response Rate for Core Measures		
	All Cities (170)	Peer Cities (31)
Code Enforcement	37%	52%
Facilities Management	18%	32%
Fire and EMS	38%	39.48%
Fleet Management	31%	35%
Housing	49%	33%
Road Maintenance	48%	50%
Information Technology	29%	31%
Human Resources	39%	51%
Parks and Rec	32%	43%
Procurement	23%	26%
Police Services	49%	62%
Solid Waste	39%	41%
Risk Management	26%	34%
Overall	35%	41%



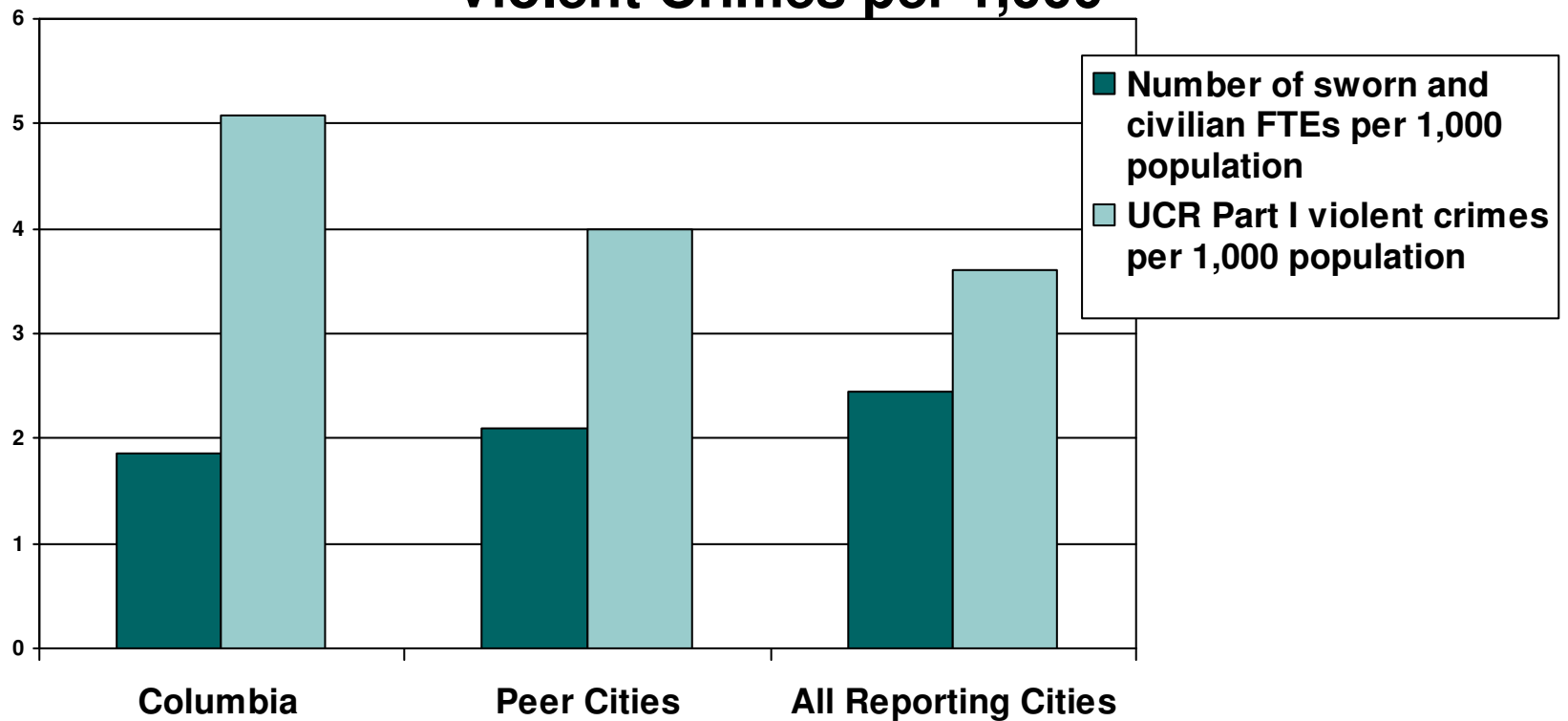
Why use this tool?

- Performance Measurement is central to City's Strategic Plan
- Provides a uniform format for measurement and data
- Large sample of cities relative to other tools
- Opportunities for data sharing
- Enables better communication of performance

Trends

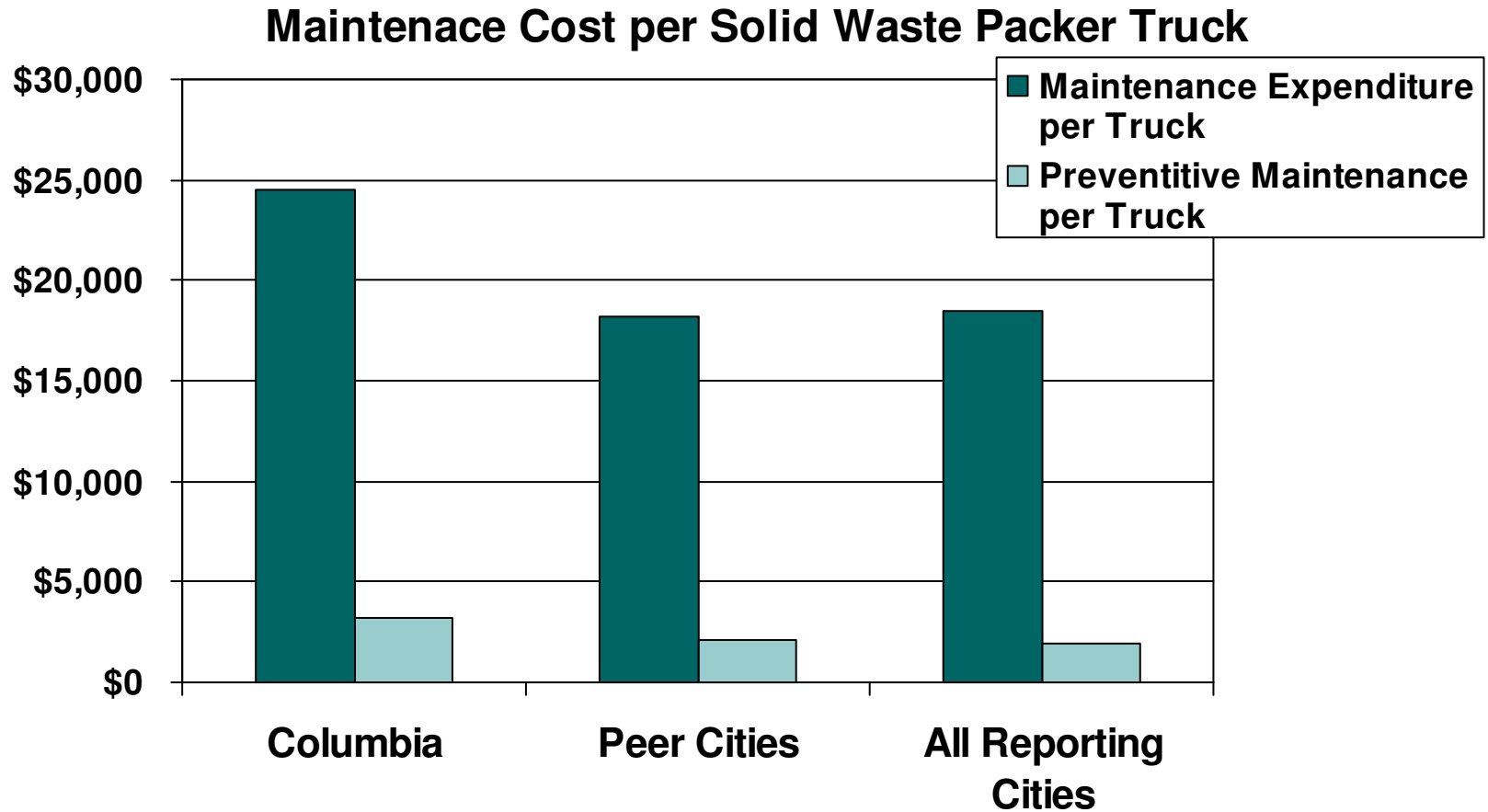
Police: Less staff and greater workload

Number of FTEs per 1,000 by Number of Violent Crimes per 1,000



Trends

Solid Waste and Fleet Maintenance

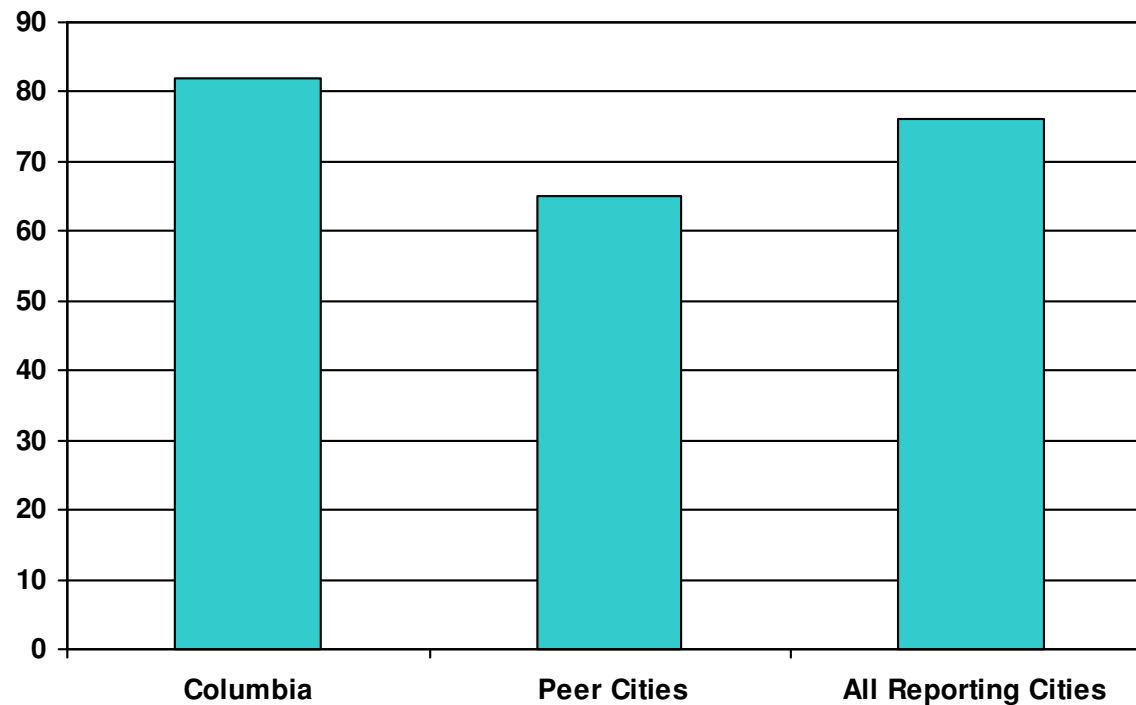




Trends

Solid Waste and Fleet Maintenance

**Average Age of Solid Waste Packer Trucks
(Months)**





City Wide Trends

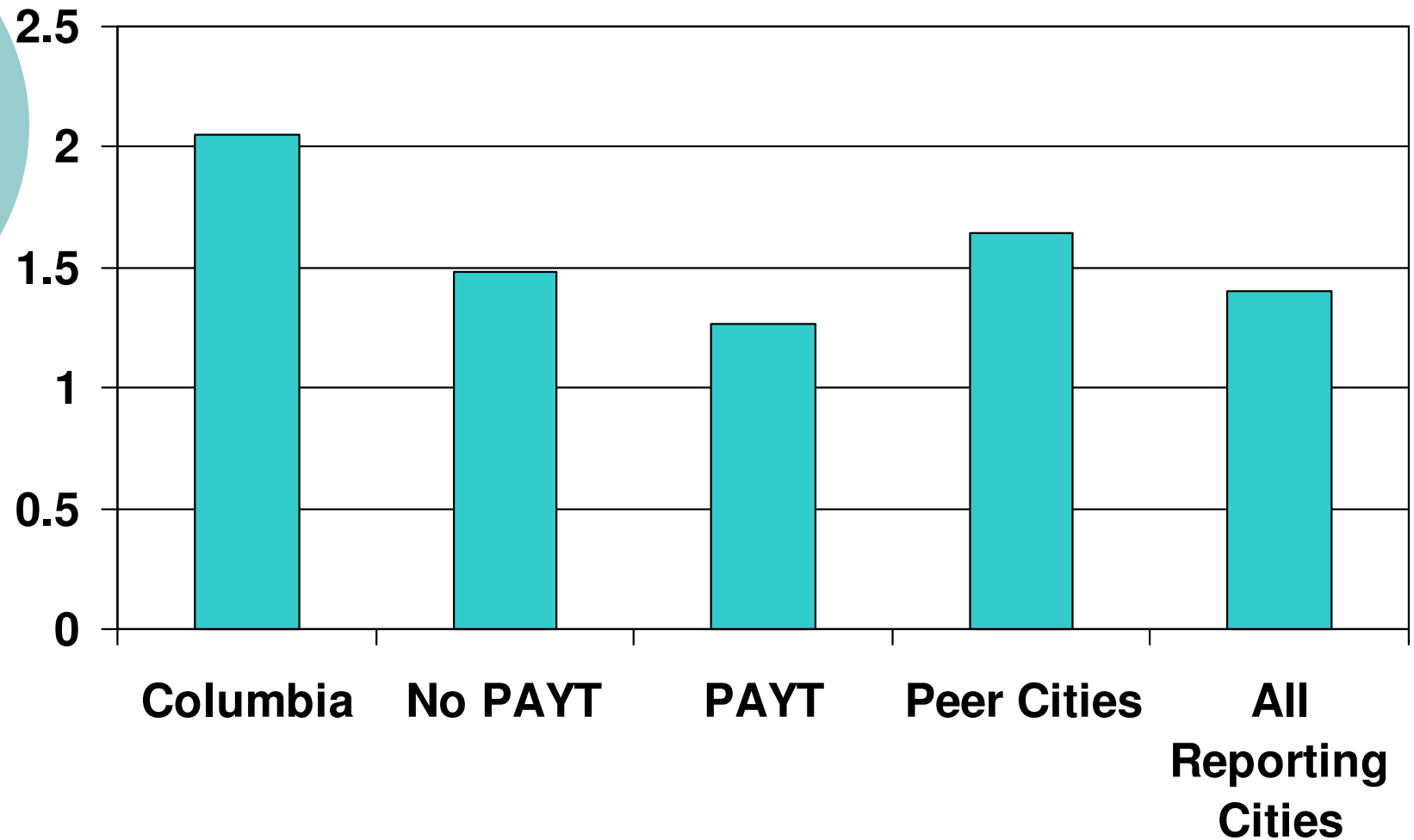
- Lack of Perception Measures for Internal Services
- Under funding certain Service Areas
 - Public Safety, Roads, IT
- Performance with fewer FTEs
 - Police, Fire



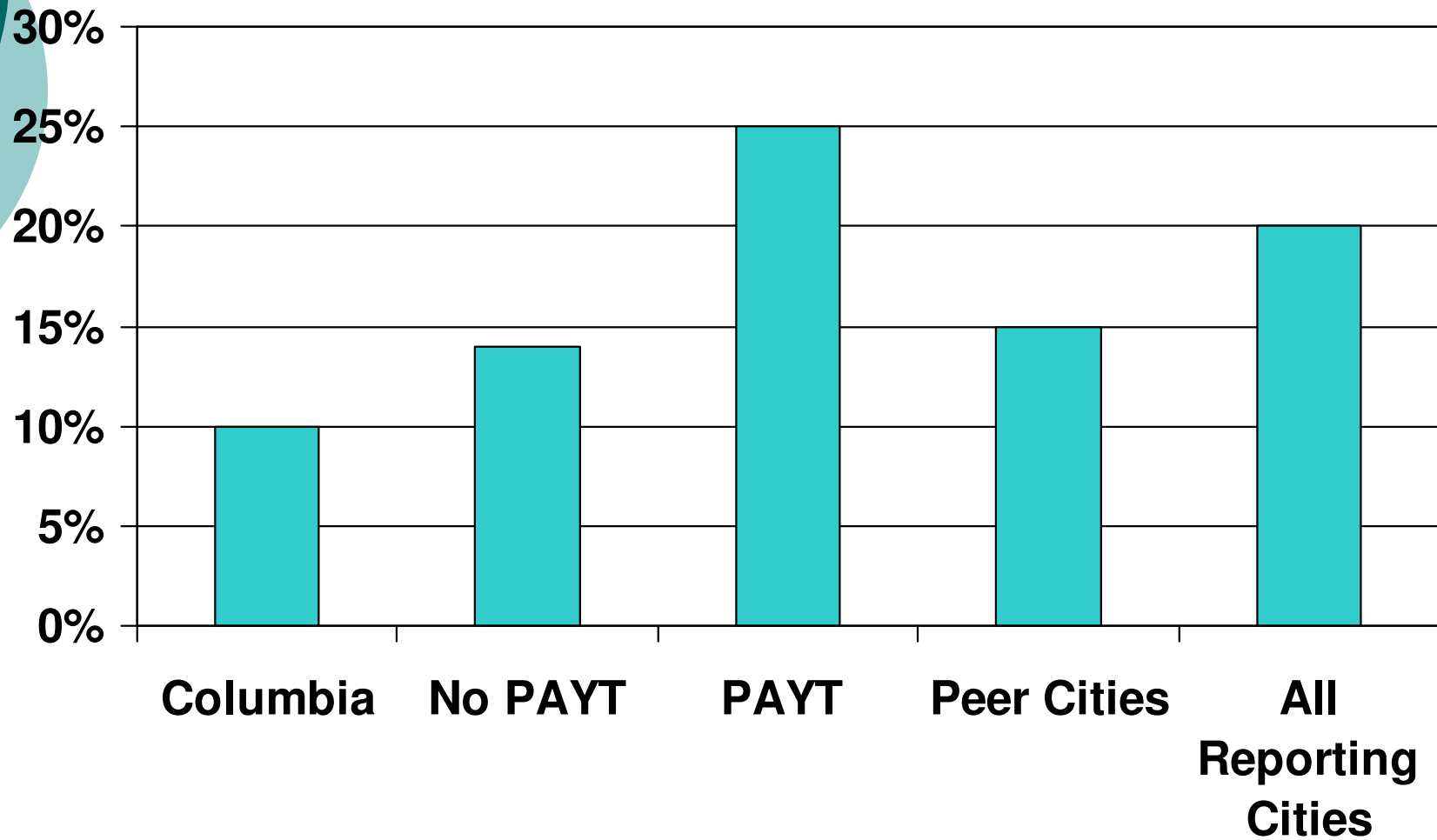
Example: Pay As You Throw (PAYT)

- Dartmouth, MA Case Study
 - Reduced cost
 - 44% of collected material=recycling
 - Used savings to upgrade trucks
- Columbia, MO
 - Flat Rate
 - 10% of collected material=recycling

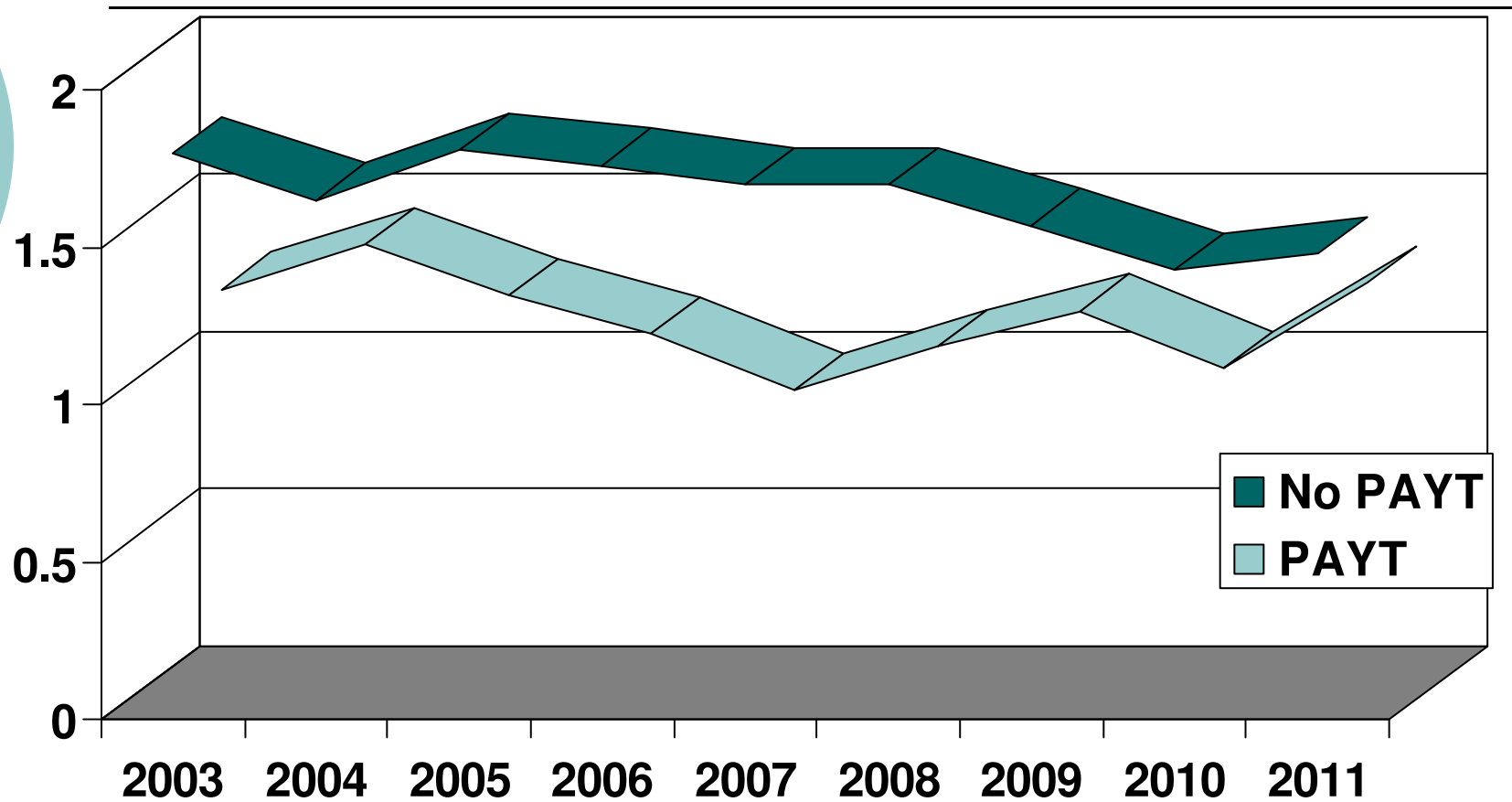
Average Tons of Refuses Collected per Account (2011)



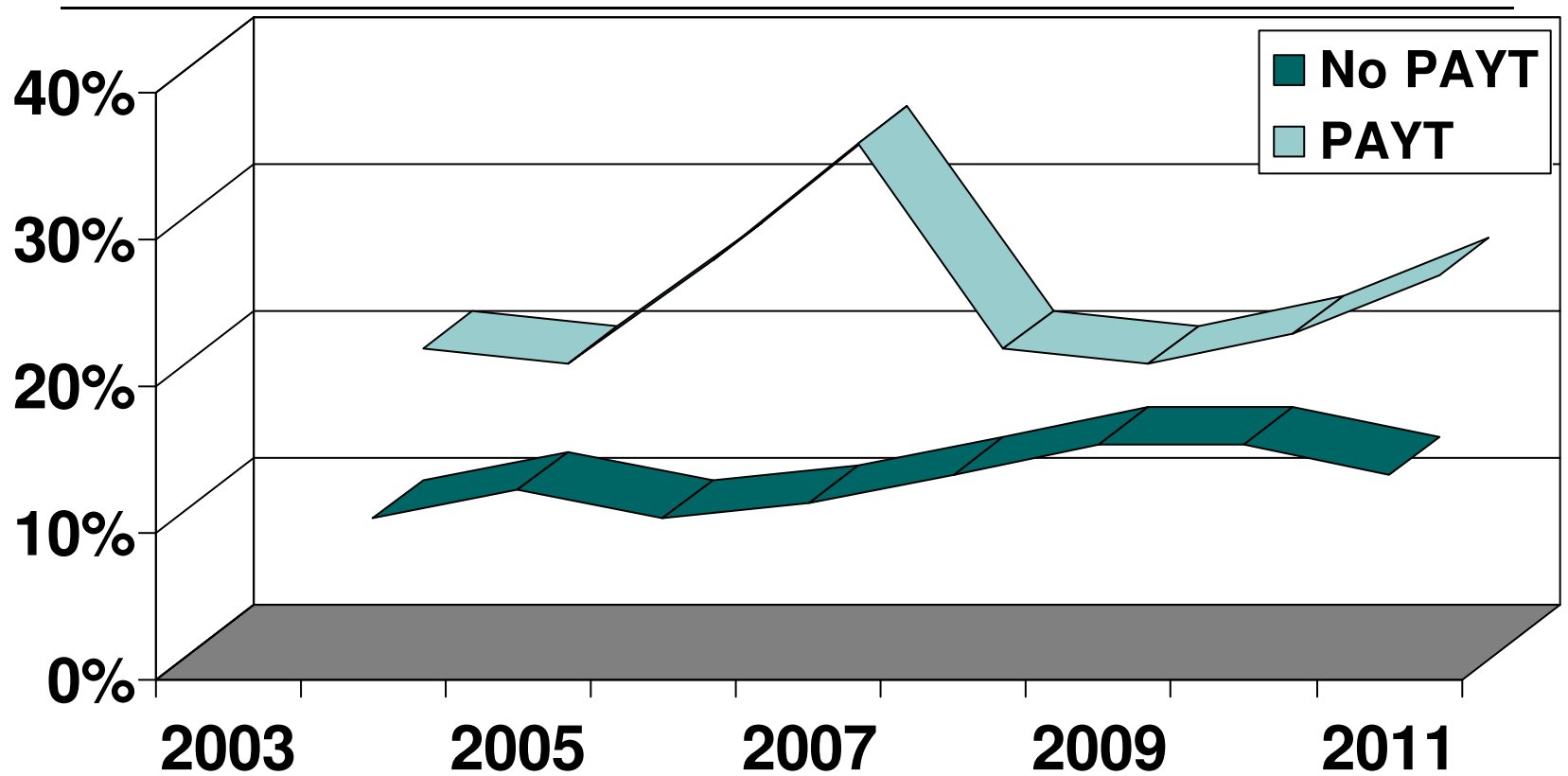
Tons of Recycleable Material as % of All Collected Materials (2011)



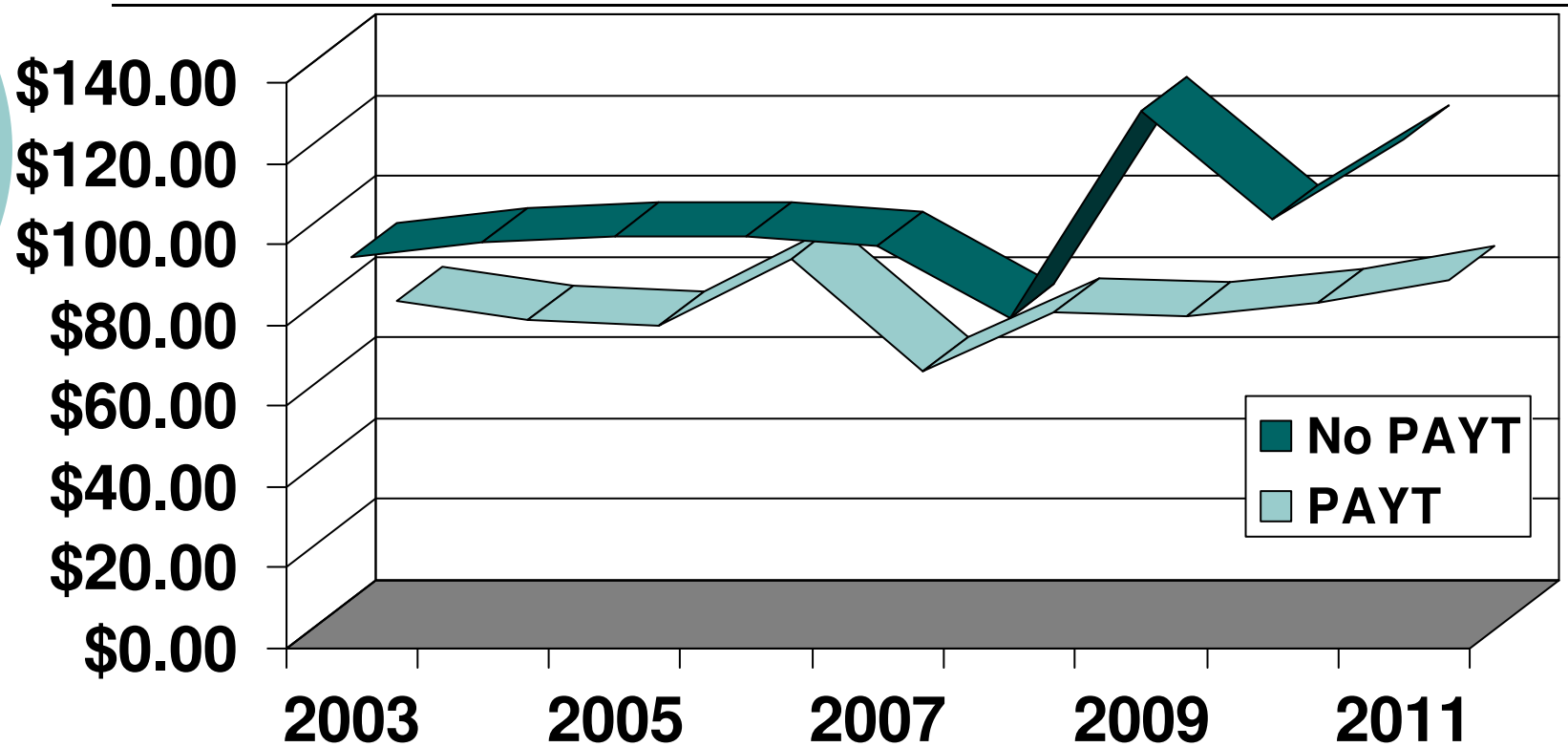
Average Tons of Refuse Collected per Account (2003-2011)



Tons of Recycled Material as % of All Materials Collected (2003-2011)



Net O/M Expenditures per Ton of Recyclable Materials Collected (2003- 2011)





PAYT?

- Low cost for collection in Columbia
- Creates true utility
- Certainly positive benefits
- Challenges and Barriers
 - Low-income
 - Students
 - Apartments
 - History (1990's, 2002)

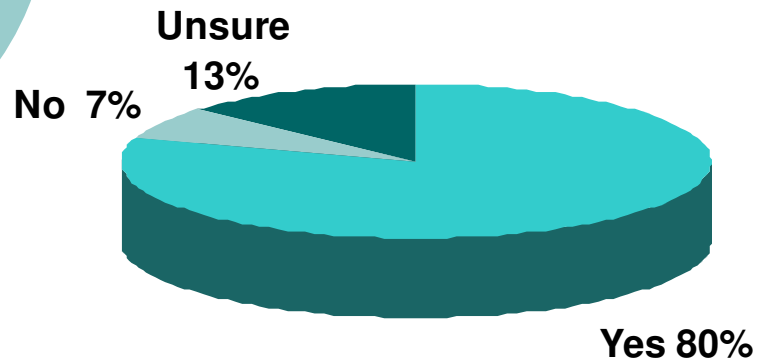


Going Forward

- Usefulness of tool
 - Internal
 - Benchmarking
 - Time series
 - Exploration
- Incorporate into Existing Efforts
 - Strategic Plan
 - Citizen Survey
 - Annual collection, analysis, and reporting cycle

Employee Feedback

Would seeing performance overtime be useful?



Should we continue to use ICMA CPM?





Going Forward

○ Weaknesses

- Small sample and high variability
- Lacks measures for other areas of interest-Public Health, PSJC, Public Communication
- Requires organization and cleaning to be easily used and accessible



Going Forward

- Share data
- Opportunities for deeper analysis
- Performance Reporting and Dashboards
- Performance Culture



Questions, Comments