

September 9, 2008

**Linking Objectives and Goals
To Outcome Measures
(as well as other types of performance measures)**

This document provides examples of:

1. Objectives¹ stated in outcome-based terms;
2. Outcome measures that link directly to the objectives (in bold); and
3. Output, input, efficiency and/or descriptive measures that are likely to assist in the rigorous questioning as to what might “move the needle forward”: in terms of improving outcomes and identifying effective practices from other localities (or, alternatively, measures of outputs and inputs that might have little or no influence on outcomes).

ICMA wants to emphasize that the objectives and measures listed here are only examples. They may not necessarily represent the objectives and measures that are of most importance to your community. In instances where they do not align with your locality’s objectives, we hope that they serve as specific guides to you as to how to state measurable outcome-oriented objectives with performance measures that capture your jurisdiction’s ability to determine the extent to which it is “moving the needle forward” in terms of continuous improvement (and/or realigned priorities).

Attached are the core measures for the following 15 service areas for which the ICMA Center for Performance Measurement currently collects, verifies and reports data:

Code enforcement	Library services
Facilities maintenance	Parks & Recreation
Fire/EMS	Police
Fleet management	Purchasing
Highways and road maintenance	Refuse & Recycling
Housing	Risk management
Human Resources	Youth Services
Information technology	

ICMA considers this document an integral portion of the learning experience. It is intended not only for use during this workshop, but also as a starting point for discussions and actions of leadership & management teams, departments, and work teams.

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Code Enforcement

Example Objectives¹

1. Minimize the occurrence of weeded lots and other physical nuisances that detract of the quality of life in neighborhoods and the community as a whole.
2. Ensure safe and decent housing conditions for every member of the community
3. Ensure that development occurs in ways that maintain and/or improve the quality of life in the community
4. Ensure that no structure in the community endangers the life, limb, health, property, safety, or welfare of the general public
5. Provide convenient, timely and error-free permitting and inspections for the locality's businesses and homeowners.

Core Measures	Reference to ICMA-CPM Question Number(s)	Relates to Example Objective No.
1. Rates of Voluntary Compliance	Q14, Q19, Q33, Q38, Q52, Q58, Q71, Q77, Q91, Q97	1,2,3,4
2. Rates of Induced Compliance	Q14, Q21, Q33, Q40, Q52, Q60, Q71, Q79, Q91, Q99	
3. Average Number of Calendar Days from case Initiation to Voluntary Compliance	Q29, Q48, Q67, Q86, Q106	1,2,3,4
4. Average Number of Calendar Days from case Initiation to Initiation of Admin/Judicial Process	Q28, Q46, Q65, Q84, Q104	
5. Code Enforcement Expenditures Per Capita	Q11	
6. Number of Calendar Days from First Complaint Report to First Non-Inspection Response	Q24, Q43, Q62, Q81, Q100	
7. Number of Elapsed Calendar Days from First Report of Complaint until Inspector's First Inspection	Q25, Q44, Q63, Q82, Q101	
8. Number of Elapsed Calendar Days from First Inspection to Voluntary Compliance (Outcome Measure)	Q26, Q45, Q64, Q83, Q102	1,2,3,4
9. Number and Percent of survey respondents rating the extent to which weed lots, abandoned vehicles, graffiti, and dilapidated buildings were a problem in their neighborhood gathered from a scientifically valid survey of residents (Outcome Measure)	Q143, Q144	4
• Number of cases brought into voluntary compliance	Q76	9
• Average number of calendar days from when complaints were first reported until first non-inspection response	Q81	9
• Average number of calendar days from nuisance code violation case initiation to voluntary compliance	Q86	9

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Facilities Management

Example Objectives³

1. Ensure a safe and clean working environment for all jurisdiction employees and the general public

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Custodial Expenditures per Square Foot: Administrative/office Facilities	Q17d.iii	
2. Custodial Expenditures per Square Foot: Administrative/office facilities (total, in-house, and contractual)	Q17a.iii, Q17b.iii, Q17d.iii	
3. Total Custodial Expenditures per Square Foot: Library/cultural facilities	Q20a.iii, Q20b.iii, Q20d.iii	
4. Total Custodial Expenditures per Square Foot: Recreation/community center facilities	Q21a.iii, Q21b.iii, Q21d.iii	
5. Custodial Expenditures per Square Foot: All facilities (total, in-house, and contractual; sorted by total)	Q23a.iii, Q23b.iii, Q23d.iii	
6. Custodial Service Requests: Emergency and non-emergency	Q31b, Q35b	
7. Customer Satisfaction: Overall satisfaction with custodial service	Q40c.i – Q40c.iv	1
8. Repair Expenditures per Square Foot: Administrative/office facilities (total, in-house, and contractual; sorted by total)	Q17f.iii, Q17g.iii, Q17h.iii	
9. Repair Expenditures per Square Foot: All facilities (total, in-house, and contractual; sorted by total)	Q23f.iii, Q23g.iii, Q23h.iii	
10. Repair Requests per 100,000 Square Feet Maintained	Q13j or Q13k, Q31a, Q35a	
11. Response Time: Non-Emergency Repairs	Q36a	
12. Customer Satisfaction: Timeliness of repair service (Excellent, Good, Fair, Poor)	Q41b.i – Q41b.iv	1
13. Of respondents expressing “excellent”, “good”, “fair”, or “poor” about Maintenance and Repair Services	Q41a	1

³ These objectives are examples only. Individual jurisdictions may have objectives different from those stated here. However, in order to identify appropriate outcome measures and other types of performance measures, it is important to state key objectives for the particular service area.

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Fire & EMS

Example Objectives¹

1. Minimize injuries and deaths from fires as well as minimize property damage.
2. Save lives and minimize debilitating damage to heart attack victims, victims of accidents, and people with other serious threats to their health and well-being.

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
Paid fire and EMS staffing per 1,000 population served	Q4, Q5, Q30	
Total fire operating and vehicle expenditures per capita	Q37 (Q28 + Q35 / Q4 or Q5)	
Total residential structure fire incidents per 1,000 residential structures)	Q55 (Q54a or b / Q43a or b)	1
Residential structure fires per 1,000 population served	Q55 (Q54a or b / Q4 x 1000)	
One- and two-family residential structure fire incidents: confined to room of origin, (intermediate outcome)	Q52g, Q52h	1
Residential arson incidents/10,000 residents served	Q4, Q70a	
Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures	Q58m	1
False alarms as percentage of total fire incidents	Q69h	
Fire incidents involving nonstructures/1,000 srvd	Q4, Q63	1
Total fire incidents per 1,000 population served	Q4, Q66	
Total nonfire incidents per 1,000 population	Q4, Q64	
Total arson incidents per 10,000 population	Q4, Q72 or Q73	
Arson clearance rate	Q76	
Fire personnel injuries w/ time lost per 1,000 incidents	Q87c, Q67	
Rescues & recoveries performed/10,000 pop served	Q6, Q77d, Q77h	
Pct. of total fire calls with a response time of five min. and under from dispatch to arrival on the scene	Q95	
EMS responses per 1,000 population served: Total, BLS, and ALS Responses	Q5, Q97a and Q98a, or Q99	
EMS response time: average response time for calls requiring an ALS response (lights and sirens)	Q106, Q107b, Q108b, Q109b	
Patients with full cardiac arrest from medical causes and patients who received early defibrillation	Q116a, Q120a	
Pct. of patients in full cardiac arrest who have specified rhythms upon delivery to a medical fac.	Q119	2
Hazmat incidents per 10,000 population	Q7, Q166	
Customer satisfaction among those having contact with fire and EMS w/in past 12 months	Q177a, Q179a	2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Fleet Management

Example Objectives¹

1. Ensure that vehicle/s will be available and functioning properly when required/requested by employees so that they can properly perform their assigned responsibilities
2. Maximize satisfaction levels for courtesy, quality and timeliness of services provided
3. Maximize quality and efficiency of the servicing of vehicles

Reference to ICMA-CPM Question No. **Relates directly to Example Objective No.**

Core Measures

1. Hours Billed per Vehicle or Piece of Equipment Maintained by the Central Fleet Management Operation	Q21, Q24	
2. Hours Billed as a Percentage of Hours Available	Q26	
3. Pct. of Fleet Maintenance Expenditures that are Contracted Out	Q31	
4. Percentage of Vehicles Exceeding Replacement Criteria (after pending orders fulfilled)	Q7a.iii, Q8a.iii, Q14a.vii	
5. Average Fleet Maintenance Expenditures Per Vehicle: All vehicles and heavy equipment	Q33l	
6. Police Vehicles: Total maintenance and preventive maintenance expenditures per vehicle	Q33a, Q37a	3
7. Police Vehicles: Total maintenance expenditures per mile driven	Q32a	3
8. Fire Apparatus: Total maintenance and preventive maintenance expenditures per vehicle	Q33b, Q37b	3
9. Fire Apparatus: Total maintenance expenditures per mile driven	Q32b	3
10. EMS Vehicles: Total maintenance expenditures per mile driven	Q32d	3
11. EMS Vehicles: Total maintenance and preventive maintenance expenditures per vehicle	Q33c, Q37c	3
12. Light Vehicles I: “. “ “ “ “	Q33f, Q37f	3
13. Light Vehicles II: “. “ “ “ “	Q33g, Q37g	3
14. All Light Vehicles (I and II): “ “ “ “	Q33h, Q37h	3
15. Light Vehicles: Total maintenance expenditures per mile driven	Q32i, Q32j, Q32k	3
16. Solid-Waste Packers: Total maintenance expenditures per mile driven	Q32f	3
17. Solid-Waste Packers: Total maint. & preventive maint. exp. per veh.	Q33d, Q37d	3
18. Buses: Total maintenance expenditures per mile driven	Q32g	3
19. Medium Vehicles: Total maintenance and preventive maintenance expenditures per vehicle	Q33i, Q37i	3
20. Heavy Vehicles: Total maintenance and preventive maintenance expenditures per vehicle	Q33j, Q37j	3
21. Heavy Equipment: Total maintenance and preventive maintenance expenditures per piece of equipment	Q33k, Q37k	3
22. Pct. of Vehicles & Heavy Equipmt Using Alternative Fuel	Q14a.x, Q18a.v, Q19d	
23. Internal Customer Satisfaction: Quality of fleet maint. services	Q43a.i – Q43a.iv	1,2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Highway and Road Maintenance

Example Objectives¹

1. Achieve a targeted level in the condition of roads, street-sweeping, snow-and-ice control/removal
2. Do so efficiently

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Road Rehabilitation Expenditures per Paved Lane Mile		
2. Road Rehabilitation Expenditures per Capita		
3. Street Sweeping Expenditures per Capita		
4. Operating and Maintenance Expenditures for Street Sweeping per Linear Mile Swept		
5. Snow and Ice Control Expenditures per Capita Compared with Inches of Snowfall		
6. Paved Lane Miles Assessed in Satisfactory or Better Condition as Percentage of Total Paved Lane Miles Assessed (taking into account total lane miles assessed as a percentage of total paved lane miles)		1
7. Total road rehabilitation expenditures per paved lane mile		2
8. Citizen Ratings of Road Condition		1
9. Citizen Ratings of Street Sweeping		1

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Housing (assisted-housing)

Example Objective¹

1. Provide decent and affordable housing to target population
2. Do so in a timely and efficient manner

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Outside Capital Leveraged as a Percentage of Total Funding for Low Low-to-Moderate-Income Housing	Q18c, Q30c, Q42, Q47	2
2. New Low-to-Moderate-Income Housing: Number of new units completed as a percentage of units needed	Q12	1
3. Rehabilitation of Low-to-Moderate-Income Housing: Percentage of substandard units rehabilitated	Q25	1
4. Rehabilitation of Low- to Moderate-Income Housing: Average number of calendar days from application for rehabilitation assistance to completion of rehabilitation work)	Q35a or Q36a, Q35b or Q36b, Q36c	2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Human Resources

Example Objectives¹

1. Attract a high performing, well-qualified workforce
2. Develop a high performing, well-qualified workforce
3. Maintain a high performing, well-qualified workforce
4. Have a workforce that is generally satisfied with benefits, compensation, training, equity and quality of work-life in the locality
5. Provide HR services to departments effectively and efficiently

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Working Days for External Recruitment	Q42b.i, Q42b.ii	
2. Working Days for Internal Recruitment	Q48c.i, Q48c.ii	
3. Working Days to Reclassify an Occupied Position	Q28a, Q28b	
4. Turnover Rates: Total, Non-Public Safety, and Public Safety Employees⁴	Q32a, Q32b, Q32c	3
5. Turnover Rates: Information Technology Employees²	Q32b	3
6. Sick Leave Hours Used per 1,000 Hours Worked	Q51c	
7. Number of Employee Grievances and Appeals per 100 Employees	Q33c.i, Q33c.ii or Q33d.i, Q33d.ii	4
8. Percentage of Grievances Resolved Before Passing From Management Control	Q36	4, 5
9. Percentage of Employee Performance Reviews Completed on Schedule	Q55	
10. Internal customer satisfaction: overall quality of work-life in the locality	Q60c, Q60d, Q60e, Q61e, Q61f or Q62a, Q62b, Q62c	4

⁴ Note: This measure needs to be refined to account for the retention rate of those employees performing well on their annual performance appraisals (e.g., top 10%, top 25%).

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Information Technology

Example Objectives¹

1. Ensure efficient maintenance of the locality's software and hardware (which is a key factor in the ability of a local government to provide its services to its residents)
2. Provide timely and correct repairs for all areas of technology for the local government

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Central IT Expenditures per Workstation	Q32a, Q32e	
2. IT O&M Expenditures as a Percentage of Total Operating Expenditures (of jurisdiction)	(Q17a.iv or a.v), (Q17b.iv or b.v), and GenDem Template Q20 or 21	1
3. Ratio of Total Workstations to Total Employees in Jurisdiction	Q31g	
4. Central IT Expenditures per Workstation (O&M and Capital)	Q32e	
5. Radio System Problem Resolution: Percentage Corrected within 24 Hours	Q21c	2
6. Telephone System Problem Resolution: Percentage Corrected within 24 Hours	Q27c.i	2
7. Internal Customer Satisfaction: Telephone Services: Overall Satisfaction	Q60c.i, Q60c.ii, Q60c.iii, Q60c.iv	2
8. Repair Calls for Network Services Resolved within 24 Hours	Q27c.ii	2
9. Network and Desktop Device Moves, Additions or Changes Completed when Scheduled	Q28d.ii, Q46	2
10. Repair Calls for Application Services Resolved within 24 Hours	Q37c	2
11. Help Desk Calls: Resolved at Time of Call, within 4 Hours, and within 8 Hours	Q51h, Q51i, Q51j	2
12. Internal Customer Satisfaction: General IT Services: Overall Satisfaction	Q54c.i, Q54c.ii, Q54c.iii, Q54c.iv	1,2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Library Services

Example Objectives¹

1. Effectively manage library resources that to provide consistent, high quality products and services with knowledgeable and informed staff
2. Provide library-sponsored programs that promote literacy, education, enrichment, and community involvement for a wide range of interests and needs within the community

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Registered Borrowers as a Percentage of Service Area Population	Q10	
2. Library Operating and Maintenance Expenditures per Capita	Q2, Q37f or Q37g	
3. Operating and Maintenance Expenditures per Registered Borrower	Q37f or Q37g, Q9	
4. Operating and Maintenance Expenditures per Item Circulated	Q43	
5. Total annual Circulation Rates for all library facilities per Capita	Q2, Q17d or Q17e	
6. Circulation Rates per Registered Borrower	Q9, Q17d or Q17e	
7. Visitation Rates per Registered Borrower	Q9, Q30c.iv or Q30c.v	
8. Visitation Rates per Capita	Q2, Q30c.iv or Q30c.v	
9. Total attendance at library sponsored programs per 1,000 population (Outcome measure)	Q21f	2
• Annual Number of library sponsored programs for children	Q22a	
• Annual Number of library sponsored programs for teenagers	Q22b	
• Annual Number of library sponsored programs for senior citizens	Q22c	
• Annual Number of library sponsored programs for adults	Q22d	
• Annual Number of library sponsored programs for families	Q22e	
• Annual Number of library sponsored programs – total	Q22g or h	
10. Patron Internet Usage per Terminal	Q28c, Q28d	
11. Material acquisition expenditures as a percentage of total expenditures	Q37f or g, Q38c or d	
12. Number of Paid and Volunteer FTEs per 1,000 Population	Q46, Q50	
13. Citizen Ratings of Overall Library Services	Q56	1
14. Citizen Ratings of the Overall Range of Library Programs		2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Parks and Recreation

Example Objectives¹

1. Provide safe, clean and attractive parks and recreation facilities; maintain developed and undeveloped parks at a high standard of quality
2. Offer high quality and a wide variety of parks and recreation programs to meet the needs and expectations of the community\

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Net Parks and Recreation Revenue per Capita- excluding golf expenditures and revenues	Q2, Q62c	
2. Net Parks and Recreation Revenue per Capita- golf expenditures and revenues only	Q2, Q62e	
3. Golf Revenues as a Percentage of Total Earned Revenue from All Parks and Recreation Activities	Q62c, Q62e	
4. Parks and Recreation Revenue Received from Endowments, Grants, and Foundations, per Capita	Q2, Q69	
5. Parks and Recreation FTEs per 1,000 Population-excluding golf FTEs	Q71a, Q71b, Q71c	
6. Acres of Parkland per 1,000 population – Developed and Undeveloped	Q11a, Q11b	
7. Percent of lesson programs (also include camps) filled to capacity	Q30	
8. Citizen Ratings of Overall Satisfaction with Parks and Recreation in the Jurisdiction	Q85a, Q85b, Q85c, Q85d	1,2
9. Citizen Ratings of the Appearance of Parks and Recreation Facilities (Outcome Measure)	Q81a, Q81b, Q81c, Q81d	1
10. Citizen Ratings of the Quality of Parks and Recreation Programs	Q79a, Q79b, Q79c, Q79d	2
11. Citizen Ratings of the Range of Parks and Recreation Activities	Q77a, Q77b, Q77c, Q77d	2
12. Citizen Ratings of the Safety of Parks and Recreation Facilities	Q83a, Q83b, Q83c, Q83d	1

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Police Services

Example Objectives¹

1. Provide for the protection of life and property through a comprehensive program of law enforcement and crime prevention.
2. Create meaningful partnerships within the residential and business communities to address crime prevention issues.
3. Respond immediately and efficiently to all calls for service.

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Sworn and Civilian FTEs per 1,000 Population	Q18	
2. Total Sick/Family Medical Leave taken by all Police Employees	Q20c	
3. Total Operating & Maintenance Exp, Charged to Police Dept	Q31	
4. Number of Top Priority Police Calls per 1,000 Population	Q67a.ii	
5. Response Time in Minutes to Top Priority Calls	Q73 or Q74	
6. UCR Part I Crimes Reported per 1,000	Q82, Q91	1
7. Total Arrests for UCR Part I Crimes per 1,000 Population	Q2, Q101c or Q101d, Q102c or Q102d	
8. Total Arrests for UCR Part I Crimes per Sworn FTE	Q10, Q101c or Q101d, Q102c or Q102d	
9. Juvenile Arrests for UCR Part I Crimes as percentage of total arrests for UCR Part I Crimes	Q105b or Q106b, Q105c or Q106c	
10. Total Arrests per 1,000 Population	Q2, Q105c, Q105d or Q106c or Q106d	
11. Percentage of UCR Part I Crimes assigned to Investigators	Q79, Q88	
12. Percentage of UCR Part I Crimes Cleared	Q81, Q90	
13. UCR Part I Crimes Cleared per Sworn FTE	Q99	
14. Operating and Maintenance Expenditures Charged to the Police Department per UCR Part I Crime Cleared	Q100	
15. Total arrests for UCR Part II Drug Offenses per 1,000 pop.	Q2, Q103c or Q103d	
16. Juvenile arrests for Part II Drug Abuse Offenses as a Percentage of total arrests for UCR Part II Drug Offenses	Q103b, Q103c or Q103d	
17. DUI Arrests per 1,000 population	Q116a	
18. Fatal Traffic Accidents per 1,000 population	Q2, Q112	1
19. Citizen rating of quality of contact with police	Q140d	1,2
20. Number of sustained complaints per 100 sworn personnel	Q131	2
21. Citizen rating of safety in their neighborhood during day	Q135	1
22. “ “ “ “ “ “ “ after dark	Q134	1
23. Citizen rating of business areas during the day	Q137	1,2
24. “ “ “ “ “ “ “ after dark	Q136	1,2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Purchasing

Example Objectives ¹

1. Obtain quality products on a timely basis and as efficiently as possible.
2. Maximize satisfaction levels for quality and timeliness of service for both internal and external customers
3. Maintain and promote positive business relations with vendors and the community; Provide equal opportunity in bidding and purchasing processes and outcomes
4. Insure all purchases are made in accordance with public procurement laws and mandates

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Calendar Days from Requisition to Purchase Order: Informal bids)	Q31a.iv or Q31a.v	1
2. Calendar Days from Requisition to Purchase Order: Existing contracts	Q31b.iv or Q31b.v	1
3. Calendar Days from Requisition to Purchase Order: Formal bids	Q31c.iv or Q31c.v, Q31d.iv or Q31d.v, Q31e.iv or Q31e.v	
4. Percentage of Purchases Made, Reviewed, or Approved by the Central Purchasing Office from Minority-and/or Woman-Owned Businesses	Q28	3
5. Percentage of Purchasing Conducted with Purchasing Cards/Credit Cards	Q10b	
6. Number of New Transactions per Central Purchasing Office FTE	Q22, Q32a, Q32b, Q32c, Q32d, Q32e or Q32f	
7. Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE	Q24	
8. Dollar Amount of Non-Construction Purchases through Central Purchasing Office per Central Purchasing Office FTE	Q24, Q25	
9. Number of Protests Filed and Sustained	Q35a, Q35b	
10. Number of Protests Filed and Sustained per \$25 Million Purchased	Q18 or Q19, Q35a	3
11. Internal Customer Satisfaction: Quality of Service	Q38a.i, Q38a.ii, Q38a.iii, Q38a.iv	2
12. Internal Customer Satisfaction: Timeliness of Service	Q38b.i, Q38b.ii, Q38b.iii, Q38b.iv	2

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Refuse and Recycling

Example Objectives¹

1. Reduce the volume of solid waste stream
2. Increase the percentage of the waste stream that is recycled
3. Maximize satisfaction levels for refuse collection and recycling services
4. Comply with environmental regulations

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question Number(s)</u>	<u>Relates directly to Example Objective No.</u>
1. Average Tons of Refuse Collected per Refuse Collection Account – All Account Types	Q25	1
2. Operating and Maintenance Expenditures for Refuse Collection per Refuse Collection Account	Q27	
3. Operating and Maintenance Expenditures for Refuse Collection per Ton of Refuse Collected	Q26	
4. Citizen Ratings of Refuse Collection Services	Q62a, Q62b, Q62c, Q62d	3
5. Operating and Maintenance Expenditures for Refuse Collection and Disposal per Account – All Account Types	Q35	
6. Average Tons of Recyclable Material Collected per Account	Q51	1
7. Operating and Maintenance Expenditures for Recycling Services per Account	Q53, Q54	
8. Operating and Maintenance Expenditures for Recycling Services per Ton of Recyclable Material Collected	Q55, Q56	
9. Tons of Recyclable Material Collected as a percentage of All Refuse and Recyclable Material Collected	Q52	2
10. Citizen Ratings of Residential Recycling Services	Q65a, Q65b, Q65c, Q65d	3

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Risk Management

Example Objectives¹

1. Minimize injuries and the loss of property to the jurisdiction
2. Do so efficiently
3. Maximize satisfaction with overall risk services provided to internal customers

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question No.</u>	<u>Relates directly to Example Objective No.</u>
1. Total Property Loss, Premiums, and Other Expenditures Per \$1,000 of Property Value at Risk	Q28g	2
2. Expenditures for Liability Claims per Capita—Commercial General or Public Entity Liability	Q70a	2
3. General Liability Claims Per 10,000 Population Served	Q41e	2
4. Percentage of Commercial General/Public Entity Liability Claims That Proceeded to Litigation	Q41f	
5. Traffic Accidents per 100,000 Miles Driven—Law Enforcement Vehicles	Q53a	1
6. Traffic Accidents per 100,000 Miles Driven—All Light Vehicles	Q53d	1
7. Risk Management Training Hours per FTE: By risk management staff and total	Q85a, Q85f/g, Q96b	
8. Number of Workers' Compensation Claims per 100 FTEs	Q79c	1
9. Expenditures for Workers' Compensation per \$100 of Total Jurisdiction Salaries and Benefits	Q79a	1,2
10. Number of Worker-Days Lost per Claim	Q80g	1,2
11. Number of Worker-Days Lost to Injury per FTE	Q80a, Q80b, Q80h	1,2
12. Internal Customers: Overall satisfaction	Q92c.i – Q92c.iv	3
13. Property insurance premiums as a % of total value of property insured: all categories	Q36	
14. Total cost of risk as a % of total jurisdiction operating expenditures for the FY (oper. exp. data from Gen Dem template)	Q88	2
15. Total cost of claims/losses as a % of total cost of risk	Q87a. Q87e. Q87f	
16. Total cost of premiums as a % of total cost of risk	Q87b. Q87e. Q87f	

**CPM Service Area Measures (with Objectives)
[Outcomes Measures in Bold]**

Youth Services

Example Objectives¹

1. Minimize the disruption in educational and other opportunities that childbirth causes teens
2. Minimize the additional risks to health and well-being that low birth-weight poses for newborn babies
3. Maximize the number youth that are gainfully employed after participating in employment training
4. Assist each youth released from detention to remain trouble free and reduce the likelihood of future arrest
5. Protect children from abuse/neglect.

<u>Core Measures</u>	<u>Reference to ICMA-CPM Question No.</u>	<u>Relates directly to Example Objective No.</u>
1. Number of subsidized childcare slots filled as a percentage of slots available	Q21	
2. Prevalence of Teen Motherhood	Q25, Q29	1
3. Prevalence of Low-birth weight babies	Q32, Q33	2
4. Number of youth employed/trained as a percentage of applications	Q39	
5. Percentage of youth who successfully completed the conditions of their probation during the reporting period	Q47	4
6. Percentage of Children and Youth placed in detention by the local government	Q62	
7. Average number of bed days per child or youth placed in detention	Q65	
8. Number of youth-subjects of a case opened for investigation and substantiated, as a percentage of total youths	Q14	4
9 Sentence completion rates for children and youth ordered to perform community service	Q76, Q77	